SERVICOM POLICY, WORKPLACE DEVIANCE AND SERVICE DELIVERY IN NIGERIAN AIRSPACE MANAGEMENT AGENCY (NAMA)

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Abstract
SERVICOM policy is one of the factors influencing employee's attitude not to engage in deviance behaviour in organisation. Deviance is a problem to the organisations due to its financial implication and detrimental effects it has on the organisation's image. This study therefore evaluates the relationship between, SERVICOM policy, service delivery and workplace deviance in Nigerian Airspace Management Agency (NAMA) using survey research method. A sample of 225 respondents was drawn from the 500 NAMA employees using accidental sampling technique. Data collected were tested and analyzed using descriptive, frequency distribution and regression analysis. The result of the hypotheses tested at 5% level of significance showed that there is a significant relationship between SERVICOM policy, service delivery and workplace deviance. Thus, the study recommended that organisations and their management should give due attention to SERVICOM policy, ensure that their employees are sufficiently knowledgeable and satisfied with the policy in order to promote positive workplace deviant behaviour in the organisation.

Keywords: Behaviour, Employee, Policy, Servicom, Service delivery, Workplace deviance

Introduction

The Service Compact Policy otherwise known as the SERVICOM Policy is meant to protect all members of Nigerian society from nation-wide service failure and service delivery in line with government development strategies using the One-Stop Public Enquire Service Charters.SERVICOM has been set up by government to ensure quality, efficient service delivery to the public. The public has a right to be served right; and to complain and to receive redress where there is a need to do so based on carefully worked out target outputs and outcomes . SERVICOM policy development involves the identification and analysis of a range of actions that respond to goals, problems or other concerns affecting employees and customers in an organisation (Adegboola, 2016). In NAMA-created under Act 48 of 1999 of the Federal Republic of Nigeria, SERVICOM policy addresses identified problems that affect both employees and passengers. The solutions the policy offers are assessed against a number of factors such as probable work overload, poor salary and wages, poor working equipment and inefficient policy implementation. Therefore, SERVICOM policy in NAMA represents the end result of a decision by government on how best to achieve safe, efficient, economic and expeditious flight operations and management of the Nigerian airspace.

NAMA as the nation's air navigation service provider and bed rock of Nigeria Aviation Industry, should puts a great demand on the employees to develop uniform and consistent Nigerian airspace to meet with international standards and practices. In recent times, employees of the agency have come under verbal attacks by passengers and the general public on accusation of insensitivity in their duties and lack of professionalism (Adetula, 2016; Guardian Newspaper, 2016) . Many passengers are scared of Nigeria airspace and flight operations because of incessant flight cancellations, delays and occasional air crashes. Relations of passengers

take turn to hang around the airports since they do not trust their loved ones will get adequate care, particularly when flight operations are cancelled or delayed (Adetula, 2016).

The Federal Minister of Transportation, Rotimi Amaechi, in 2016 disclosed that the Agency has the challenge of limited resource for project developments and habitual negligence of projects and this could worsen the service delivery system in the aviation industry. And he also remarked that Nigeria airspace safety is feasible through private sector participation towards the realisation of the industry's potential and employee motivation (Adetula, 2015). However, the problems of NAMA is associated with the poor infrastructure, unsatisfactory working conditions characterized by short-staffing, poor salary structure, and use of obsolete equipment and methods, unsafe workplace and lack of motivation for employees which affects service delivery to customers (Omoleke, 2012; Fortemus, 2015; Owoputii, 2015).

The employees of NAMA spend majority of their times at work and consequently, they are expected to derive a measure of satisfaction from there. It is therefore reasonable that the failure to obtain this desired satisfaction can turn the same environment from where happiness was expected to a ground for expressing frustration through deviant behaviour exhibited by employees. These behaviours have dire consequences for NAMA, its employees and customers and the society at large.The consequences include financial costs such as loss of productivity due to slow work or sabotage and cost of replacing stolen or damaged property (Judge, Scott & Ilies, 2006; Akikibofori, 2013). Other costs could be psychological as co-workers who are targets of such deviant behaviour are prone to stress, damaged self-esteem, apprehensiveness and insecurity at work, absenteeism and turnover (Omar, Halim, Zainah, Fahardi, Nasir & Khairudin, 2011). On a wider perspective, the incidence of workplace deviance in NAMA may have spiraling effects on potential employees and clients who may choose to refrain from having dealings with the organisation whose employees act in an unruly manner.

