

# Effect of Organisational Cognitive Cynicism on Workplace Deviant Behaviour: Moderating Role of Religiosity

<sup>1</sup>Abubakar Sadiq Abdullahi, <sup>2</sup>Salisu Umar,  
<sup>3</sup>Mohammed Ibrahim Aminu, <sup>4</sup>Shehu S. Jafaru

<sup>1</sup>Department of Business Administration, A.B.U, Zaria  
sadiqnana@gmail.com/+2348038867088

<sup>2</sup>Department of Business Administration, A.B.U, Zaria

<sup>3</sup>Department of Business Administration, A.B.U, Zaria

<sup>4</sup>Department of Public Administration, A.B.U, Zaria

## ABSTRACT

*Workplace deviant behaviour has become a global issue of concern among scholars and policymakers. In Nigeria, the escalation of deviant behaviours in tertiary institutions remains a central issue. Among the factors studied in relation to workplace deviant behaviour, few, if any, have linked cognitive cynicism with workplace deviant behaviour in academic settings. Thus, this study examines the moderating effect of religiosity on the relationship between cognitive cynicism and workplace deviant behaviour among academic staff in tertiary institutions in Bauchi State. A cross-sectional research design was used to collect data from 511 respondents. The population of the study comprises all academic staff in federal and state-owned universities, polytechnics, and colleges of education in Bauchi State. The collected data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) version 4. The results show that cognitive cynicism has a positive and significant effect on workplace deviant behaviour. Additionally, religiosity has a negative and significant effect on workplace deviant behaviour. In the moderation model, it was found that the incorporation of religiosity changes the nature of the relationship between cognitive cynicism and workplace deviant behaviour from positive to negative. Therefore, the study recommends that the management of tertiary institutions, government, and policymakers should fulfil their promises and make concrete efforts to reduce doubts and distrust among academic staff.*

**Keywords:** Workplace deviant behaviour, cognitive cynicism, religiosity, academic staff

## 1.0 BACKGROUND TO THE STUDY

Nowadays, the behaviour of employees in an organisation is becoming a matter of great concern among business researchers, practitioners, scholars as well as governments across the globe. This is because employees play a crucial role in shaping the reputation, image, competition and survival of an organisation. Success and failure of organisations

are affected by personality traits of its employees (Delima, 2020). Human resources practitioners are of the view that, employees are the most unique and most difficult resources that every organisation has which can enhance or ruin organisational success (Yong, Yusliza, Ramayah, Jabbour, Sehnem, & Man, 2019). Organisations are always rallying for committed, highly mannered and loyal employees who can perform and help in building their image and reputations. Such employees are likely to reduce any form of unethical or workplace deviant behaviour that might bring harm to an organisation or its members (Zappalà, Sbaa, Kamneva, Zhigun, Korobanova, & Chub, 2022).

Deviant behaviour is a costly problem that affects both physical and financial resources of organisations that could be a primary source of organisational failure (Bennett, Marasi, & Locklear, 2019). The harmful effects of such behaviour may lead to an unpleasant work environment, decreased productivity, poor performance, financial and reputational losses (Malika, Sinhaa, & Goe, 2021; Bennett, et al. 2019). Workplace deviant behaviour is a pervasive global issue that transcends sectors and occupations. Its detrimental effects are observed among various professionals, including politicians, bankers, police officers, medical and healthcare workers, as well as individuals in tertiary institutions, among others (Adedeji, 2013; Taylor, Bedeian, & Kluemper, 2012).

Ethics and Compliance Initiative (2021) reported rate of misconduct among employees around the globe as 58% in 2015, 63% in 2019 and 81% in 2020. Thus, going by the above report, it shows that the rate of employee misconduct is on the increase. Similarly, previous researches (e.g., Harper, 1990; Coffin, 2003) documented that about 33 and 75 percent of employees around the globe have engaged in aggressive behaviours such as theft, fraud, vandalism, workplace bullying and sabotage. While another recent research shows that more than 90% of employees are engaging in some type of deviant workplace behaviour (Jelavic, & Glamuzina, 2021).

