

“Influence of frugality, materialism and employee demographics on workplace deviant behaviors”

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INFLUENCE OF FRUGALITY, MATERIALISM AND EMPLOYEE DEMOGRAPHICS ON WORKPLACE DEVIANT BEHAVIORS

Abstract

This paper explores the impact of frugality and materialism on workplace deviant behaviors in business organizations. The investigation sample was drawn from selected business organizations (Stanbic IBTC Bank, Globacom Limited, International Alpha Limited, and Nextzon Business Services Firm) across the Ibadan and Lagos cities of Nigeria. This study espouses a quantitative research approach, and the study's questionnaires were randomly dispersed. Out of 400 questionnaires, 323 questionnaires were useful for investigation, and the data obtained were analyzed using SPSS version 26. The research results show that the frugal are less likely to engage in workplace deviant behaviors, while materialists are more inclined to exhibit workplace deviant behaviors in business organizations. This paper further indicates that demographics (gender, marital status, and educational qualification) have a statistical effect on workplace deviant behavior. It was confirmed that frugality, materialism, and employee demographics significantly influenced workplace deviant behaviors in business organizations. Therefore, business organizations' leadership and management should encourage frugality, thereby directly reducing employee workplace deviant behaviors. Besides, the main focus should be on reducing materialistic tendencies through periodic training and seminars on debt prevention, particularly among vulnerable employees who discourage workplace deviant behaviors.

Keywords

restrain, belongingness, demographics, behaviors,
organization, Nigeria

JEL Classification

D91, E21, L84

INTRODUCTION

There are some instructions, ethics, and guidelines that lead to work organizations, and all members of such organizations are expected to behave in accordance with specific guidelines. Several employees face a toxic working setting, including terrible working conditions (Jurik & Cavender, 2016), where deviant behaviors mostly exist and have been stirred (Cheang & Appelbaum, 2015). Workplace deviant behavior can either be negative or positive. However, Appelbaum et al. (2007) posited that the study has focused on the negative behaviors, for instance, concealing effort, absenteeism, withdrawal, and behaviors resulting in disparity in an organization. Workplace deviant behaviors (WDBs) represent diverse forms of employee conduct detrimental to the organization's genuine interests, endangering its members (Sackett et al., 2006). Bennett and Robinson (2000) opined that workplace deviant behavior can be divided into two focal categories in line with its targets: behaviors targeting other individuals and targeting the organization. However, the universality of deviant behavior, perhaps, sexual harassment, theft, fraud, reducing exertions, and aggressive actions in organizations, create for them enormous contests (Lawrence & Robinson, 2007). As a result, this study pays attention to

negative deviant behavior. Besides, Kalemci et al. (2019) opined that workplace deviant behavior had gained attention from organizational behavior researchers with its negative tangible, social, and psychological consequences for both organizations and employees.

Furthermore, frugality has to do with the amount of self-restraint an individual use in using money; hence, it refers to spending wisely (McCloskey, 2006). Frugality is the “careful use of resources and avoidance of waste” (De Young, 1986, p. 285). Therefore, frugality is an attitude, a culture, or quality of an individual, a household, or a social group. Being frugal is deliberate; to be exact, being frugal is not due to a sheer absence of resources (Argandoña, 2010). Consequently, this lifestyle affects disposition towards fraudulent acts (McCloskey, 2006). Moreover, Mukherjee (2016) describes materialism as a controlling sense of longing to pursue or acquire wealth and other tangible things that give physical security, regardless of cultural, spiritual, and social values. Hence, materialism places high and essential value on material possession and income (Promislo et al., 2010). At the moment, some of the teething problems confronting Nigeria as a nation that needs a combined effort to resolve are corruption and materialism. As posited by Rotimi et al. (2013), these problems have so beclouded several Nigerians’ reasoning that several virtues promote nation-building like selflessness, loyalty, patriotism, integrity, and justice, to be mentioned, but a few are being continuously eroded.