The workplace counterproductive behaviour is retaliatory workplace behaviour in terms of financial theft, property theft and gross misappropriation of funds that breeds increased insecurity in Nigerian workplaces, conflict between employers and employees, lack of organisational future etc. With the prevalence and enormous costs attached to workplace deviance and the SERVICOM policy being not in tandem with workplace deviance and service delivery, the impact of SERVICOM policy on employee deviance and passengers' satisfaction to service delivery in NAMA is the focus of this study.

For the purpose of this study, the following research hypotheses were tested.

i. SERVICOM Policy does not have a significant effect on employees' deviant behaviour in Nigerian Airspace Management Agency
ii. Employees deviance does not have a significant effect on service delivery in Nigerian Airspace Management Agency
iii. Employees deviant behaviour does not have a significant effect on passengers' satisfaction in Nigerian Airspace Management Agency
iv. Service delivery does not have a significant effect on passengers' satisfaction in Nigerian Airspace Management Agency:

Literature Review

The study is based on the organisational theory by Wayne Smith (1977), Social Exchange Theory and Herzberg's Two-Factor Theory. The central ideas are that people behaviour at work is driven by certain needs which in turn affects their service delivery; and that employees' belief in being treated fairly and given what they deserves motivate them to give more of themselves to the benefit of the organisation and engage less in acts that are harmful to the organisation and fellow employees. The needs for food, clothing, shelter and security are regarded as the most paramount for ensuring a person's survival. These and greater needs lead to the setting of goals by both the employee and the employer (Cole, 1995). Expectations differ from among employers and their employees based on different factors. Employees, as a fundamental part of

organisational system have expectations of what they aspire to gain from performing their jobs and what they anticipate that their jobs will provide while employers expectations is profit maximization through organisational goal achievement (Gruneberg, 1976). The expectations of the employees and the employer are subset of policy which governs service delivery and bring about customers satisfaction (Gruneberg, 1976; Aziri, 2011; Parvin & Kabir, 2011; Veechio, 2006).

Satisfaction is a very personal experience that depends heavily on an individual's expectations (Veechio, 2006). Customers' satisfaction describes the level of agreement between customers' expectations and the services provided (Davis & Newstrom, 1985). In other words, customers' satisfaction is determined by the extent to which service delivery meets or surpasses expectations (Luthans, 2011). A high correlation between the two will tend towards satisfaction for the customers while disparity between the two may lead to dissatisfaction.

Public service delivery is failing in many areas in many developing countries, despite massive injections of international and domestic resources due to weak incentives for employees, and government bureaucratic bottle necks (Mcloughlin & Bately 2012). The weak incentives have led to job dissatisfaction. Hussin (2011) cited in Kumari (2013), argued that the extent to which an employee's expectations are satisfied shows his/her emotional state which has a huge role to play in forming his/her behaviour in the workplace - whether positive or negative as stated by Kidwell and Martin (2005) and Hussin (2011). Positive employee behaviour is that which promotes the organisation's wellbeing and performance while negative behaviour poses a threat to the organisation's growth and success. According to Fox and Spector, (2005), one of the negative behaviours that could be expressed by employees is workplace deviance- which they perceive as any behaviour that is opposed to mandated or accepted behaviours and which can harm an organization, its employees and its stakeholders. Consequently, job satisfaction could be a major determinant of employees' behaviour in their organisations whether they exhibit favourable acts of discipline or express deviant workplace behaviour. Some researchers have associated low levels of job satisfaction to weak incentive which breeds the problems of turnover and absenteeism (Newstrom, 2007; Spector, 2000; Gruneberg, 1976; Korman, 1971). However, if the employee, for one reason or the other, cannot quit or withdraw physically from the job, the employee may be inclined to engage in acts of negativity or counterproductive behaviour as a way of expressing frustration (Porter, Bigley & Steers, 2003). Therefore, workplace deviance presents a means for the employee to adjust to a frustrating and dissatisfying work experience (Judge, Scott & Ilies, 2006).

Workplace deviance that could be expressed by employees are in forms of sabotage, absenteeism, violence, theft, lateness to work, deliberately doing work incorrectly, tardiness and other deviances directed at supervisors or co-workers such as bullying, badmouthing, harmful pranks, impoliteness and arguing (Fagbohungbe, Akinbode, & Ayodeji, 2012; Idiakheua & Obetoh, 2012). Lawrence and Robinson, (2007), analysing the work of Harper (1990), reported that 33% to 75% of employees have engaged in behaviours such as vandalism, sabotage, unwarranted absenteeism, and outright theft. These acts or counterproductive work behaviour, or antisocial behaviour, unethical behaviour, dysfunctional behaviour and organisational misbehavior are harmful to the organisation and its stakeholders O'Leary-Kelly, Duffy & Griffin, 2000 in (Trevino & Brown, 2005). Tools and strategies used by stakeholders to achieve policy objectives and stop workplace deviance have evolved with governance to be that which meets both employees and customers' satisfaction (Hood, 2000; Zito, 2000). Salamon (2002) and Salmons (2002), argues that policy is a necessity for institutions life while its implementation is essential component of development necessary for a nation's economic growth and internal stability. The study further stressed that policy is a controller of negative workplace deviance and an improper service delivery.