In more specific sense, workplace deviance acts in tertiary institutions around the globe are found to include distortion of student grade for financial gain, absenteeism, sexual harassment, bribery, admission fraud, claiming false expenditure, disclosing confidential institutional information as well as academic plagiarism, among others (Fatima, Abdul Ghaffar, Zakariya, Muhammad, & Sarwar, 2021; Adeoti, 2018; Kura, Shamsudin, & Chauhan, 2017; Igbe, 2017; Jekayinfa, 2013). It is reported to constitute serious threat to service delivery in both public and private higher institutions worldwide (Akanni, Omisile, & Oduaran, 2018; Bennett, et al., 2019).

In Nigerian higher educational institutions specifically, the workplace deviant behaviour includes academic plagiarism, irregular attendance of classes by some lecturers, sexual harassment, corruption as well as extortion of money from students among others. This is evident by the recent remark made by Nigerian Former President, Muhammadu Buhari, who expressed his dismay on the increase cases of various forms of deviant behaviour and academic corruption in Nigerian tertiary institution (ICPC, 2022). The sprays of this sexual harassment and other unethical acts are causing harm to the Nigerian tertiary institutions (Nigerian feminist forum, 2015; Ogunbodede, 2018; Akpambang,

2021). Similarly, Word bank (2019) noted that, this sexual harassment has continued to eat deep in the Nigerian tertiary institutions as 70% of female graduates in Nigerian tertiary institutions have reported harassment. Malik and Sattar (2019) noted that this harassment is generally a source of damage to organisational image that draws many attentions of media and dominates public discourse. For instance, a study in Nigeria found that nearly 51.3% of Nigerian female students have been sexually harassed in universities (Geidam, Njoku, & Bako, 2011), while some academic staff have been suspended or dismissed from Nigerian higher institutions for their involvement in cases that are deviant in nature (Adekoya, 2017; Dike, 2017; Ogunbodede, 2018; Akar, 2019).

News media reported that deviant behaviours perpetrated by both academics, and non-teaching staff of various tertiary institutions in Nigeria are on the increase. For instance, recently, in May, 2023, the Management of the Ambrose Alli University, Ekpoma, Edo State dismissed 13 academic and non-academic staff members for offences ranging from fraud and gross misconduct to extortion and sexual harassment (Bello, 2023). In a similar case in March, 2023, the management of the Kogi State Polytechnic, Lokoja, dismissed four senior lecturers from service for alleged acts of gross misconduct bordering on fraud, sexual harassment and other offences (*Daily Trust*, 2023). In 2021, Akwa Ibom State University sacked 14 academic staff for exhibiting unethical act in the university (Anthony, 2021). Similarly, Federal Polytechnic Bauchi, sacked two academic staff for engaging in an act of deviance in October, 2021 (*Vanguard*, 2021). In another reported case in University of Lagos, two lecturers were sacked for Sex-for-grades Scandal in 2019 (Lawal, 2021; Sunday, 2021; Ogundipe, 2019). In 2020, Modibbo Adama University of Technology, sacked two lecturers and deputy Registrar for fraud (*Vanguard*, 2020).

Thus, the aforementioned contextual issues are what have motivated the current research to be conducted so as to examine the factors, which responsible for such deviant behaviours in Nigerian higher institutions. Although, previous studies have investigated various factors determining deviant behaviour in the workplace, yet, most of these studies were conducted in the western countries and centred on factors such as organisational culture (Di-Stefano, Scrima & Parry 2019), Perceived Organisational Support (Bal, 2020; Abbasi & Ismail, 2021), organisational justice (Dar, Khan & Rauf, 2020;), Job Satisfaction (Roy & Mandal, 2021), Ethical Leadership (Nemr & Liu, 2021), work environment (Adekeye & Ajayi, 2020; Jeewandara & Kumari, 2021), organisational citizenship behaviour (Akkaya, 2019), among others as possible remedy to workplace deviant behaviour.