1. LITERATURE REVIEW

1.1. Frugality and workplace deviant behaviors

Prior empirical investigations have shown possible effects of frugality workplace deviant behaviors. McCloskey (2006) posits that frugal employees are significantly self-controlled, hence making it hard for them to engage in deviant behaviors. Lastovicka et al. (1999) also noted a negative influence of frugality on deviant behaviors in work organizations. They further posited that frugal individuals are less impulsive and more disciplined in spending money, a behavior that makes them less favourably disposed to engaging in workplace deviant behaviors. Besides, Argandoña (2010) suggests that frugal individuals tend to deliberately hold themselves against any form of deviant behaviors as they possess a high amount of self-restraint and are disciplined enough to withstand pressures to engage in deviant behaviors. Hence, frugal individuals are self-controlled and can delay gratification, which significantly helps them against deviant behaviors that suggest an immediate gratification (Argandoña, 2010). Furthermore, Holmes et al. (2002) pointed to a significant influence of frugality on reducing employee disposition towards deviant behavior in work organizations. Greenberg (2002) points out a negative influence of frugality on workplace deviant behaviors, and Cohen and Cohen (1996) emphasized a significant negative effect of frugality on workplace deviant behaviors.

1.2. Materialism and workplace deviant behaviors

Research showed that materialism inspires greed, financial crime, corruption, injustice, inequality, and other forms of social vices (Richins & Dawson, 1992). Moreover, materialistic individuals are undoubtedly more prone to engaging in deviant behaviors than non-materialistic individuals within work organizations (Barrett, 1992). Kasser (2002) suggested that deviant behaviors significantly increase with increased materialism levels. People become materialistic by emulating essential persons, for instance, leaders, peers, parents, managers, media personalities, who act in ways that infer that achieving some substantial possessions is crucial and worthy of pursuit in life (Kasser et al., 2006). Hence, emphasis on materialism is likely to increase interpersonal deviant behavior in work organizations (Deckop et al., 2015). In addition, findings showed that materialistic individuals are more fascinated by fraudulent practices (Lu & Lu, 2010). Furthermore, Robinson and Bennett (1995) noted the influence of personal attributes such as materialism on deviant behaviors in work organizations. Bindah and Othman (2011) indicated a healthy effect of materialism on workplace deviant behaviors. A study has shown that materialists have an insatiable longing for white-collar professions with higher incomes and fraud to increase their wealth (Roberts et al., 2005). Likewise, the study of Roets et al. (2006) indicated that materialistic people would be more inclined to break

organizational standards and interpersonal treatment rules, predominantly impeding to the welfare of colleagues and the organizations.

1.3. Employee demographics and workplace deviant behaviors

Relating to demographic factors that could influence workplace deviance behaviors, some studies found differences in deviants' demography among employees, whereas other research failed to find any variances. A study noted that the gender of respondents was a stronger predictor of deviant behaviors (Hershcovis et al., 2007), while others considered age as the most prominent influence of deviant behavior (Lau & Sholihin, 2005). Also, Farhadi et al. (2012) showed some differences in WDB regarding the different gender and level of age levels in the organization among employees. Meanwhile, Henle (2005) indicated that work experience did not significantly predict workplace deviant behaviors. However, Hershcovis et al.'s (2007) study showed that men are more aggressive than women, making them more inclined to engage in deviant behaviors. Empirical research often states that females are more ethical than males, making them less disposed to engage in deviant behaviors (O'Fallon & Butterfield, 2005). Attila (2008) found that women were less involved in corruption and fraudulent practices than men. Baharom et al. (2017) revealed that the most compelling demographic factor influencing deviant behavior is marital status. They further opined that married employees are more responsible and more ethical than their single colleagues, which makes them disposed to avoiding deviant acts at the workplace. Furthermore, Kieffer and Mottola (2017) noted that employees' marital status influences fraudulent behaviors. In their study, Lau et al. (2003) noted that age was the most potent predictor of deviant behaviors among the demographics examined. Appelbaum et al. (2005) also suggested that age is positively linked to ethical decisions. They further concluded that older employees are more honest as compared to young employees. Likewise, Appelbaum et al. (2007) noted that older employees are more likely to be honest than younger employees. Furthermore, education level as a demographic factor is associated with ethical decision-making, as more educated employees show less likelihood of engaging in

