

QUALITY OF LIFE AND WORKPLACE DISCRIMINATION AS PREDICTORS OF WORKPLACE DEVIANT BEHAVIOR AMONG EMPLOYEES OF NESTLÉ LIMITED, SAGAMU, NIGERIA

ADDAH TEMPLE TAMUNO-OPUBO¹, MUYIWA ANDREW OLANLE¹, CHINEMEREM DAVID NWANKWO¹, ALI PRINCE EDISEMI², ONATADE KOYEJO BABATUNDE¹

¹*Department of Psychology, Faculty of Social Science, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria*

²*Department of Educational Counselling, Bayelsa State Polytechnic, Aleibiri, Nigeria*

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Abstract

Deviant behavior in the workplace can have far-reaching consequences, creating a toxic work environment, eroding trust among employees, and diminishing overall productivity. Therefore, this paper investigated the quality of life and workplace discrimination as predictors of deviant behaviors among staff members of Nestlé Limited, Sagamu, Ogun State. A cross-sectional survey design was employed in this study, consisting of 264 staff members (mean age = 28.29; SD = 1.32) from Nestlé Limited, Sagamu, Ogun State. To select participants, the purposive sampling technique was utilized. The Workplace Deviance Scale (WDS-14-item), the World Health Organization Quality of Life-BREF (WHOQOL-BREF-26 Items), and the Workplace Prejudice/Discrimination Inventory (WPDI-15-item) were used to collect data. Pearson product-moment correlation, T-test, and multiple regression were used to analyze the data. Quality of life significantly and negatively predicted workplace deviant behavior, $\beta = -.64$, $t = -16.36$, $p < .001$. Workplace discrimination significantly and positively predicted workplace deviant behavior, $\beta = .37$, $t = 9.50$, $p < .001$. The regression model was significant, $R = .78$, $R^2 = .61$, $F(2, 261) = 204.80$, $p < .001$. The findings suggest that Nestlé Limited staff members in Sagamu who experience a lower quality of life and workplace discrimination are more prone to deviant behaviors. This suggests that interventions aimed at reducing such behaviors should focus on improving quality of life and implementing anti-discrimination policies. Enhancing employees' well-being and creating an inclusive work environment could prove pivotal in mitigating deviant behaviors. In addition, this finding highlights the place of employee support programs and fairness policies in fostering a positive workplace culture that reduces behavioral issues.

Keywords

Employee well-being, occupational behavior, quality of life, workplace deviant behavior, workplace discrimination

Introduction

The contemporary workplace is shaped by multiple factors that influence employee experiences and behavior. Quality of life is an important multidimensional construct that reflects employees' perceptions of their physical health, psychological well-being, social relationships, and environmental conditions within which they live and work. In organizational settings, these dimensions may influence how employees interpret workplace

experiences, respond to occupational demands, and maintain behavioral adjustment. Although workplace satisfaction, work–life balance, and a supportive work environment contribute to quality of life, the construct extends beyond work-related experiences alone and has implications for employee well-being, organizational functioning, and productivity (Kashyap et al., 2016; Weale et al., 2019; WHOQOL Group, 1995; World Health Organization, 1996). In contrast, workplace inequity, particularly in the form of gender, racial, or age discrimination, negatively impacts the creation of a just and inclusive work environment (Coe et al., 2019; Furtado et al., 2021). Such discrimination is associated with job dissatisfaction, workplace stress, and the emergence of maladaptive behavior patterns that are detrimental to the workplace (Irabor et al., 2019). This study examined the relationships among quality of life, workplace discrimination, and workplace deviant behavior among employees of Nestlé Limited, Sagamu, Ogun State, with the aim of providing evidence relevant to employee well-being and workplace conduct.