Despite the aforementioned empirical studies on the role of organisational system and process in shaping employee behaviour at work, literatures indicate that very few studies have looked at psychological variables in relation to workplace deviant behaviour (Olasupo, & Fagbenro, 2021). In this regard, Stradovnik and Stare, (2018) noted that there is paucity of studies that examined the effects of cognitive cynicism on deviant workplace behaviours. Cognitive cynicism is described as employee belief that the organisation he is

working with lacks integrity, which leads to negative emotional reactions, feelings, and thoughts as well as critical behaviours toward an organisation (Adigüze & Okçu, 2021).

Cognitive cynicism is triggered when employee expectations of morality, trustworthiness, justice, integrity and honesty are violated by an organisation. Durrah, Chaudhary and Gharib (2019) noted that, employees are always observant of the processes, procedures, the outcome and the reward system in other organisations and sectors in relation to their own place of work. The moment there seem to be perceived undue advantage to some organisation over them, it creates an aura of workplace cynicism (Tamunomiebi & Fubara, 2021). Similarly, Adigüze and Okçu, (2021) posited that, low wages, economic crises, and longer working hours and repeated failed negotiations lead to negative attitudes toward the organisation. Thus, the inability of employers or government to implement peaceful resolutions, provide more resources and support while expecting more from employees exacerbates the employee cynicism (Maleke, 2017). Employees with high organisational cynicism develop negative emotions such as increased nervousness, humiliation and resentment toward their organisation, which makes them deficient in morality. To vent out their frustration and negative emotions, these cynical employees might engage in deviant behaviour (Naseer, Raja, Syed & Baig 2020).

The handful studies that linked organisational cognitive cynicism and workplace deviant behaviour (such as Rayan, Aly, & Abdelgalel, 2018; Patience, 2018; Li & Chen, 2018; Bal, 2020) focused on specific forms of workplace deviant behaviours. However, what is apparent is that, employees engage in various types of deviant behaviour at work (Bennett & Robinson, 2000; Bennett, et al. 2019). Thus, this study addresses this gap in the literature by examining a broad range of deviant behaviour at work rather than focusing on specific forms of deviant behaviour that gives narrow view of deviant behaviour (Kura, 2014).

More so, it has been observed that studies linking cognitive cynicism and workplace deviant behaviour have yielded inconsistent results. For example, Gullu (2018) and Bal (2020) discovered a positive relationship between cognitive organisational cynicism and deviant behaviour. However, Rayan et al. (2018) and Ali and Elsayed (2022) found an insignificant relationship between these variables. Due to these disparities, some studies have proposed the existence of a third variable that could account for these inconsistencies. Literature also suggests that individuals with specific cultural and religious values may be able to transform their negative behaviours into positive ones. Such cultural and religious values could suppress occurrence of actions that are deviant in nature and redirect negative behaviour to favourable commitment toward organisation (Putranta, 2020; Kumar, 2019; Qureshi, & Shahjehan, 2019; Dora & Azim, 2019; Ramzy, Irfan, & Hussin, 2021). It is on the basis of the inconsistencies and position of Baron and Kenny (1986) that this study deemed it fit that religiosity could moderate the relationship between cognitive cynicism and workplace deviant behaviour. This is because people with high level of religiosity tend to include God in every step of their thinking which could suppress occurrence of actions that are deviant in nature (Putranta, 2020; Ramzy et al, 2021). Religiosity in this context

refers to the extent to which an academic staff member follows and incorporates religious values, beliefs, teachings, and practices into their daily life (Putranta, 2020).

Though there has been a research initiative that uses religiosity as a moderator (see, Murtazaa, Roques, Talpur & Khan, 2020; Li, Kim, Wu, & Yu, 2019; Afifi1, Asmar, Bteddini, Assi, Yassin, Bitar, & Ghandour, 2019) but the role of religiosity as a moderator in explaining the cognitive organisational cynicism towards workplace deviant behaviour has not been found yet. Moreover, most of the studies conducted in the higher education arena focused mainly on students or administrative staff (e.g., Aksu, Gucer, & Orcan, 2015; Egidi, Thompson, & Akomaye, 2017; Gloria, Helen, Ikpi, & Mohammed, 2018). In this study, religiosity is proposed to dampen the relationship between cognitive organisational cynicism on workplace deviant behaviour among academic staff of tertiary institutions in Bauchi State.