The Nigerian organisations have become increasingly important, even as they face fundamental challenges in their service delivery patterns (McKee & Healy, 2002; Healy & McKee, 2002; Lee, Chen & Weiner, 2004). The organisations are governed by policy or a set of processes and tools relating to decision-making in steering the totality of institutional activity, influencing most major aspects of employee behaviour and recognizing the complex relationships between multiple stakeholders (Richard, Saltman Antonio Durán Hans, & Dubois, 2011, Buse, Mays & Wall, 2005, 2012). The policies governing the agency according to Richard, Saltman, Durá and Dubois (2011) has a scope that ranges from normative values (equity, ethics) to access, quality, passengers responsiveness, and passenger safety dimensions. It also incorporates political, financial, managerial as well as daily operational issues. The interaction between employees and stakeholders in terms of policy and its implementation has always been critical in determining whether customers experience satisfaction or dissatisfaction in the provision of services delivery (Zangaro & Soeken, 2007). The provision of poor-quality service has often been attributed to employees' inadequate knowledge and skills compounded by corruption, system failures and low staff numbers. This has given rise to the need to tackle employees' deviant behaviour, which also is noted as an essential part of strengthening the service delivery of organisations.

SERVICOM Policy

This policy has to do with service delivery, and it emanated from a technical assistance provided by the British Government through the DFID to the Federal Government (Olaopa, 2008). According to SERVICOM (2009), poor quality of public service and the evils of inefficiency and corruption, brought ineffective implementation of government policy and poor service delivery. SERVICOM policy drew a road map for service delivery programme which included the institutional environment for service delivery, a reflection on people's perception and experience of services. Its core provision is for service providers to dedicate themselves to providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner. The objective of SERVICOM is to meet the challenge of nation-wide service failure. For instance, (a). Government services were not serving the people; (b). Services were inaccessible, poor in quality and indifferent to citizen needs. SERVICOM is designed to make the Ministries, Departments and Agencies more customer focused in their service delivery procedures and processes; and to heighten public awareness to the damaging effects of service failure to the Nigerian society. It is also meant to encourage people to challenge service failure as their civic rights (SERVICOM, 2009).

Under the SERVICOM policy, each Ministry, Department, Agency and Parastatals has a Ministerial SERVICOM unit. The SERVICOM unit is responsible for spearheading the strategy for SERVICOM compliance through a review and monitoring mechanism that relies on SERVICOM Index. There is also in place a Customer Grievance Redress mechanism reinforced by the publishing of each Ministry or Departments' performance (Olaopa, 2008; Agboola, 2016; Amechi, 2016; GroupsonPaul, Ukeje & Abumchukwu, 2016). Under SERVICOM, the civil service is expected to provide the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner. SERVICOM implementation has involved training, workshops, seminars and retreats for senior officers in the public service in order to sensitize this supervisory category of staff on the new orientation for the civil servants. Sanctions are to be imposed on public servants who fail to discharge their functions in accordance with established practice. SERVICOM is based on five fundamental principles: Conviction that Nigeria can only realize its full potential if citizens receive prompt and efficient services from the state, renewal of commitment to the service of the Nigerian Nation, consideration for the needs and rights of all Nigerians to enjoy social and economic advancement. A vow to deliver quality services based upon the needs of citizens. Dedication to providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner.

In addition to the above principles of SERVICOM, it has provided the following opportunities for

both the civil service and the public servant. First, it is another opportunity for public servants in Nigeria to rededicate themselves for selfless service to their clients with courtesy and with grace. Second, it presents another opportunity for repositioning the public service for more effective service delivery. Third, now that the general public has been or is about to be sensitized about its right to insist on qualitative service, and complaint – redress mechanisms abound, public servants will increasingly be conscious that public rating of their individual performance would form part of their performance evaluation (Phillip & Omonowa, 2015).