workplace deviant and unethical acts (Appelbaum et al., 2005). VanSandt et al. (2006) opined that an individuals' moral awareness increases with each level of education attained. Thus, the more education an individual possesses, the less likely it is to act unethically and exhibit deviant behaviors (Appelbaum et al., 2005). However, Spector (2011) noted that education did not significantly affect men's attitude towards fraudulent behavior within the hospital setting, whereas the influence was positive on women's attitude towards fraudulent behavior.

2. AIM

Despite the growing interest in the topic, workplace deviant behaviors in work organizations are still ignored or inadequately explored. This fact has deepened the innumerable problems facing Nigeria's work industry. Therefore, this research's heart lies in the point that little research works have hitherto been done to determine the influence of frugality and materialism on workplace deviant behaviors within business organizations. This paper aims to extend the literature by advancing research into the influence of these factors on workplace deviant behaviors to develop a practical model that could successfully and significantly reduce workplace deviant behaviors in business organizations.

3. HYPOTHESES

With the intention of more clearly examining the influence of frugality, materialism, and employee demographics on deviant behaviors in work organizations, the following hypotheses were put forward:

H_1 : *Frugality significantly influences workplace deviant behaviors in Nigeria's business organizations.*

H_2 : *Materialism significantly influences workplace deviant behaviors in Nigeria's business organizations.*

H_3 : *Employee's demographic factors significantly influence workplace deviant behaviors in Nigeria's business organizations.*

H_4 : *Frugality, materialism, and employee demographic factors have a joint influence on workplace deviant behaviors in Nigeria's business organizations.*

4. METHODS

This paper adopted a quantitative research approach to investigate the influence of frugality and materialism on workplace deviant behaviors in business organizations. To test the influence of frugality and materialism on workplace deviant behaviors, this study collected data using a self-administered instrument, namely, a questionnaire, a formal list of questions designed to collate participants' responses to a specific issue (Babbie & Mouton, 2010). This administering was conducted on a sample of 400 participants from selected business organizations across the Ibadan and Lagos cities of Nigeria. The selected business organizations are Stanbic IBTC Bank, Globacom Limited, International Alpha Limited, and Nextzon Business Services Firm. From each organization, 100 (one hundred) participants were sampled, a total of 400 participants. A random sampling technique was used when choosing participants for the study. The participants were recruited through a simple random sampling technique. This study assured the employees' anonymity was well-maintained in the inquiry process as inclusive of the primary research. The study also retrieved a total number of 323 valid questionnaires, and these questionnaires were analyzed. A questionnaire was used as a research instrument, and this questionnaire comprised different sections.

Section A: Demographic questions

This section is for the respondents' demographic data (gender, marital status, religion, age, educational qualifications, and work experience in years).

Section B: Frugality

This part of the questionnaire measures individuals' degree to which they exercise self-discipline in using their money (Frugality). This instrument is a 4-item self-report instrument developed by

Lastovicka et al. (1999). This scale is also a 5-point Likert rating scale having an answer layout of SD = Strongly Disagree, D = Disagree, NS = Not Sure, A = Agree, and SA = Strongly Agree. The initial reliability coefficient of the scale was 0.69. However, this study achieved a Cronbach's alpha reliability coefficient of 0.73.