## **2. Literature Review and Theoretical Framework**

This study adopted the social exchange and social control theories to explain moderating role of religiosity in the relationship between organisational cognitive cynicisms on workplace deviant behaviour among academic staff. According to social exchange theory, employees engage in a continuous process of social exchange with their employers, where they contribute their efforts, skills, and loyalty in exchange for various resources and rewards (Blau, 1964). When employees perceive a fair and positive exchange with their employer, it fosters feelings of trust, commitment and positive attitudes that encourage employees to adhere to organisational norms and values (Brandes et al. 1999). However, if employees perceive an unfair and negative exchange, characterised by unfair treatment, and unfulfilled promises, it can lead to feelings of cynicism toward the organisation which demoralises them to adhere to the organisational norms, rules and principles (Bal, 2020).

Social control theory stresses that an individual's attachment and involvement in religious institutions can reduce the tendency of engaging in action that is deviant in nature. According to Hirschi, (1969), where an individual is controlled by his religious teachings is less likely to violate the norms and values of the organisation. The religiosity of an individual encourages him not to go against the norms and values of the workplace. Thus, an academic staff with high level of religiosity that experiences organisational cynicism may be less likely to engage in deviant behaviour due to his strong belief in moral values and his desire to uphold religious teachings (Amoateng, 2017).

### **1.1 Workplace Deviant Behaviour**

Workplace deviance refers to voluntary behaviours by employees that violate significant organisational norms, policies, or rules and in so doing threaten the well-being of the organisation and/or its members or both (Robinson & Bennett, 1995). Workplace deviance also can be described as the deliberate or intentional desire to cause harm to an organisation and the outcome becomes counterproductive (Zappalà, et al. 2022).

## **1.2 Organisational Cynicism**

Cynicism can be described as being negative and pessimistic about others. Employees who are cynical can influence the entire organisation and can hinder the organisation from reaching its goals. Cynical employees believe that their colleagues are selfish and self-centred (Barefoot, Dodge, Peterson, Dahlstrom, Williams, 1989). It may refer to being unsatisfied with the organisation. Organisational cynicism is defined as an attitude formed by faith, feelings and behavioural tendencies. Based on the Psychological Contract Theory (Argyris, 1960), organisational cynicism can be attributed to the violation of the psychological contract between the organisation and the employee. This case may happen when the organisation does not fulfill its promises to the employees. This in turn may depress the employees and result in cynicism behaviours (Bashir, 2011).

## **1.3 Organisational Cynicism and Workplace Deviant Behaviour**

Empirical studies (such as Rayan, Aly, & Abdelgalel, 2018; Patience, 2018; Li & Chen, 2018; Bal, 2020; Ali, Sair, Mehta, Naqvi, and Saleem, 2020) indicated that organisational cynicism has many negative attitudinal and behavioural outcomes on employees including workplace deviant behaviours. In this context, both organisational cynicism and workplace deviant behaviours are negative in nature. Thus, organisational cynicism can be linked to the workplace deviant behaviour. The previous studies (e.g. Stavrova, 2015; Rayan, et al. 2018) proved the existence of a positive relationship between the organisational cynicism and workplace deviant behaviours; the higher the organisational cynicism the greater the increased workplace deviant behaviours among employees (Li & Chen, 2018). The results regarding the consequences of organisational cynicism indicate it leads to reduced morale and productivity, higher absenteeism rates, conflict, counterproductive behaviours, poor organisational commitment and intents to resign, which is consistent with the results of previous studies (Sabir, 2018; Güllü, 2018; Moghaddam & Meymand, 2018; Nemr & Liu 2021). The most striking result of the study is that organisational cynicism has a large effect on employees' alienation to work and anti-social behaviour. Thus, the hypothesis:

**H0<sub>1</sub>:** Organisational cynicism has no significant effect on Workplace deviant behaviour among academic staff of tertiary institutions in Bauchi State.