The study of deviant behavior in the workplace, education, and social life, especially in Nigeria, has raised concerns about this behavior, ethics, and the influence of social structures on individual behavior. According to Onyeizugbe (2021), the organizational structure of Nigerian workplaces can also foster behaviors such as power abuse and leadership incivility. This is further supported by Ogunsola (2023), who pointed out that, within the Nigerian corporate context, the more pronounced hierarchical structures, especially within middle management, the more deviant workplace behaviors were observed. In the educational context, Abubakar et al. (2023) studied some factors such as parental neglect and peer influence which deviate school adolescents. This is similar to the research by Fatoki (2021), which pointed to family factors and deviant behavior among university students in Southeastern Nigeria. All of the above indicate the influence of social factors, institutional systems, and individual behavior, and the resulting deviance in organizations and educational settings in Nigeria.

The focus on deviance in organizational and educational settings in Nigeria responds to broader societal issues and factors within the social, cultural, and economic domains. Edosomwan et al.'s (2023) comparative study on workplace deviance in Nigeria highlighted the significance of cultural differences in how deviant behaviors are exhibited and interpreted. For example, someone from one region may flaunt a behavior that someone from another region would consider deviant. On this basis, it is evident that the significance of the cultural context within deviance has been acknowledged. In addition, Akanni et al. (2018) concluded that many of the factors contributing to deviant behavior in institutions in Nigeria were indeed economic necessity and a perceived lack of equality within institutions. This finding is derived through applying an economic perspective to investigate deviant behavior amongst workers in Nigeria. In fact, this is supported by a finding underpinned by the construct of deviance, as evident in Manzoni et al. (2019), where deviance is considered in relation to self-control and social contexts. On a different note, a different perspective is that determined by Nigeria, as it refers to its own economy and how that impacts deviance within a construct related to institutions and education.

Workplace deviance can have serious organizational consequences, not only affecting the confidence of other employees but also fostering a hostile work environment and reducing productivity (Octavian, 2023). Such behavior has significant financial and reputational implications, including client loss, legal liabilities, and damage to the company's brand. In addition, deviant behavior is contagious, and the negative behavior of a few people can affect others, thus establishing a culture of wrongdoing that is hard to undo. The study aims to examine the relationships among quality of life, deviant behavior, and workplace discrimination in Nestlé Limited, Sagamu, Ogun State, Nigeria. Since the notion of deviant

behavior, as presented by the academic theories, is an international issue with notable consequences upon organizational performance, especially in Nigeria, where organizational structures and cultural practices are critical elements, the paper will discuss the influence of discrimination in the workplace and quality of life on deviant behaviors among employees. The Nestlé Limited study site in Sagamu offers a unique opportunity to examine these dynamics in a more diverse, industrial geographic region, thereby supporting more effective and inclusive workplace practices.

The research questions below were posed in the present study:

1. What is the prevalence rate of deviant behavior among staff members of Nestlé Limited, Sagamu?
2. What is the correlation between quality of life and deviant behavior among employees of Nestlé Limited, Sagamu?
3. What is the correlation between workplace discrimination and deviant behavior among staff members of Nestlé Limited, Sagamu?
4. What is the joint influence of quality of life and workplace discrimination on workplace deviant behavior among employees of Nestlé Limited, Sagamu?

Theoretical Review

The General Strain Theory (GST) was developed by Robert Agnew in 1992 and posits that different forms of strain or stress may encourage people to engage in deviant behavior as a stress-coping mechanism. GST has shown that three primary agents may cause strain: failing to achieve positively valued goals, losing positively valued stimuli, and introducing negative stimuli. The GST provides a useful framework for this current research on workplace discrimination, deviant behavior, and quality of life among employees of Nestlé Limited in Sagamu, facilitating an understanding of the correlation among the study variables. Discrimination in the workplace may be regarded as a significant source of strain, introducing negative stimuli (discriminatory behavior) and potentially leading to the loss of positively valued stimuli (equitable treatment, career advancement). Similarly, poor quality of life might be considered the inability to achieve positively valued targets associated with both professional and personal satisfaction.

When applying this theory to the present study, an increase in workplace discrimination and a decline in the quality of work life can strain employees at Nestlé Limited, potentially increasing the likelihood of workplace deviant behavior as a maladaptive coping mechanism. To illustrate this point, a chronically discriminated employee might develop irritation and frustration, leading to the emergence of counterproductive behavioral patterns, including lateness, sabotage, or theft (Witten, 2019). Additionally, people with a poor quality of life might resort to deviant behavior to gain some control over the situation or express dissatisfaction with it (Goode, 2022).