Service Delivery

Until recently, services were not considered to add value to an economy; as a result, measures of service delivery activities were not even included in the calculation of the gross national product (GDP) of a country. Instead, services were usually lumped into a miscellaneous or tertiary category behind agriculture, mining and manufacturing, particularly in the Third World or developing countries (Ejumudo, 2008, 2009, Ejumudo, 2010, Gundu, 2011, Nwankwo & Okorie, 2015). According to Ejumudo (2009), service delivery, has become the focus of increasing managerial attention and represents a major portion of the economies of the world's developed countries and is at the heart of organisational performance, whether in the public or private realm. The centrality of service delivery in public and private sector organisations and institutions is inextricably linked to the functionality, operationality, growth and development of societies because such organisations and institutions exist in, operate and are shaped by their environments (Ejumudo,2010). Service delivery therefore, requires management of stakeholders including external customers that expect real value for their money, employees or internal customers that are critical to external customers' satisfaction and loyalty, suppliers, creditors, regulators and the like (Cadozo, 1965; Cayer, 2002; Cayer, 2005; Soonhee, 2009; Oyibo 2010; Ibietan, 2013).

According Ejumudo (2010), service delivery in the public sector is bedeviled by poor performance despite the expectations of the public and the strategic role the sector plays. Ejumudo (2009) further stressed that Nigerians have been short changed by the quality of public service delivery. Governmental organisations have over the years been showcases for the combined evils of inefficiency, ineffectiveness, poor in quality and indifferent to customers' needs, lawlessness and corruption and, as a consequence, impediments to effective implementation of government policies (Brynard, 2003; Diefenbach, 2009; African Association for Public Administration and Management (AAPAM), 2003). In the position of AAPAM (2003), since the primary purpose of government is to improve the quality of life of its citizens, the need for a transformation of the Nigerian public sector through action based service delivery programmes that will serve as a step in the process of actualizing a people-oriented programme is a necessity. To this end, public institutions that have a social obligation to render services to the people have to brace up to meet their legitimate expectations through reduce employees deviant behaviours. Service delivery in organisation therefore should create or add value to the customer by providing additional benefits. (ii) Ensure customers enjoy sustainable gain and cutting-edge advantage in any service sector or industry. (iii) Give both employee and customer satisfaction so as to earn customer loyalty.

Deviant Behaviour and Service Delivery

Fox and Spector (2005) proposed a model which postulated workplace deviance to be a response to emotion-arousing situations in organisations. Peters, Lau and Ng (2014) asserted that job satisfaction has a behavioural component which describes employees' actions in relation to their work. Ebuara and Coker (2012) in collaborating with Peters, Lau and NG (2014), argue that the employees action would be detrimental to service delivery which adversely affects customers satisfaction. Omar et al (2011) and Akikibfori (2013), further opined that less satisfied employees may be more inclined to be involved in acts of deviance destructive to service delivery and customers satisfaction than employees who are more satisfied. In contrast to how satisfied employees will normally show positive behaviour such as working above job description and helping co-workers accomplish their tasks, dissatisfied

employees might tend to express negative behavior such as disregarding or not adhering to organisational rules and regulations (Jinyevu, 2013). According to Duffy, Shawn and Ganster (1998), employees who feel trapped in an unpleasant or unsatisfying work situation, out of frustration may begin to manifest service delivery destructive deviant behaviour by deliberately sabotaging production or other people's work or by no longer performing at their level of capability-this produces a form of psychological escape or withdrawal from the job.

Anjum and Parvez (2013) in their study arrived at the conclusion that deviance behaviour has a diminishing effect on service delivery. This means that the higher the level of deviance, the higher service delivery destruction and vice versa. Marcus and Schuler (2004), argued that job satisfaction is an antecedent of workplace deviance and service delivery destruction. Spector et al., (2006) classified a number of these deviant behaviors into five major categories (representing both the organisational and interpersonal dimensions) which are: abuse, production deviation, sabotage, theft and withdrawal. Abuse against others consists of harmful behaviours against colleagues and others to cause physical or psychological harm, through threats, inappropriate comments, ignoring the person or undermining his or her ability to work efficiently; production related deviance (which is more passive) is intentionally not doing the tasks as efficiently as it should be performed; sabotage (which is more active) refers to the physical destruction or damage of property belonging to the employer; theft relating to stealing objects or information from the organisation; withdrawal consisting of behaviours that reduce the working hours (employees working for less periods than is required in the organisation, being absent, late or taking more frequent breaks than permitted) (Idiakheua and Obetoh, 2012). All these behaviours have negative consequences on organisations service delivery and customers satisfaction.