## **1.4 Moderating Role of Religiosity**

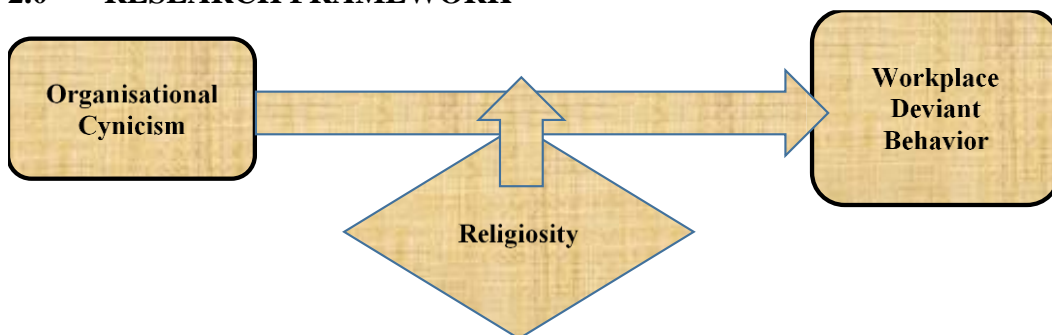
Generally, a moderator is a qualitative or quantitative variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986). Moderator variables are typically introduced when there is an unexpectedly weak or inconsistent relation between a predictor and a criterion variable. In this study, religiosity is proposed as a moderator because past researches that linked cynicism and workplace deviant behaviour are inconclusive as some studies suggest significant effects of cynicism on workplace deviant behaviour (e.g. Patience, 2018; Rayan, et al. 2018; Ali, et al. 2020), but others show a lack of relationship between the two altogether (e.g. Johnson & O'Leary-Kelly, 2003; Li & Chen, 2018).

Religion serves as a correcting institution which prohibits deviant behaviour and upholds moral conducts. People with high level of religiosity are less likely to engage in antisocial or immoral behaviours as they believe it offends their God and every single act will be accounted for in the hereafter (Nnadozie, et al. 2018). Systematic reviews and meta-analyses show that religiosity tends to be inversely related to deviance (Jang, 2017). Therefore, the study assumes the following hypotheses:

**H0<sub>2</sub>:** Religiosity has no significant effect on Workplace deviant behaviour among academic staff of tertiary institutions in Bauchi State.

**H0<sub>3</sub>:** Religiosity does not moderate the relationship between organisational cynicism and workplace deviant behaviour among academic staff of tertiary institutions in Bauchi State.

## 2.0 RESEARCH FRAMEWORK



## 2.1 Research Methodology

The study employed a cross-sectional design and utilised a survey research approach. The researcher administered a structured questionnaire to the staff of tertiary institutions in Bauchi state. Questionnaires were chosen for their cost-effectiveness, efficiency, absence of bias (as in interviews), and the potential for anonymity and privacy, which encourages participants to respond candidly, especially on sensitive issues. The study's population comprised the entire academic staff of public tertiary institutions in Bauchi state, totaling 3,470 individuals. To determine the sample size, the study used Krajcie and Morgan's (1970) sample size table, resulting in a sample size of 346. Additionally, the study adjusted the number of participants for increased representation, following Salkind's recommendation of 30%, resulting in a final sample size of 450. Furthermore, the study used a multi-stage sampling approach. Initially, stratified random sampling was applied to select participants from various tertiary institutions, ensuring balanced representation for meaningful comparisons. Proportionate sampling was utilised within each stratum, and simple random sampling was used in the final stage to select respondents from each institution.