The General Strain Theory states that the likelihood of stress leading to deviant behavior depends on individuals' coping mechanisms, the availability of social support, and the presence of legitimate avenues for functioning. As such, the nexus between workplace discrimination and quality of life is important for the development of effective anti-deviant behavior and for ensuring the establishment of a positive working environment at Nestlé Limited, Sagamu.

Review of Empirical Studies and Development of Hypotheses

Quality of Life and Deviant Behavior

World Health Organization's (WHO's) definition states that "quality of life is

described as one's perception of one's place within one's society and culture and one's value-system and concerns" (WHOQOL Group, 1995). The WHO basically prepared the above definition. There has been some work on the relationship between quality of life and deviant behavior among workers, as studies have shown. A study conducted in Nigeria by Alabi et al. (2020) revealed a very strong inverse relationship between different dimensions of an individual's quality of life and the extent to which that individual is involved in deviant behavior outside the workplace. The effect is that workers with lower indices of quality of life were almost 2.5 times more likely to engage in counterproductive behavior at work. The study took place in a workplace. Orheruata et al. (2023) found that poor work-life balance was an important determinant of one's life quality index. The extent to which those people are involved in deviant behavior within organizations is much greater. Among many important discoveries made in this study, this one proved to be one of the most significant. As revealed through global studies, such as that of Opeyemi (2013), workers who perceive a better quality of life are less likely to engage in deviant behavior, even in such a demanding field.

On the contrary, a more in-depth study of this same information had been conducted (Akanni et al., 2018). The study revealed that while a negative relationship exists between deviant behavior and total quality of life, certain factors of total quality of life have a greater impact than others. Financial quality and well-being have had more impact than other factors on total quality of life (Akanni et al., 2018). Furthermore, in addition to this information, a notable point made in a different study (Etodike et al., 2020) is that "the confluence between organizational culture and total quality of life has a positive effect on deviant conduct". This finding has a latent meaning, as it can lead to the conclusion that poor total quality of life negatively influences deviant behavior among workers. The relationship between workplace deviance and quality of life has been found to vary across cultures and industries, as revealed by multiple studies, including one by Mackey et al. (2021) that used a meta-analysis. This research not only highlights the need to implement remedial measures to improve workers' quality of life and reduce workplace deviance, but also illustrates the complex relationship between quality of life and workplace deviance. Thus, this highlights the importance of conducting a study on the relationship between quality of life and workplace deviance among Nestlé Limited workers in Sagamu, Nigeria. On this basis, one can propose that:

Hypothesis 1: Quality of life will significantly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

Workplace Discrimination and Deviant Behavior

According to Dipboye and Colella (2013), workplace discrimination refers to unfair treatment of employees based on prejudices concerning age, race, gender, or religion, which can affect their terms, working conditions, or job performance. Empirical studies on the nature of discrimination and deviant behavior at the workplace have consistently shown that the two phenomena are strongly correlated. In a thorough study conducted by Triana et al. (2021), employees who claimed workplace discrimination were 2.5 times more likely to engage in harmful work behaviors than those who did not. This is supported by available studies in Nigeria, including a study by Ogunsola (2023), which showed that perceived workplace discrimination and various forms of deviant behavior are strongly related among manufacturing industry employees. On the same note, Fayankinnu (2011) said that employees who claimed that they had been discriminated against based on their ethnicity or gender were much more likely to engage in organizational deviance, such as sabotage and stealing.

Nonetheless, no direct correlation exists between deviant behavior and workplace discrimination. The findings of the research by Hashmi et al. (2018) revealed that the impact

of workplace discrimination on deviant behavior was contingent on employees' organizational commitment. Employees with high organizational commitment were much less likely to engage in deviant behavior in response to workplace discrimination. Besides, a cross-cultural test conducted by Marcus et al. (2022) with Nigerian participants revealed that the measure of the relationship between discrimination and deviant behavior varied across cultures, suggesting significant societal factors. These weak evidences are in line with the results of other international research, including the meta-analysis by Rattrie et al. (2020), which indicated that workplace discrimination, organizational, and individual factors combine to predict deviant behavior.

