

## **SERVICOM Policy, Workplace Deviance and Service Delivery in the Nigerian Airspace Management Agency**

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### **Abstract**

Lack of prompt and efficient service delivery has emerged as part of the criticisms leveled against public corporations in Nigeria. Perhaps, major fallout of this development has been the preponderance of employees in the sector to engage in various behaviors inimical to prompt and efficient service delivery. Unfortunately, deviance is a problem to the organizations due to its financial implication and detrimental effects on the organization's image. However, SERVICOM policy was designed as measure to combat deviance behavior in public corporations in Nigeria. This study therefore evaluates the relationship between, SERVICOM policy, service delivery and workplace deviance in the 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 organizations 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 behavior in the organization.

**Keywords:** public sector; servicom policy; 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; 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 organization (Adegboola, 2016). In Nigerian Airspace Management Agency (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 which is saddled with the core mandate as the nation's air navigation service provider is the bed rock of Nigeria Aviation Industry and this puts a great demand on the employees who are supposed 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. 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. He also remarked that Nigeria airspace safety is feasible through private sector participation towards the realization of the industry's potential and employee motivation (Adetula, 2015). However, the problems of NAMA are 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 behavior exhibited by employees. These behaviors 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 behavior 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 organization whose employees act in an unruly manner.

### **Methodology and Purpose of the study**

The workplace counterproductive behavior is retaliatory workplace behavior 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 organizational 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.

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 sample. NAMA headquarter has an estimated staff strength of five hundred 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. Questionnaires were distributed to the 225 selected respondents. Split-half reliability estimate was obtained from index of workplace deviant behavior 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.

### **Literature review**

The study is based on the organizational theory by Wayne Smith (1977), Social Exchange Theory and Herzberg's Two-Factor Theory. The central ideas are that people behavior 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 organization and engage less in acts that are harmful to the organization 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 organizational 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 organizational 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; Veechio, 2006; Aziri, 2011; Parvin and Kabir, 2011).

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 and 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 and 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 behavior in the workplace - whether positive or negative as stated by Kidwell and Martin (2005) and Hussin (2011). Positive employee behavior is that which promotes the organization's wellbeing and performance, while negative behavior poses a threat to the organization's growth and success.

According to Fox and Spector (2005), one of the negative behaviors that could be expressed by employees is workplace deviance- which they perceive as any behavior that is opposed to mandated or accepted behaviors and which can harm an organization, its employees and its stakeholders. Consequently, job satisfaction could be a major determinant of employees' behavior in their organizations whether they exhibit favorable acts of discipline or express deviant workplace behavior. Some researchers have associated low levels of job satisfaction to weak incentive which breeds the problems of turnover and absenteeism (Korman, 1971; Gruneberg, 1976; Spector, 2000;

Newstrom, 2007). 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 behavior as a way of expressing frustration (Porter, Bigley and Steers, 2003). Therefore, workplace deviance presents a means for the employee to adjust to a frustrating and dissatisfying work experience (Judge, Scott and 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 (Fagbohunge, Akinbode and Ayodeji, 2012; Idiakheua and Obetoh, 2012). Lawrence and Robinson, (2007), analyzing the work of Harper (1990), reported that 33% to 75% of employees have engaged in behaviors such as vandalism, sabotage, unwarranted absenteeism and outright theft. These acts or counterproductive work behavior, or antisocial behavior, unethical behavior, dysfunctional behavior and organizational misbehavior are harmful to the organization and its stakeholders (O'Leary-Kelly, Duffy and Griffin, 2000, in Trevino and 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 organizations have become increasingly important, even as they face fundamental challenges in their service delivery patterns (McKee and Healy, 2002; Healy and McKee, 2002; Lee, Chen and Weiner, 2004). The organizations 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 behavior and recognizing the complex relationships between multiple stakeholders (Richard, Saltman Antonio Durán Hans and Dubois, 2011; Buse, Mays and 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 and 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 behavior, which also is noted as an essential part of strengthening the service delivery of organizations.

The Service Compact (SERVICOM) 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 customers 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 and 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 and Omonowa, 2015).

Services, until recently, 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, 2009; Ejumudo, 2010; Gundu, 2011). 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 organizational performance, whether in the public or private realm. The centrality of service delivery



in public and private sector organizations and institutions is inextricably linked to the functionality, operationality, growth and development of societies, because such organizations 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 organizations 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 line with the literature review, the following objectives and hypotheses were formulated for the study:

1. To evaluate the effect of SERVICOM Policy on employees' deviant behavior.
2. To examine the role of employees' deviance on service delivery.
3. To assess the effect of employees' deviant behavior on passengers' satisfaction.
4. To investigate the role of service delivery on passengers' satisfaction.

Hypotheses of the study:

H<sub>1</sub>: SERVICOM Policy does not have a significant effect on NAMA employees' deviant behavior.

H<sub>2</sub>: NAMA employees' deviance behavior does not have a significant effect on service delivery.

H<sub>3</sub>: NAMA employees' deviant behavior does not have a significant effect on passengers' satisfaction.

H<sub>4</sub>: Service delivery by NAMA employees does not have a significant effect on passengers' satisfaction.

## **Results of the study**

### ***Demographic Characteristics of the Sample***

In terms of demographic spread of the respondents, 12.3% are males, while 87.7% are females; this shows that both genders were represented in the study. Age of respondents in the study varied from 20 years and above with age bracket of 30-39 years being the modal age. The marital status of the respondents showed that majority of the respondents (76.1%) were married, while the divorced (0.4%) and separated (0.4%) provided the least representation under this categorization.