Methodology

The population of this study comprised of the employees of Nigerian Airspace Management Agency (NAMA) who are two thousand and five hundred (2,500) in number (NAMA, 2009). However, for the purpose of maintaining a manageable size, NAMA headquarters, Lagos with the highest number of staff was used as target population. NAMA headquarter has an estimated staff strength of five hundred (500) employees-full time employees ranging from grade levels four to fourteen (Junior and Senior level staff) were covered. The study using accidental sampling, selected two hundred and twenty five (225) respondents. Questionnaire was distributed to the 225 selected respondents. Split-half reliability estimate was obtained from index of workplace deviant behaviour and service delivery, using Pearson Correlation Coefficient method. The result from the Pearson coefficient ranges from 0.77 to 0.91 which was regarded as high. Consequently, the instrument was considered reliable for this study. Data collected were tested and analyzed using frequency distribution and regression analysis.

Test of Hypotheses

Hypothesis One

H_0: SERVICOM Policy does not have a significant effect on NAMA employees' deviant behaviour.

H_1: SERVICOM Policy does have a significant effect on NAMA employees' deviant behaviour.

Table 1: Regression result for SERVICOM Policies and Employees Deviance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360[a]	.130	.127	.91273

a. Predictors: (Constant), SERVICOMPolicies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.209	1	35.209	42.264	.000[b]

		Sum of Squares	df	Mean Square	F	Sig.
	Residual	235.763	283	.833		
	Total	270.972	284			

a. Dependent Variable: Employees'Deviance
b. Predictors: (Constant), SERVICOM Policies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.897	.130		22.304	.000
	Policies	.397	.061	.360	6.501	.000

a. Dependent Variable: Employee Deviance

Hypothesis two

H_0: NAMA employees' deviance behaviour does not have a significant effect on service delivery.
H_1: NAMA employees' deviance behaviour do have a significant effect on service delivery.

Table 2: Regression result for Employees deviance and service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605[a]	.365	.363	.71597

a. Predictors: (Constant), Employees deviant behaviour

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.557	1	83.557	163.004	.000[b]
	Residual	145.068	283	.513		
	Total	228.625	284			

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), Employees Deviant Behaviour

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.501	.165		9.098	.000
	Deviance Behaviour	.555	.043	.605	12.767	.000

a. Dependent Variable: Service Delivery

Hypothesis three

H_0: NAMA employees 'deviant behaviour does not have a significant effect on passengers' satisfaction.
H_1: NAMA employees' workplace deviant behaviour has a significant effect on passengers' satisfaction.

Table 3: Regression result for employee deviance and effect on passengers' satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630[a]	.397	.395	.65728

a. Predictors: (Constant), Deviance of Employees

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.494	1	80.494	186.323	.000[b]
	Residual	122.260	283	.432		
	Total	202.754	284			

a. Dependent Variable: Passengers Satisfaction
b. Predictors: (Constant), Deviance of Employees

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.212	.151		8.006	.000
	Deviance of employees	.545	.040	.630	13.650	.000

a. Dependent Variable: Passenger Satisfaction

Hypothesis four

H_0: Service delivery by NAMA employees does not have a significant effect on passengers' satisfaction.
H_1: Service delivery by NAMA employees do have a significant effect on passengers' satisfaction.

Table 4: Regression result for service delivery vs. passenger satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643[a]	.413	.411	.64833

a. Predictors: (Constant), Service Delivery

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.799	1	83.799	199.362	.000[b]
	Residual	118.955	283	.420		
	Total	202.754	284			

a. Dependent Variable: Passenger Satisfaction
b. Predictors: (Constant), Service Delivery

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.069	.156		6.836	.000
	Service Delivery	.605	.043	.643	14.120	.000

a. Dependent Variable: Passenger Satisfaction

Table 1 presents the results of the regression analysis for policies as predictor of deviant behaviour. The results show the correlation coefficient (0.360) indicates a positive and statistically significant relationship between the predictor (SERVICOM policies) and the response variable (employees deviant behaviour). The R-squared statistic as explained by the fitted model implies that about 13.0% of the total variation in measure of deviance of NAMA employees is explained by the variations in service delivery. The ANOVA results for SERVICOM policies as predictor of deviance of employees is statistically significant with F-value of 42.264 and p -value of 0.000. The regression coefficient, t statistic and p value for the model implies that SERVICOM policies (β=0.397, t=6.501, p=0.000) exerts a positive and statistically significant effect on deviance behaviour of NAMA employees. Therefore, the null hypothesis is rejected. As a result it can be concluded that SERVICOM Policy does have a significant effect on NAMA employees' deviant work behaviour. This supports Parker and Rutter (2011) in Durose and Richardson (2016) and Biskland, (2005), that policies are discrete intervention with the aim to achieve certain broad strategic objectives, while Buse, Mays and Walt (2006) define policies as actions and sometimes inactions that affect institutions, organizations, services and funding arrangements of the agency.