Taken together, these results indicate the significance of workplace discrimination as one of the main determinants of minimizing deviant behavior among staff, and they also consider the role of contextual and individual factors in this correlation. Therefore, the presence of workplace discrimination and deviant behavior among staff members of Nestlé Limited, Sagamu, warrants analysis. Therefore, we propose that:

Hypothesis 2: Workplace discrimination will significantly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

Hypothesis 3: Quality of life and workplace discrimination will jointly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

Gender and Deviant Behavior

West and Zimmerman (1987) conceptualize gender as a socially enacted and repeated accomplishment shaped by social expectations, with ideas about how a member of your sex group is expected to act, stressing that gender is a habitual, systematic, and repetitive achievement. Empirical research has provided mixed findings on the nature of the relationship between gender and deviant behavior at the workplace, as the association between the two is complex. Pletzer et al. (2023) conducted a meta-analysis of the literature and found that, overall, males were slightly more likely to engage in workplace deviance than females, especially types of deviance involving aggressive behaviors or property destruction. This observation is also supported by Nigerian research, such as the study by Ifeanyichukwu et al. (2022), which reported increased levels of organizational deviance among men working in the banking industry. Likewise, Fagbohunbe et al. (2012) found that male employees in Nigerian public institutions were more likely to engage in counterproductive work behaviors than their female counterparts.

However, there are less obvious studies. Fagbohunbe et al. (2012) found that males were more likely to exhibit overt deviance. Conversely, females tended more towards covert deviant behavior, like failing to work hard or gossiping. This is consistent with a cross-national study by Balogun et al. (2016), who argued that gender inequality in workplace deviance may be greater for certain types of deviant behavior than for others. Also, according to Adekanmbi et al. (2019), organizational culture mediated the impact of gender on deviant behavior, and the gender disparity was lower in organizations with high ethical climates. These results indicate the need to control for contextual variables when examining the relationship between gender and workplace deviant behavior. Although certain differences in gendered deviant behavior have been established, the research shows that these differences can be attributed to distinct individual, organizational, and cultural factors. Therefore, it is necessary to investigate the importance of gender and deviant behavior among employees of Nestlé Limited, Sagamu. Therefore, we propose that:

Hypothesis 4: There will be a significant gender difference in workplace deviant behavior among employees of Nestlé Limited, Sagamu.

Predictors of Workplace Deviant Behaviour among Employees of Nestlé Limited, Sagamu, Nigeria

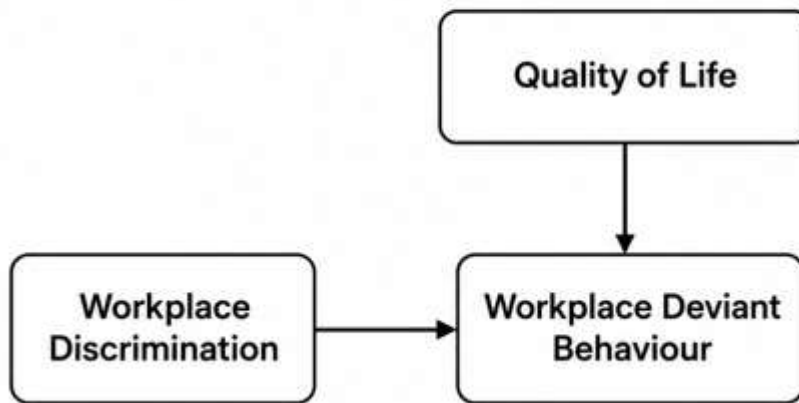


Figure 1. Conceptual Framework of the Relationship between Quality of Life, Workplace Discrimination, and Workplace Deviant Behavior

Methods

Study Design

The study employed a cross-sectional survey design to understand how workplace discrimination and the quality of life are associated with workplace deviant behavior among Nestlé Limited employees in Sagamu, Ogun State, Nigeria. Structured questionnaires whose independent variables included quality of life and workplace discrimination, and deviant behavior served as the dependent variable, were used for primary data collection.