Section C: Materialism

This section deals with the importance individuals place on acquiring belongings as an essential way of reaching their anticipated goals (Materialism), by using the materialism scale developed by Richins and Dawson (1992). This instrument has 14 items, with a five-point Likert rating scale of SD = Strongly Disagree, D = Disagree, NS = Not Sure, A = Agree, and SA = Strongly Agree. The scale's original reliability coefficient was 0.95, while the present investigation has achieved a Cronbach's alpha reliability coefficient of 0.88

Section D: Workplace deviant behavior

When measuring deviant behaviors, this study adapted a 19-item instrument developed by Bennett and Robinson (2000). The scale uses 12 items for organizational deviance and 7 items for interpersonal deviance. The scale has a five-point Likert format of Never (1), Seldom (2), Sometimes (3), Often (4), and Always (5). The developer derived a Cronbach's coefficient of 0.81 for the organizational deviant behavior items, and 0.78 for the interpersonal deviant behavior items. After a reliability test, 12 items that measured organizational deviance were reduced to 9 items with a 0.87 Cronbach's alpha coefficient, and 7 items that measured interpersonal deviance were reduced to 2 items with a Cronbach's alpha of 0.61. Thus, 11 items were chosen for the final workplace deviant behaviors measuring scale.

However, to validate the measuring scales' efficiency, a pilot study was adopted to detect any possible hitches beforehand.

5. RESULTS

This study analyzed data from participants using the statistical package for social sciences (SPSS v

26). The retrieved data were inspected and cleaned before analysis. This paper shows the results of the data analyzed in the sections below.

Table 1. Demographics

Source: Author's fieldwork.

Characteristics	Category	Frequency	Percent (%)
Age	20-25	123	38.1
	26-30	115	35.6
	31-35	54	16.7
	36-40	31	9.6
	Total	323	100
Gender	Male	160	49.5
	Female	163	50.5
	Total	323	100
Marital status	Single	127	39.3
	Married	196	60.7
	Divorced	0	0
	Widow(er)	0	0
Educational qualification	Total	323	100
	OND/NCE	65	20.1
	HND/BSc	160	49.5
	MSc/PGD	63	19.5
	Other professional qualifications	35	10.8
Organization name	Total	323	100
	StanbicBTC Bank	90	27.9
	Globacom Limited	88	27.2
	International Alpha Limited	72	22.3
	Nextzon Business Service Firm	73	22.6
	Total	323	100
Work experience (in years)	1-3	52	34.9
	4-6	55	36.9
	7-10	42	28.2
	Total	149	100

Note: NCE means National Certificate of Education, OND – Ordinary National Diploma, HND – Higher National Diploma, B.Sc. – Bachelor of Science, M.Sc. – Masters of Science, and PGDE means Postgraduate Diploma in Education; Other professional qualifications are connoting (for instance, ICAN – Institute of Chartered Accountants of Nigeria, NIM – Nigerian Institute of Management, CIPM – Chartered Institute of Personnel Management, and CIBN – Chartered Institute of Bankers of Nigeria, among others).

Table 1 lists 160 respondents as males and 163 as females. Likewise, the distribution of participants by age group showed that more participants were aged 20 to 25 (38.1%), then from 26 to 30 years old (35.6%), and then from 31 to 35 years old (16.7%). The results showed that 127 respondents were single, 196 were married, and none was divorced

or widowed. Table 1 showed that 65 participants were OND/NCE qualified, 160 were HND/B.Sc. licensed, 63 were M.Sc./PGDE holders, and 35 had other professional certifications. The results also showed that 90 respondents were from StanbicBTC Bank, 88 from Globacom Limited, 72 from International Alpha Limited, while 73 were from the Nextzon Business service firm. The findings also discovered that 52 participants had 1-3 years of work experience, 55 had 4-6 years, and 42 participants had 7-10 years of work experience.

5.1. Inferential statistics (Hypothesis testing)

Table 2. Multiple regressions showing the joint influence of frugality, materialism, and demographics on workplace deviant behavior in business organizations

Model	R	R-squared	Adjusted R-squared	F	Sig
1	.596 ^a	.355	.338	21.572	.000 ^b

Note: Predictors: (constant), age, gender, educational qualification, marital status, name of the organization, work experience, materialism, and frugality.