## **2.2 Measurement and Instruments**

The study adapted Deviant Workplace Behaviour scale developed by Bennett and Robinson in 2000. Organisational cynicism is assessed using 14 items adapted from Brandes, Dharwadkar, and Dean (1999), while self-control was measured with ten items developed by Mahudin et al. in 2016. A five-point Likert scale was used. The data was collected from academic staff at tertiary institutions using a self-administered questionnaire with the assistance of research assistants.

Upon returning from the field, an impressive 84% response rate was achieved, which is considered high for this type of research. However, it is common in questionnaire-based studies that not all administered questionnaires are retrieved from participants. To assess whether the non-responding participants would significantly impact the analysis, a non-response bias test was conducted and found to be insignificant. Therefore, the results would remain largely unaffected if those participants had responded.

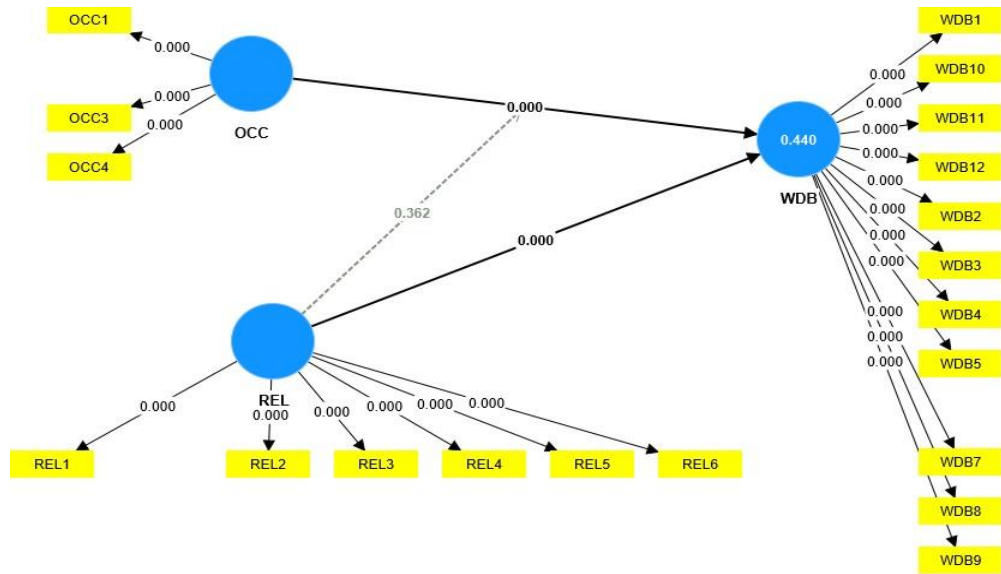
Subsequently, the valid response rate underwent preliminary screening and analysis, which included addressing missing values, outliers, normality tests, and checking for multicollinearity. During this preliminary analysis, 34 missing values were identified and replaced using serial means, and 6 outliers were detected and removed from the dataset. Importantly, there was no issue of multicollinearity, as all Variance Inflation Factors (VIF) were below 5.

## **2.3 Data Analysis Measurement**

This study utilised the structural equation modelling (SEM) approach. There are three main reasons for using this approach. First, it is appropriate to analyse a related theory to sample size in this study (Frazier et al. 2004). Second, it is helpful to identify the predictive causal relationship (Baron & Kenny 1986). Third, it uses partial least squares (PLS) with confirmatory factor analysis (CFA) to test the hypotheses. The significance of using this approach is it offers more accuracy than other approaches when the small sample size is used (Jöreskog & Wold 1982).

This sub section explains the measurement/outer loading of the model. It is part of the SEM model, which describes the relationships among the latent variables and their indicators (Becker et al. 2012). On the other hand, the outer model parameter estimates consist of the loadings (Ringle et al. 2012). Figure 1 represents the path model.





**Figure 2: Path Model**

Source: Smart PLS version 4, 2023

From the Figure 1, it shows the loadings of respective indicators/items for the constructs and hence, it is reported by the reliability and validity, and discriminates validity.