Participants

The sample consisted of 264 workers from Nestlé Limited stationed at the Sagamu location in Ogun State. A total of 290 questionnaires were administered, and 91.03% of the respondents completed them, made possible by effective retrieval. The sample of participants in the research consisted of adults (between 21 and 64 years old). The sample age mean is 28.29, and the standard deviation is 1.32. Male participants comprised 77.1% of the sample, while females accounted for 22.9%. The proportion of the single study participants was 48.9%, married personnel constituted 36.7%, and those who had divorced or were widowed constituted 6.2%, respectively. The survey responses were grouped into three categories: 73.1% of the survey population was low-income, 18.6% moderate-income, and 8.3% high-income. Statistically, 48.1% of the respondents worked the morning shift, 37.1% worked the afternoon shift, and 14.8% worked the night shift. Organizational statistics reported that 73.1% worked in factories, 18.6% in offices, and the remaining 8.3% from home.

Measures

The Workplace Deviance Scale (WDS) (Bennett & Robinson, 2000) served as the evaluation tool for deviant behavior, utilizing a 14-item scale that measured both interpersonal and organizational deviance. Participants used a 5-point Likert scale to rate their answers,

with higher ratings for stronger workplace deviant behavior. This study measured the WDS's internal consistency to be very high ($\alpha = 0.82$).

The World Health Organization Quality of Life-BREF (WHOQOL-BREF) (WHO, 1996) tool consisted of 26 questions evaluating psychological, physical, social relationships, and environmental factors. Survey data ratings were collected using a five-point Likert scale, with higher scores indicating a higher quality of life. This study established good internal reliability among the scale items with a coefficient of 0.77.

The Workplace Prejudice/Discrimination Inventory (James et al., 1994) was used to evaluate workplace discrimination, with 15 items assessing perceptions of racial/ethnic discrimination. An evaluation of workplace discrimination used a 7-point Likert scale, with higher values indicating greater experience of workplace discrimination. Negatively worded items on the WPDI were reverse-coded to ensure that higher scores consistently reflected higher levels of perceived workplace discrimination. This procedure was necessary to maintain conceptual alignment of the scale and to avoid distortion in the direction of statistical relationships. The WPDI achieved an acceptable level of reliability ($\alpha = 0.76$) during this research investigation.

Procedure

Purposive sampling was used to recruit participants. The purpose of the study was explained to all participants, and informed consent was obtained prior to data collection. Questionnaires were distributed with the Human Resource Manager's approval over a two-week period. Participation was voluntary, and anonymity and confidentiality were ensured. Completed questionnaires were screened, and those with substantial missing or inconsistent responses were excluded from the analysis. Ethical approval was obtained in line with the principles of the Declaration of Helsinki.

Data Analysis

The members of this study utilized IBM SPSS version 26 in this endeavor. The data array for demographics and other key variables in this study included descriptive statistics, including percentages, frequencies, means, and standard deviations. A Pearson correlation analysis was conducted to determine whether a relationship exists between variables related to workplace discrimination and those related to life and deviant behavior. All statistical tests were evaluated at the .05 level of significance.

Results

To establish the strength and direction of relationships among the research variables, bivariate correlations were computed prior to hypothesis testing. The correlation matrix for these variables is presented in **Table 1**.

Variables	Mean	SD	1	2	3
Deviant behavior	40.52	8.584	1		
Quality Of Life	35.83	10.23	-0.69*	1	
Workplace Discrimination	4.488	0.616	0.46*	-0.14*	1

*. Correlation is significant at 0.05 level (2-tailed).