In relation to their spouses' occupation, half of the sample (50.2%) identified the civil service as their spouses' occupation. With regard to the number of their children, majority of the respondents (30.1%) have a minimum of 4 children. In terms of working experience, 33.2% of the respondents have worked for between 1-5 years, 26.2% for between 6-10 years, 12.5% for between 11-16 years, 8.9% for 17-22 years, 11.1% for 23-28 years, while 8.1% for between 29 years and above. Thus it can be inferred that majority of the respondents have been working for an upward of 5 years.

Respondents were asked to provide their educational background, among which 13.7% were in the National Diploma category, 22.5% were first degree holders, 36.3% hold professional qualifications in addition to their first degree while 27.5% hold higher degrees. This shows that the respondents are well educated to know the relevance and implication of the study. The monthly income of the respondents ranged from ₦40,000 and above with majority of the respondents (47.0%) within the ₦80,000-₦120,000 range, while the minority (8.2%) fell with the ₦162,000- ₦202,000 range. This shows a wide spread of compensation in the organization. However, in terms of last time of promotion, 46.2% of the respondents admitted that they have been promoted in the last three years, 40.6% for between 4-6 years, 9.1% for between 7-9 years, while 4.1% for 10 years or more. Thus it can be deduced that the organization recognizes the importance of employee welfare.

### ***Testing of Hypotheses***

The hypotheses postulated that:

H<sub>1</sub>: SERVICOM Policy does not have a significant effect on NAMA employees' deviant behavior;

H<sub>2</sub>: NAMA employees' deviance behavior does not have a significant effect on service delivery;

H<sub>3</sub>: NAMA employees' deviant behavior does not have a significant effect on passengers' satisfaction;

H<sub>4</sub>: Service delivery by NAMA employees does not have a significant effect on passengers' satisfaction. The foregoing hypotheses were tested using the moderated regression analysis.

The results of the hypotheses could be found in table no. 1.

<b>Dependent Variable</b>	<b>Independent Variable</b>	<b>F</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adj-R<sup>2</sup></b>	<b>Beta</b>	<b>T-Value</b>
Deviant Behaviors	SERVICOM Policy	42.264	.360	.130	.127	.397	6.501
Service Delivery	Deviant Behaviors	163.004	.605	.365	.363	.555	12.767
Passenger Satisfaction	Deviant Behaviors	186.323	.630	.397	.395	.545	13.650
Passenger Satisfaction	Service Delivery	199.362	.643	.413	.411	.605	14.120

**Source:** Field Survey, 2017

In relation to the first hypothesis which states that SERVICOM Policy does not have a significant effect on NAMA employees' deviant behavior; the results show that the correlation coefficient (0.360) indicates a positive and statistically significant relationship between the predictor (SERVICOM policies) and the response variable (employees' deviant behavior). 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 ( $\beta=0.397$ ,  $t=6.501$ ,  $p=0.000$ ) exerts a positive and statistically significant effect on deviance behavior of NAMA employees. Therefore, the null hypothesis is rejected.

In relation to the second hypothesis which states that NAMA employees' deviance behavior does not have a significant effect on

service delivery, the results show the correlation coefficient (0.605) indicates a positive and statistically significant relationship between the predictor (deviant behavior 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 behavior of NAMA employees. The ANOVA results for deviant behavior 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 behavior of NAMA employees ( $\beta=0.555$ ,  $t=12.767$ ,  $p=0.000$ ) exerts a positive and statistically significant effect on service delivery. Therefore, the null hypothesis is rejected.

In relation to the third hypothesis which states that NAMA employees' deviant behavior does not have a significant effect on passengers' satisfaction, the results show that the correlation coefficient (0.630) indicates a positive and statistically significant relationship between the predictor (deviant behavior 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 behavior 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 ( $\beta=0.545$ ,  $t=13.650$ ,  $p=0.000$ ) exerts a positive and statistically significant effect on passengers satisfaction. Therefore, the null hypothesis is rejected.

In relation to the fourth hypothesis which states that service delivery by NAMA employees does not have a significant effect on passengers' satisfaction, the results show that 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 ( $\beta=0.605$ ,  $t=14.120$ ,  $p=0.000$ ) exerts a positive and statistically significant effect on passengers satisfaction. Therefore, the null hypothesis is rejected.

### **Discussion**

The results amongst others showed that SERVICOM Policy does have a significant effect on NAMA employees' deviant work behavior. 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.

Secondly, the results showed that deviant behavior 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 behavior and that it can also influence the quality of service delivery (Burdia, Restubog and Tang, 2008).

Thirdly, the results showed that NAMA employees' deviance do have a significant effect on passengers' satisfaction in the 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 and Anuja, 2015). However, D'Ambruso, 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); 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.

Fourthly, the results showed 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 behavior 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 behavior of its employees with respect to service delivery. The study have revealed through its perceived findings that policy has a negative effect on the NAMA employees and this has inadvertently 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 (Bahrapour and Zolala, 2005).

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 collaborating with Rispel and Moorman (2013) suggests that satisfied employees tend to be more productive and committed to their jobs. Deviant behavior has a strong influence on an individual and on 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 behavior 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 behavior that is inimical to the good image and reputation of the Nigerian Airspace Management Agency (NAMA).

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