Table 2, presents the results of the regression analysis for deviant behaviour of NAMA employees as predictor of service delivery. The results show the correlation coefficient (0.605) indicates a positive and statistically significant relationship between the predictor (deviant behaviour of NAMA employees) and the response variable (service delivery). The R-squared statistic as explained by the fitted model implies that about 36.5% of the total variation in measure of service delivery is explained by the variations in deviant behaviour of NAMA employees. The ANOVA results for deviant behaviour of employees as predictor of service delivery is statistically significant with F-value of 163.004 and p -value of 0.000. The regression coefficient, t statistic and p value for the model implies that deviant behaviour of NAMA employees (β=0.555, t=12.767, p=0.000) exerts a positive and statistically significant effect on service delivery. Therefore, the null hypothesis is rejected. Consequently, it can be concluded that deviant behaviour of NAMA employees do have a significant effect on service delivery in Nigerian Airspace Management Agency. This finding is in agreement with Ajzen, (2002) that deviance has a strong influence on an individual's actual behaviour and that it can also influence the quality of service delivery (Burdia, Restubog & Tang (2008)

Table 3 presents the results of the regression analysis for deviant behaviour on NAMA employees as predictor of passengers satisfaction. The results show the correlation coefficient (0.630) indicates a positive and statistically significant relationship between the predictor (deviant behaviour of NAMA employees) and the response variable (passengers satisfaction). The R-squared statistic as explained by the fitted model implies that about 39.7% of the total variation in measure of passengers satisfaction is explained by the variations in deviance behaviour of NAMA employees. The ANOVA results for deviance of NAMA employees as predictor of service delivery is statistically significant with F-value of 186.323 and p -value of 0.000. The regression coefficient, t statistic and p value for the model implies that deviance of NAMA employees (β=0.545, t=13.650, p=0.000) exerts a positive and statistically significant effect on passengers satisfaction. Therefore, the null hypothesis is rejected. As a result it can be concluded that NAMA employees deviance do have a significant effect on passengers satisfaction in Nigerian Airspace Management Agency. This position is contrary to the findings that passengers' satisfaction with NAMA services is the most important predictor of overall satisfaction with Airport care (Maduranga & Anuja, 2015). However, D'Ambruoso, Abbey and Hussein (2005), argues that passengers expect human professional and courteous treatment from airports workers and only a reasonable standard of physical environment. The former position is confirmed by Hammes, Walsh and Schiller (2016) and Purdy (2008) in their argument that deviance can make or

break an institution, just as Burdia, Restubog and Tang (2008) opines that deviance can affect service delivery

Table 4 presents the results of the regression analysis for service delivery as predictor passenger satisfaction. The results show the correlation coefficient (0.643) indicates a positive and statistically significant relationship between the predictor (service delivery) and the response variable (passenger satisfaction). The R-squared statistic as explained by the fitted model implies that about 41.3% of the total variation in measure of passenger satisfaction is explained by the variations in service delivery. The ANOVA results for deviance of NAMA employees as predictor of service delivery is statistically significant with F-value of 199.362 and p -value of 0.000. The regression coefficient, t statistic and p value for the model implies that service delivery (β=0.605, t=14.120, p=0.000) exerts a positive and statistically significant effect on passengers satisfaction. Therefore, the null hypothesis is rejected. As a result it can be concluded that service delivery do have a significant effect on passenger satisfaction in Nigerian Airspace Management. The findings is in agreement with Rafi, Hajinezhad and Haghani's (2007) views that the deviant behaviour such as friendly personality, kindness, fast response to passengers' needs etc can increase passengers' satisfaction and quality of service delivery.

Conclusion

Policy as an issue is critical especially as it concerns the Nigerian Airspace Management Agency and the perceived deviant behaviour of its employees with respect to service delivery. The study have revealed through its perceived findings that policy has a positive effect on the NAMA employees and this has advertently affected their attitude towards the passengers as confirmed in their responses to the research instrument (questionnaire). Though it is critical to satisfy passengers who are the customers at the airports, it has been observed that passengers are often not satisfied (Bahrampour and Zolala, 2005). Similarly, the result also revealed that deviant behaviour has effect on service delivery of NAMA employees and inversely on passengers' satisfaction.