Table 1 presents the findings of the correlation analysis among the study variables. The findings reveal a significant negative relationship between quality of life and deviant behavior ($r = -0.69$, $p < 0.05$), indicating that employees with better quality of life are less likely to

engage in deviant workplace behaviors. This finding suggests that a higher quality of life may serve as a protective factor against deviant behavior, as reflected in greater satisfaction across many aspects of life. Furthermore, workplace discrimination showed a significant positive relationship with deviant behavior ($r = 0.46$, $p < 0.05$), suggesting that, among the sampled employees, higher levels of discrimination are more likely to be associated with deviant behavior in the workplace. Therefore, workplace discrimination may be associated with increased workplace deviant behavior among affected employees. Furthermore, the analysis reveals a significant negative relationship between workplace discrimination and quality of life ($r = -0.14$, $p < 0.05$), indicating that greater experiences of discrimination are associated with poorer quality of life. This suggests that exposure to workplace discrimination can diminish employees' overall life satisfaction and negatively affect their well-being.

Table 2. Prevalence of deviant behavior

Domain	Pattern	Frequency	Percentage
Interpersonal	Low	32	12.10
	Moderate	189	71.60
	High	43	16.30
	Total	264	100
Organizational	Low	168	63.64
	Moderate	29	10.98
	High	67	25.38
	Total	264	100

The prevalence of deviant behavior in the study population was investigated at two levels: interpersonal and organizational. In the interpersonal domain, most respondents (71.60%) had moderate levels of deviant behavior, with 16.30% having high levels and 12.10% having low levels. This suggests that interpersonal deviant behaviors are quite common among employees, and they are more prevalent at moderate levels of intensity as opposed to being minimal or extreme. The moderate interpersonal deviance is dominant, implying the existence of routine and not necessarily severe interpersonal misconduct in the workplace. Conversely, the organizational domain shows a different trend. A significant percentage of respondents (63.64) were found to have low organizational deviant behavior, 25.38% were found to have high levels, and 10.98 were found to have moderate levels. This distribution shows that, despite organizational deviance being low in most cases, a significant number of employees continue to commit high levels of deviant behavior, with potential ramifications for both organizational performance and discipline.

In comparison, interpersonal deviance seems more prevalent at moderate levels, and organizational deviance is less prevalent overall but more polarized, with a significant proportion of employees reporting high levels. It indicates that day-to-day interpersonal misbehavior might be rather widespread, whereas more serious forms of organizational deviance are clustered among a smaller proportion of employees. Total: When moderate and high categories are combined, interpersonal deviance accounts for 87.90%, whereas organizational deviance accounts for 36.36%. This implies that interpersonal deviant behavior is more common in the study population than organizational deviance.

Hypotheses Testing

Table 3. Summary of Multiple Regression showing joint and independent prediction of quality of life and workplace discrimination on workplace deviant behavior

Variables	β	T	P
Quality of Life	-0.64	-16.36	< .001
Workplace discrimination	0.37	9.50	< .001

(R = .78, R² = .61, F(2, 261) = 204.80, p < .001)

The results of the multiple regression analysis showed that quality of life and workplace discrimination jointly predicted workplace deviant behavior among employees of Nestlé Limited, Sagamu, R = .78, R² = .61, F(2, 261) = 204.80, p < .001. The model explained approximately 61% of the variance in workplace deviant behavior. Specifically, quality of life negatively predicted workplace deviant behavior, $\beta = -.64$, $t = -16.36$, p < .001, indicating that higher quality of life was associated with lower workplace deviant behavior. Workplace discrimination positively predicted workplace deviant behavior, $\beta = .37$, $t = 9.50$, p < .001, indicating that higher perceived workplace discrimination was associated with higher workplace deviant behavior.

Hypothesis 1: Quality of life will significantly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

The findings from the regression analysis show that quality of life significantly and negatively predicted workplace deviant behavior, $\beta = -.64$, $t = -16.36$, p < .001. This indicates that higher quality of life was associated with lower workplace deviant behavior. Therefore, Hypothesis 1 is supported.

Hypothesis 2: Workplace discrimination will significantly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

The analysis reveals that workplace discrimination significantly and positively predicted workplace deviant behavior, $\beta = .37$, $t = 9.50$, p < .001. This indicates that, among the sampled employees, higher perceived workplace discrimination was associated with higher workplace deviant behavior. Therefore, Hypothesis 2 is supported.