**Table 1: Discriminants Validity Fornell and Lacker Criterion**

	OCC	REL	WDB
OCC	<b>0.718</b>		
REL	-0.1	<b>0.689</b>	
WDB	0.347	-0.596	<b>0.663</b>

Source: SmartPLS version 4, 2023

Table 1 shows the discriminants validity using Fornell and Lacker criterion for the variable of the study. It indicates that, the diagonal and bold figures show the square of the AVE and they are above all the correlation of their respective loadings. Thus, the study satisfies this discriminants validity criterion and hence we shall check the next criterion.

## 2.4 R Square

The coefficient of determination ( $R^2$ ) illustrates the amount of variance in the endogenous constructs. It indicates the threshold value of 0.25 (as weak), 0.5 (as moderate) and 0.7 (as substantial respectively). Thus, below is the R square value for the study.

**Table 2: Coefficient of Determination**

R Square	R Square	R Square Adjusted
WDB	0.44	0.436

Source: SmartPLS version 4, 2023

Table 3 shows that the  $R^2$  value is 0.44. Therefore, it explains the 44% of the variation in independent variables of the model.

**Table 3: Test of Hypotheses**

Relationship	Beta-value	std error	T value	P values	Decision
OCC -> WDB	0.287	0.043	6.74	0.000	Rejected
REL -> WDB	-0.563	0.052	10.795	0.000	Rejected
REL x OCC -> WDB	-0.045	0.049	0.912	0.362	Accepted

\*\*\* $p < 0.01$ , \*\* $p < 0.05$ , \* $p < 0.1$

Table 3 shows the bootstrapping procedure for testing the hypotheses and evaluates the significance between constructs (Henseler et al. 2015). The table further elucidates that all constructs in the model are with a critical value of 1.96 for the two-tailed test at significant level  $p < 0.05$ . Therefore, it supports the following hypotheses. Thus, it summarises the assessment of the relationship between the constructs (endogenous and exogenous).

### 3.0 DISCUSSION OF FINDINGS

In tandem with priori expectation, the PLS-SEM path model results showed that organisational cognitive cynicism has a positive significant effect on workplace deviant behaviour ( $\beta = 0.287$ ,  $t$ -value = 6.74,  $p$ -value = 0.000). This means a unit increase in academic staff's organisational cognitive cynicism will lead to 28.7% increase in workplace deviant behaviour. Specifically, Higher levels of organisational cognitive cynicism are associated with increased workplace deviant behaviour. This is in line with expectations, as employees with cognitive cynicism often experience negative emotions like pain, hatred, distrust, disappointment, suspicion, and indifference. These negative emotions can result in reduced morale, productivity, intentions to quit, and ultimately, workplace deviant behaviour among employees (Rayan et al., 2018). Additionally, the lack of trust among academic staff, stemming from unfavourable and repeatedly failed work agreements, is identified as a major cause of cynicism within tertiary institutions in Bauchi State. This institutional distrust acts as a driving force behind cynical behaviours exhibited by academic staff. Previous studies by Ikechukwu-Ifudui and Myers (2015) and Maleke (2017) highlight that academic staff carry deep-seated experiences that significantly impact their psychological well-being, thought processes, behaviour, and overall conduct in the workplace. These findings are consistent with the social exchange theory, which suggests that individuals act rationally and make choices based on reciprocal interactions (Cropanzano et al., 2017). The result is in line with previous research by Gullu (2018), Bal (2020), and Naseer et al. (2020).

The results pertaining to hypothesis two demonstrated a significant and negative relationship between religiosity and workplace deviant behaviour ( $\beta = -0.563$ ,  $t$ -value = 10.795,  $P$ -value = 0.000). This means a unit increase in academic staff's religiosity will lead to 56.3% decrease in workplace deviant behaviour. This implies that higher levels of

religiosity among employees are associated with a reduced tendency to engage in workplace deviant behaviour. Employees who hold strong beliefs in God and are committed to following principles set forth by their religious faith are less likely to exhibit deviant behaviour in the workplace (Ruwan, Ishaya, Agnes, Musa, & Jose, 2020).