Table 2 revealed that materialism, frugality, and employee demographics had a substantial joint influence on workplace deviant behaviors ($R = .596$, $R^2 = .355$, $F = 21.572$, $p < .05$). These results indicated that materialism, frugality, and demographic factors jointly predicted a 35.5% variance in workplace deviant behaviors within the business organizations. Thus, the listed hypothesis is confirmed.

Nonetheless, the model in Table 3 specifies that farther than all the demographics (for instance, gender, age, marital status, educational qualification, name of organization, and work experience) exposed to analysis, only employees' demographic factors – gender, marital status and the level of education, meaningfully and positively predict the change in workplace deviant behaviors in business organizations at $\beta = .112$, $t = 2.234$; $p < .01$; $\beta = .210$, $t = 3.532$; $p < .01$; $\beta = .104$, $t = 2.119$; and $p < .01$, respectively. These results imply that gender contributed about 11%, marital status 21%, and the level of education – 10% variance in workplace deviant behaviors in business organizations. As specified above, the positive relationship demonstrates that workplace deviant behaviors increase with em-

Table 3. Coefficients

Influencers	B	β	t	Sig	95.0% Confidence interval for B		R	R ²	F(8, 314)	P
					Lower bound	Upper bound				
(Constant)	30.946		8.030	.000	23.363	38.530				
Gender	1.443	.112	2.234	.026	.172	2.713				
Age	-.140	-.021	-.390	.697	-.848	.568				
Marital status	2.768	.210	3.532	.000	1.226	4.310				
Highest level of education	.752	.104	2.119	.035	.054	1.450	.596	.355	21.572	<.01
Name of an organization	.002	.000	.007	.995	-.545	.549				
Work experience	.030	.003	.069	.945	-.840	.900				
Materialism	.125	.208	3.041	.003	.044	.206				
Frugality	-1.204	-.478	-7.879	.000	-1.505	-.904				

Note: Dependent variable: Workplace deviant behavior.

employees' gender type, marital status, and education level. So, the stated hypothesis is confirmed.

Furthermore, Table 3 shows that materialism considerably and positively predicts the change in workplace deviant behaviors, while frugality significantly and adversely predicts the variance in workplace deviant behaviors in business organizations at $\beta = .208$, $t = 3.041$; $p < .01$ and $\beta = -.478$, t

$= -7.879$; and $p < .01$. These results infer that materialism provided about 20% of influence and frugality about 47% of influence on variance in workplace deviant behaviors in business organizations. Besides, as noted above, the positive relationship shows that workplace deviant behaviors increase as employees' materialism increases, while employees' deviant behaviors decrease once frugal. Thus, the stated hypotheses are confirmed.

Table 4. T-test summary showing the effect of gender and marital status on workplace deviant behavior

DV	N	Mean	SD	df	t	P
Gender						
Workplace deviant behavior	Male < .05	160	31.975	6.538	321	-3.756
	Female	163	34.613	6.083		
Marital status						
Workplace deviant behavior	Single < .05	127	34.063	6.120	321	1.704
	Married	196	32.816	6.608		

Table 5. One-way ANOVA – multiple comparisons (level of education groups)

Multiple comparisons						
Dependent variable: Workplace deviant behavior						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% confidence interval	
					Lower bound	Upper bound
OND/NCE	HND/BSc	.77596	.94611	.845	-1.6675	3.2194
	MSc/PGD	1.65275	1.13722	.467	-1.2843	4.5898
	Others	-.69011	1.34858	.956	-4.1730	2.7928
HND/BSc	OND/NCE	-.77596	.94611	.845	-3.2194	1.6675
	MSc/PGD	.87679	.95673	.796	-1.5941	3.3477
	Others	-1.46607	1.20030	.614	-4.5660	1.6339
MSc/PGD	OND/NCE	-1.65275	1.13722	.467	-4.5898	1.2843
	HND/BSc	-.87679	.95673	.796	-3.3477	1.5941
	Others	-2.34286	1.35605	.311	-5.8450	1.1593
Others	OND/NCE	.69011	1.34858	.956	-2.7928	4.1730
	HND/BSc	1.46607	1.20030	.614	-1.6339	4.5660
	MSc/PGD	2.34286	1.35605	.311	-1.1593	5.8450

Note: * The mean difference is significant at 0.05.