Hypothesis 3: Quality of life and workplace discrimination will jointly predict workplace deviant behavior among employees of Nestlé Limited, Sagamu.

The multiple regression model was statistically significant, R = .78, R² = .61, F(2, 261) = 204.80, p < .001, indicating that quality of life and workplace discrimination jointly explained approximately 61% of the variance in workplace deviant behavior. Therefore, Hypothesis 3 is supported.

Hypothesis 4: There will be a significant gender difference in workplace deviant behavior among employees of Nestlé Limited, Sagamu.

Table 4. Summary Table of Independent t-test of gender difference on deviant behavior

Variable	Gender	N	Mean	S.D	df	T	P
Deviant behavior	Male	164	41.01	7.525	262	1.19	>.05
	Female	100	39.72	10.074			

{t₍₂₆₂₎ = 1.19, p>0.05}

The independent samples t-test results indicate that there is no statistically significant difference in deviant behavior between male and female employees ($t(262) = 1.19, p > 0.05$). This suggests that gender does not significantly influence deviant behavior among the participants in this study. Accordingly, the null hypothesis, which states that there is no significant gender difference in deviant behavior, is retained, while the alternative hypothesis is rejected. This implies that both male and female employees exhibit comparable levels of deviant workplace behavior.

Discussion

The primary aim of this study was to examine the relationship between quality of life, workplace discrimination, and deviant behavior among employees of Nestlé Limited, Sagamu. The results indicate that the variables have a significant relationship. The prevalence results suggest that interpersonal deviance is more common compared to organizational deviance. Interpersonal deviance was predominantly moderate, whereas organizational deviance was generally low among most employees. Nevertheless, it is noteworthy that a significant proportion of workers still indicated high rates of organizational deviance. This means that although interpersonal misconduct is common in everyday life, more serious organizational deviance, albeit less prevalent, remains a concern for workplace behavior and output.

The study found a strong negative relationship between quality of life and deviant behavior. This means that workers who have a higher quality of life will be less likely to engage in deviant workplace behaviors. This result aligns with previous research that notes that increased well-being decreases the propensity towards counterproductive work behaviors (Kura et al., 2023; Achebelema, 2024). One reason could be that higher life satisfaction helps individuals cope with stress more effectively, control their behavior, and thus curb the desire to act out workplace demands. Quality of life, in this case, might be a protective factor. However, this relationship is not straightforward. There are those studies indicating that leadership and workplace stress (job-related factors) might directly affect deviant behavior more than overall life satisfaction (Adekanmbi & Ukpere, 2019; Ahmed et al., 2024). On the same note, Fagbohunge et al. (2012) suggest that personality factors, work engagement, and emotion regulation may be better predictors of deviant behavior. These views indicate that, although quality of life is a critical factor, it can interact with other personal and organizational variables. The current results substantiate the view that enhancing employees' quality of life can reduce deviant behavior, although this cannot be regarded as the sole reason.

Another key finding is the positive relationship between workplace discrimination and deviant behavior. This means that the more workers are discriminated against, the more likely they are to engage in deviant behavior at work. This finding is consistent with previous research that indicates that perceived unfair treatment may result in adverse behavioral patterns (Obalade & Mtembu, 2023; Nnaebue et al., 2020; Rosado, 2024). Employees who feel discriminated against might feel like outcasts or perceive injustice, and as a result, they may turn out to be withdrawn, hostile or engage in other deviant behaviors. According to Ifeanyichukwu et al. (2022), these behaviors can be absenteeism, verbal aggression or sabotage. This observation can also be interpreted in the context of General Strain Theory, which holds that adverse experiences, such as discrimination, may generate psychological strain that people can release by engaging in deviant behavior. Deviance in this case can be a response to a coping mechanism or as a form of retaliation. Not every study, however, agrees that discrimination is a direct cause of deviance. Certain studies indicate that such a connection can be conditional on mediating variables such as coping mechanisms,

organizational support, and personal resilience (Ahmad et al., 2023; Nauman et al., 2023; Tian & Guo, 2023; Umoru et al., 2024). These results suggest that, even though discrimination is a significant predictor, it may have a lesser effect in environments where employees have support systems or coping strategies.