Summarily, Rispel and Moorman(2013), argues that as long as NAMA employees are persistently exposed to unpleasant working conditions that are stressful with low pay , they might be demotivated and become unable to satisfy their clients. Tzeng (2002) in collobrating with Rispel and Moorman (2013) suggests that satisfied employees tend to be more productive and committed to their jobs. Deviant behaviour has a strong influence on an individual and the quality of the result of his or her work.

Considering the fact that the passengers are the most important client in the aviation industry and that determines how excellent the service delivery of a Nigerian Airspace Management Agency should be; the employees being the major care taker of the passengers should desist from deviant behaviour and strive to treat passengers as ''kings'' through efficient and result oriented service delivery. The employer (NAMA) on the other hand must ensure that the employees are well motivated in terms of providing good terms and working conditions in order to discourage them from engaging in deviant behaviour that is inimical to the good image and reputation of Nigerian Airspace Management Agency.

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Appendix:

OPERATIONAL DATA

Kindly mark (√) the appropriate space in response to the questions.
'SA' stands for 'Strongly agree'; 'A' for 'Agreed'; 'UN' for 'Undecided'; 'SD' for 'Strongly Disagree'; 'D' for 'Disagree'.

S/N	**WHAT ARE THE EFFECTS OF SERVICOM POLICY ON EMPLOYEES WORKPLACE DEVIANCE IN NIGERIAN AIRSPACE MANAGEMENT AGENCY?**	SA	A	UN	SD	D	
1.	There is SERVICOM policy on salaries and it is appropriate to job responsibilities.						
2.	There is an adequate compensation policy on overtime.						
3.	Payment Policies on uniform and other allowances are followed regularly.						
4.	The policy on feeding allowance is implemented.						
5.	The policy on promotion is appropriate and timely.						
6.	The policy of no work no pay is very justified.						
7.	Sometimes when employees work more hours than they should, there is a policy that covers them.						
8.	There are policies on orientation and regular training of employees to update them on service delivery issues.						
9.	There is very good cordial relationship between employees and the NAMA management.						
10.	There SERVICOM policy of non professionals being made CEO of NAMA is appropriate						
.	**HOW DOES EMPLOYEES DEVIANT BEHAVIOUR AFFECT SERVICE DELIVERY OF NIGERIAN AIRSPACE MANAGEMENT AGENCY?**						
11	Workplace deviance is a key factor in passengers/customers satisfaction.						
12.	When employees are friendly, passengers/customers easily comply with rules and regulations.						
13	Passengers/customers usually introduce airports to friends when treat them well.						
14	NAMA employees sometimes get angry at unruly passengers/customers						
15	Most passengers/customers believe that many NAMA employees' are not friendly to airport customers.						
	DOES THE EMPLOYEES WORKPLACE DEVIANCE AFFECT PASSENGERS/CUSTOMERS' SATISFACTION OF NIGERIAN AIRSPACE MANAGEMENT AGENCY?						
16	Passengers/customers choose airports not minding the employees deviance.						

17	Facilities in the Airports attract more passengers over employees' deviance.						
18	Employees can advertise a airports better than good facilities.						
19	When employees are not friendly, image of the airports diminishes						
20	When airport patronage is down, management should retrain the employees						
21	The environment of the airport is clean and hygienic.						
22	In case of complaint, it is easy to assess an officer in charge or the management for recourse						
	PASSENGERS/OTHER CUSTOMERS SATISFIED WITH THE SERVICE DELIVERY OF NIGERIAN AIRSPACE MANAGEMENT AGENCY?						
23	When employee gets angry, it affects their performance to passengers care.						
24	Not being friendly to passengers can impair effective communication between NAMA employees and passenger/customers.						
25	Some employees do not attend to passengers complaints readily						
26	Good deviant behaviour of employees leads to faster passenger satisfaction						
27	Passengers get prompt attention at service stations of the airports.						
28	The employees show empathy to the passengers with missing luggage.						
29	The support staff and administrators are always willing to offer service and assistance to passengers when necessary.						
30	In emergencies, intense effort is made to save the life of the passengers by all those concerned.						

Analysis of Research Questions

Table 1: What are the effects of SERVICOM policy on employees workplace deviance in Nigerian Airspace Management Agency?