Table 6. Descriptive statistics

Descriptive statistics								
Workplace deviant behavior								
	N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Min	Max
					Lower bound	Upper bound		
OND/NCE	65	33.938	6.73349	.83519	32.2700	35.6069	22.00	51.00
HND/BSc	160	33.162	6.19585	.48982	32.1951	34.1299	22.00	51.00
MSc/PGD	63	32.285	6.05999	.76349	30.7595	33.8119	23.00	47.00
Others	35	34.628	7.50720	1.26895	32.0498	37.2074	21.00	50.00
Total	323	33.306	6.44004	.35833	32.6015	34.0115	21.00	51.00

Nevertheless, these findings require further explanations on the effects of the demographics on workplace deviant behavior. Two of the significant demographics, for instance, gender and marital status, will be further analyzed using a t-test, while the other two of the significant demographic factors, such as the level of education, will be further analyzed using ANOVA (see Tables 4 and 5).

Table 4 confirms a significant difference in score between the two levels of gender regarding workplace deviant behavior (at $t(321) = -3.756$; $p < .05$) in business organizations, two-tailed with female employees ($M = 34.613$, $SD = 6.083$) scoring higher than male employees ($M = 31.975$, $SD = 6.538$). With a positive effect of gender on workplace deviant behavior as earlier indicated ($\beta = .112$, $t = 2.234$; $p < .01$), this result assumes that female employees with a higher mean score are more favourably disposed towards workplace deviant behavior than their male counterparts. Also, the result further shows that gender significantly affects employees' deviant behavior in business organizations.

In addition, Table 4 shows a substantial difference in score between the two levels of marital status about workplace deviant behavior at ($t(321) = 1.704$; $p < .05$) in business organizations, two-tailed with single employees ($M = 34.063$, $SD = 6.120$) scoring higher than married employees ($M = 32.816$, $SD = 6.608$). With a positive influence of marital status on workplace deviant behavior as earlier specified ($\beta = .210$, $t = 3.532$; $p < .01$); thus, this result means that single employees with a higher mean score are more favourably inclined towards engaging in deviant behavior than married employees. Therefore, the result shows that marital status significantly affects employees' deviant behavior in business organizations.

Furthermore, Table 5 does not show significant differences between group 1 (employees with OND/NCE qualifications), group 2 (employees with HND/BSc qualifications), group 3 (employee with MSc/PGD certification), and group 4 (employees with other professional qualifications) at a $p > .05$ level in terms of their engagement in workplace deviant behaviors. Table 6 shows the actual variance in mean scores across all sets of education groups to find out which group is more prone to deviant behavior in business organizations.

Table 6 shows the substantial difference between the mean scores of the level of education groups: group 1 (employees with OND/NCE qualifications = 33.938), group 2 (employees with HND/BSc qualifications = 33.162), group 3 (employees with MSc/PGD certification = 32.285), and group 4 (employees with other qualifications = 34.628). As earlier stated, the level of education positively influences workplace deviant behaviors ($\beta = .104$, $t = 2.119$; $p < .01$). Therefore, this assumes that group 4 (employees with other professional qualifications = 34.628) with the highest mean tends to be more favourably disposed towards exhibiting deviant behavior than other sets of groups.

6. DISCUSSION

The results suggest that when employees are more frugal, it will reduce their tendency to exhibit workplace deviant behaviors. Hence, frugality significantly and negatively predicts workplace deviant behaviors in business organizations. This position is in line with Argandoña (2010), who states that frugal individuals are self-controlled and could delay gratification, which significantly helps them against deviant behaviors that suggest an immediate grat-

ification. This paper further confirms the positions of Holmes et al. (2002), who pointed to the significant influence of frugality on reducing employees' propensity for deviant behavior in work organizations, and Greenberg (2002), who points to the negative influence of frugality on workplace deviant behaviors. Moreover, the current results corroborate Cohen's (1996) assertion that emphasized a significant negative effect of frugality on workplace deviant behaviors, and McCloskey's (2006) position that frugal employees are significantly self-controlled; therefore, it is difficult for them to engage in deviant behaviors.