The regression analysis further showed that quality of life and workplace discrimination jointly explained a substantial proportion of variance in workplace deviant behavior ($R^2 = .61$). This implies that both the individual and the working environment are critical factors in influencing employee behavior. The same results have been reported in the literature, where the individual and organizational variables are identified as the most important determinants of deviant behavior (Adisa et al., 2021; Khattak & Abukhait, 2024). When employees feel they are treated fairly and that their quality of life is satisfactory, they are less likely to engage in behaviors such as theft, absenteeism, or sabotage.

Other researchers simultaneously emphasize the importance of situational pressures and personality traits explaining deviant behavior (Hollinger & Clark, 2017; Jegede et al., 2022). To illustrate, job insecurity, organizational pressures, or even personality factors like narcissism can lead to predisposition towards deviance, irrespective of the quality of life and discrimination. These views imply that deviant behavior is influenced by the interaction of factors, but not by one factor. The current results reinforce this more general perspective, indicating that quality of life, as well as workplace discrimination, are both significant, though not the exclusive, predictors of deviant behavior.

Lastly, the research revealed that there was no gender difference in deviant behavior. This implies that there are no significant differences in deviant behavior reported by male and female employees. This observation is opposite to research that indicated that men have a higher likelihood of committing overt deviance and women are more likely to engage in covert deviance (Aquino et al., 2006; Boniface & Bekom, 2021). Socialization patterns and gender role expectations tend to explain these differences.

Nevertheless, the current finding is consistent with other studies indicating no significant gender differences in general deviant behavior (Fagbohunbe et al., 2012; Olasupo & Fagbenro, 2021). It could be that organizational context minimizes gender-based differences in behavior in organized labor markets, where rules and expectations are influenced by organizational norms rather than gender. One possible explanation is that workplace culture and management practices may be a more significant force in influencing deviant behavior than demographic factors.

In conclusion, this study's findings show that deviant behavior among employees is associated with both individual well-being and workplace conditions. Higher quality of life appears to be associated with lower workplace deviant behavior, whereas workplace discrimination appears to be associated with higher workplace deviant behavior. Their synergistic impact further emphasizes the need to consider personal and organizational factors. Even though gender does not seem to play a crucial role, the overall organizational context still influences employee behavior. All in all, these results indicate that Nestlé Limited and similar industrial workplaces may consider strengthening employee well-being initiatives and workplace fairness practices as part of efforts to reduce workplace deviant behavior.

Recommendations

Enhance employee welfare: as indicated, the quality of life of employees and the organization's overall work culture are closely correlated. Therefore, Nestlé Limited needs to allocate the necessary resources to improve employee welfare, including work-life balance practices, support programs for mental health and wellness, and health and wellness courses for employees during working hours. Such a practice will help create an environment where

employees are less inclined to exhibit deviant behavior due to unmet personal goals.

Strengthen organizational culture: Nestlé should focus more on the risks of discriminatory practices in the workplace to the employees' behavior, as discussed in the findings. Thus, Nestlé should adopt equity, diversity, and inclusion policies and practices and offer systematic anti-discrimination training programs. Moreover, formal grievance procedures should also be available for employees who experience discrimination or perceive unfair treatment in the workplace. These are good practices that promote a cordial atmosphere and reduce the association of inequity in the workplace.

Encourage open communication: a stronger corporate culture will also help counter deviance at the organizational level. Thus, Nestlé needs to be more accountable and ensure that its leaders' actions are supported by ethical practices.

Monitor and evaluate interventions: It is possible to reduce interpersonal and organizational deviance by clearly articulating an instructional purpose. Moreover, adaptable and effective ways of interaction and dispute management will also tend to facilitate synergy and teamwork, thereby building trust among employees and mitigating negative work behaviors.

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