	Scale Level						
	1	**2**	**3**	**4**	**5**		
Variables	**%**	**%**	**%**	**%**	**%**	**Mean**	**Std. Dev**
There is SERVICOM policy on salaries and it is appropriate to job responsibilities.	62.7	15.8	6.8	7.2	7.5	1.8100	1.27642
There is an adequate compensation policy on overtime.	57.7	19.7	10.4	7.2	5.0	1.8208	1.17993
Payment Policies on uniform and other allowances are followed regularly.	68.5	14.5	8.7	4.3	4.0	1.6087	1.07490
The policy on feeding allowance is implemented.	70.5	15.5	7.2	4.0	2.9	1.5324	.98949
The policy on promotion is appropriate and timely.	49.8	11.8	12.5	14.0	11.8	2.2616	1.47875
The policy of no work no pay is very justified.	59.7	10.1	9.0	6.5	14.7	2.0647	1.50910
Sometimes when employees work more hours than they should, there is a policy that covers them.	75.8	7.7	4.0	5.9	6.6	1.5971	1.21219
There are policies on orientation and regular	33.1	14.0	9.7	22.3	20.9	2.8381	1.58253

training of employees to update them on service delivery issues.							
There is very good cordial relationship between employees and the NAMA management.	39.9	20.6	19.9	13.5	6.0	2.2527	1.27484
There SERVICOM policy of non professionals being made CEO of NAMA is appropriate	67.9	8.6	12.5	5.7	5.4	1.7214	1.20076

Source: Field Survey, 2016.

Table 2: How does employees deviant behaviour affect service delivery of Nigerian Airspace Management Agency?

	Scale Level						
	1	2	3	4	5		
Variables	%	%	%	%	%	**Mean**	**Std. Dev**
Workplace deviance is a key factor in passengers/customers satisfaction.	6.5	5.1	5.4	20.9	62.1	4.2708	1.18060
When employees are friendly, passengers/customers easily comply with rules and regulations.	5.8	5.5	8.0	18.9	61.8	4.2545	1.17483
Passengers/customers usually introduce airports to friends when treat them well.	6.2	5.4	5.1	22.5	60.9	4.2645	1.16883
NAMA employees sometimes get angry at unruly passengers/customers.	7.4	11.7	19.9	47.7	13.3	3.4766	1.09519
Most passengers/customers believe that many NAMA employees' are not friendly to airport customers.	23.1	17.7	18.4	28.2	12.6	2.8953	1.37256

Source: Field Survey, 2016.

Table 3: Does the employees workplace deviance affect passengers/customers' satisfaction of Nigerian Airspace Management Agency?

	Scale Level						
	1	**2**	**3**	**4**	**5**		
Variables	**%**	**%**	**%**	**%**	**%**	**Mean**	**Std. Dev**
Passengers/customers choose airports notminding the employees deviance.	24.4	23.3	11.6	25.1	15.6	2.8436	1.43760
Facilities in the Airports attract more passengers over employees' deviance.	25.3	22.7	11.9	23.5	16.6	2.8339	1.45508
Employees can advertise a airports better than good facilities.	9.1	7.6	8.7	22.1	52.5	4.0145	1.31832
When employees are not friendly, image of the airports diminishes.	10.1	8.3	8.3	23.4	50.0	3.9496	1.35062
When airport patronage is down, management should retrain the employees.	28.5	15.9	15.9	18.5	21.1	2.8778	1.52424
The environment of the airport is clean and hygienic.	15.3	24.5	7.7	28.8	23.7	3.2117	1.43443
In case of complaint, it is easy to assess an officer in charge or the management for recourse.	13.0	11.2	15.2	31.2	29.3	3.5254	1.36024

Source: Field Survey, 2016.

Table 4: Are passengers/other customers satisfied with the service delivery of Nigerian Airspace Management Agency?

	Scale Level						
	1	**2**	**3**	**4**	**5**		
Variables	**%**	**%**	**%**	**%**	**%**	**Mean**	**Std. Dev**
When employee gets angry, it affects their performance to passengers care.	13.7	9.4	12.2	34.2	30.6	3.5863	1.36674
Not being friendly to passengers can impair effective communication between NAMA employees and passenger/customers.	9.4	7.2	6.1	32.7	44.6	3.9604	1.28103
Some employees do not attend to passengers complaints readily.	24.0	17.2	16.1	32.6	10.0	2.8746	1.36056
Good deviant behaviour of employees leads to faster passenger satisfaction.	5.8	5.0	3.6	23.7	61.9	4.3094	1.13270
Passengers get prompt attention at service stations of the airports.	20.3	18.8	14.1	30.4	16.3	3.0362	1.40083
The employees show empathy to the passengers with missing luggage.	8.3	16.6	25.6	27.4	22.0	3.3827	1.22982
The support staff and administrators are always willing to offer service and assistance to passengers when necessary.	8.7	15.9	14.8	31.0	29.6	3.5704	1.29642
In emergencies, intense effort is made to save the life of the passengers by all those concerned.	5.8	3.6	5.1	23.1	62.5	4.3285	1.11170

Source: Field Survey, 2016.