The findings stated above revealed that materialism significantly and positively influences workplace deviant behaviors, suggesting a substantial difference in workplace deviant behavior due to materialism. Remarkably, materialism influences workplace deviant behavior in business organizations. This assertion corroborates Kasser's (2002) suggestion that deviant behaviors significantly increase with increased materialism levels, and Deckop et al. (2015), who opined that materialism is likely to increase interpersonal deviant behavior in work organizations. The current results are also in line with Roets et al. (2006), who state that materialistic people will be more inclined to break organizational standards and the interpersonal treatment rules, predominantly impending colleagues' welfare directly and the organization's welfare. Furthermore, this paper confirms Bindah and Othman's (2011) position, which indicated a healthy effect of materialism on workplace deviant behaviors.

In addition, this paper's results indicate that frugality, materialism, and employee demographics have a significant joint influence on workplace deviant behaviors in business organizations. These results also showed that all the stated predictors contributed about 36% of variance in workplace deviant behaviors in the business organizations, while other factors not considered in the current study contribute about 64% of variance.

The results also indicate that gender, marital status, and education level are the demograph-

ics that independently and significantly influence workplace deviant behaviors in business organizations. In contrast, age, organization name, and work experience are employee demographics that do not influence workplace deviant behaviors in business organizations. Hence, these findings uphold Hershcovis et al.'s (2007) position that the gender of respondents was a stronger predictor of deviant behaviors, and Baharom et al.'s (2017) position that the most compelling demographic factor influencing deviant behavior is marital status. Nevertheless, the results of this study do not corroborate Hershcovis et al.'s (2007) and Attila's (2008) suggestion that men are more aggressive than women, making them more inclined to engage in deviant behaviors, as the present results indicate that women are more inclined to exhibiting workplace deviant behaviors in business organizations. The current results further support Kieffer and Mottola's (2017) position, who noted that employees' marital status significantly influences fraudulent behaviors. These results further support the opinion of Attila (2008), who opined that married employees are more responsible and more ethical than their single colleagues, which makes them disposed to avoiding deviant acts at the workplace. Also, the present findings corroborate Appelbaum et al.'s (2005) position, who state that the level of education as a demographic factor is significantly associated with ethical decision-making in work organizations. These results, however, could not support the direction of VanSandt et al. (2006), who opined that an individuals' moral awareness increases with each level of education attained, and Appelbaum et al.'s (2005) position that the more education an individual possesses, the less likely he/she will act unethically and exhibit deviant behaviors, as the current findings indicated otherwise. Moreover, this paper confirms Henle's (2005) assertion that work experience did not significantly predict workplace deviant behaviors.

This study aims to develop a practical model that could efficiently reduce workplace deviant behaviors in business organizations. Thus, Figure 1 shows this model based on current results.

Source: Author's findings.

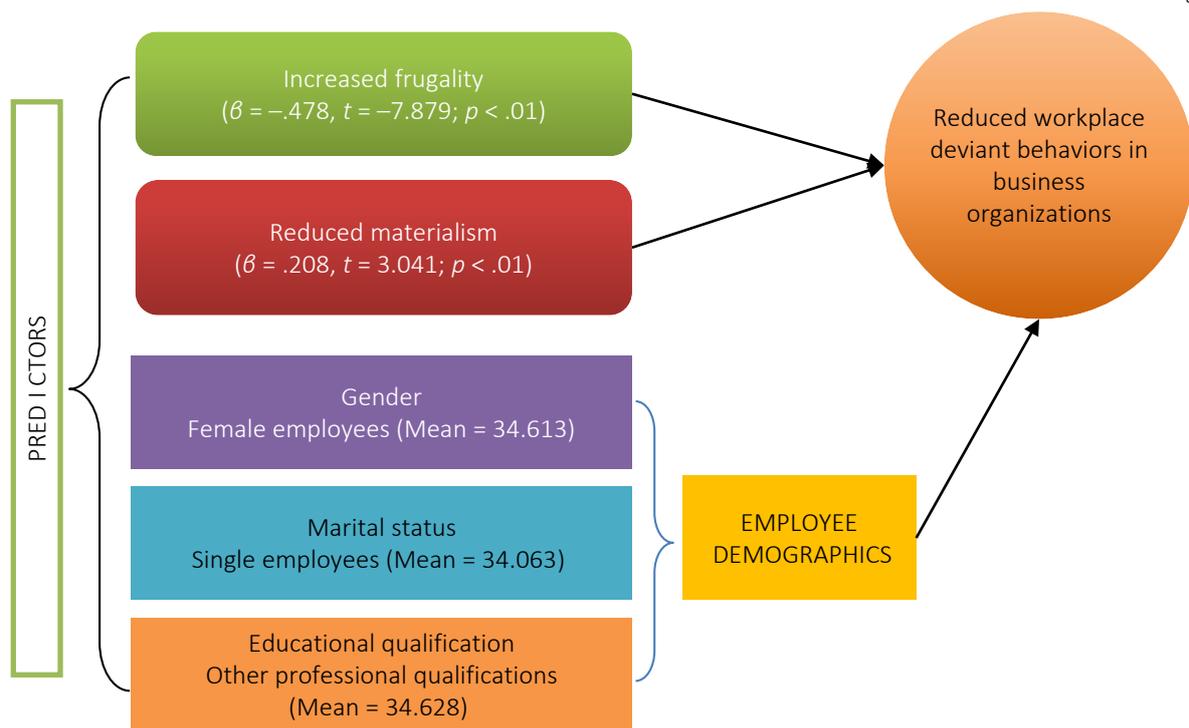


Figure 1. Practical model for reducing workplace deviant behaviors in business organizations

CONCLUSION

This paper focused on developing a practical model that could efficiently reduce workplace deviant behaviors in business organizations. The results of this paper indicate that frugal people are less prone to deviant behaviors in the workplace. Secondly, this paper shows that materialist individuals are more inclined to exhibiting workplace deviant behaviors, suggesting that materialism significantly and positively influences workplace deviant behaviors in business organizations. However, the results show that gender, marital status, and education level significantly contribute to workplace deviant behavior in business organizations. Hence, single female employees and employees with other professional qualifications are more prone to engage in WDBs. This paper concludes that frugality significantly and negatively influences workplace deviant behaviors, materialism significantly and positively influences workplace deviant behaviours, and employee demographics significantly influence workplace deviant behaviors in business organizations.

Nonetheless, the results of this paper provide valuable new insight into the effect of frugality, materialism, and employee demographics on workplace deviant behaviors in business organizations.

Based on these findings, leadership and management in business organizations can benefit from encouraging constrained behavior, by reducing favorable disposition towards exhibiting deviant behaviors. Moreover, training and mentoring to impart the view and benefits of practicing self-restraint in using money and possessions and their value may help frugality and decrease deviant behaviors. Moreover, training and seminars on debt prevention are needed, especially among vulnerable employees who are frequently bombarded with materialistic media messages assigning that happiness, belongingness, and acceptance can be purchased. Financial literacy education can help develop positive financial attitudes and decrease materialism. Hence, money-management education is advantageous in business organizations. This paper also suggests that the promotion of constrained behavior and money-management ed-

ucation should be more critical among single female employees with higher professional qualifications who are more prone to deviant behavior in the workplace than their married male counterparts with lesser educational qualifications.

AUTHOR CONTRIBUTIONS

Conceptualization: Foluso Philip Adekanmbi.

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