The findings indicate that as the level of involvement in and adherence to religious practices increases among academic staff in Bauchi State, the likelihood of engaging in workplace deviant behaviour decreases. This aligns with existing research (Ruwan et al., 2020; Murtazaa et al., 2020; Panting & Mien 2020; Li et al., 2019; Afifi et al., 2019; Wang et al., 2019; Kumar, 2019; Wahyudi, 2018; Akanni, 2018) which also found that religiosity is associated with a decreased tendency to violate significant organisational norms.

On interaction relationship, the PLS-SEM path modeling results revealed that religiosity does not significantly moderate the relationship between organisational cognitive cynicism and workplace deviant behaviour. However, the incorporation of religiosity changes the nature of relationship between cognitive cynicism and workplace deviant behaviour from positive to negative. It thus dampens the effect of cognitive cynicism on workplace deviant behaviour as it reduces the beta value from 0.287 depicted in the direct relationship to -0.045 in moderated relationship. This finding aligns with the principles of social control theory, which postulates that individual religious practices and compliance with religious teachings can act as deterrents to violating workplace norms. This result is consistent with previous studies such as Taqi et al., 2021; Ramzy et al., 2021; Akanni et al., 2018; Moghaddam & Meymand, 2018.

#### **4.0 CONCLUSION AND RECOMMENDATIONS**

The study concludes that a higher level of negative beliefs is associated with a higher tendency to engage in workplace deviance, as a positive relationship was observed. Furthermore, the study also concludes that religiosity serves as a dampening factor, reducing the positive effect of cognitive cynicism on workplace deviant behaviour. The study therefore recommends that to prevent workplace deviant behaviour among academic staff in Bauchi State, the management of tertiary institutions and government should fulfill their promises to employees and make concerted efforts to reduce doubts, distrust, and disappointment. Honouring failed negotiations and sincerely implementing peaceful resolutions can address the lack of trust among academic staff regarding their workplace. To gain a broader understanding of workplace deviant behaviour, future researchers could conduct comparative studies across different professions, exploring how organisational cynicism and religiosity may influence workplace deviance in various occupational settings.

#### **REFERENCES**

Abbasi, A. & Ismail, K. W. (2021). Organizational predictors of workplace deviance in Public universities in Malaysia. <https://www.researchgate.net/publication/349111239>

- Adekeye, D. S. & Ajayi, O. A. (2020). Work environment and workplace deviant behaviour in Nigerian public hospitals. *Revista Universitară de Sociologie*. 16 (1), 24-37, DOI: 10.46827/ejes.v8i3.3610
- Adigüze Z. G & Okçu, V. (2021). Investigation of the relationship between perceived organizational climate and teachers' levels of organizational creativity an organizational cynicism. *European Journal of Education Studies*, 8 (3), 68-79 DOI: 10.46827/ejes.v8i3.3610
- Adeoti, M. O. (2018). Effects of job pressure, opportunity, neutralization and workplace spirituality on workplace deviance: the Moderating role of self-control. Unpublished PhD thesis, Universiti Utara Malaysia14
- Adigüze Z. G & Okçu, V. (2021). Investigation of the relationship between perceived organizational climate and teachers' levels of organizational creativity an organizational cynicism. *European Journal of Education Studies*, 8 (3), 68-79 DOI: 10.46827/ejes.v8i3.3610
- Afifi, R. A., El-Asmar, K., Dima, B., Assi, M., Yassin, N., Bitar, S. & Ghandour, L. (2019). Bullying victimization and use of substances in high school: Does religiosity moderate the association? *Journal of Religion and Health*, 16(1),47–62 <https://doi.org/10.1007/s10943-019-00789-8>
- Akinnubi, O. P.; Alabi, A. T.; Oladimeji, R. M. (2021). Students and lecturers' perspectives of causes' and management of deviant behaviours among University Students in Kwara State, Nigeria. <http://hdl.handle.net/10386/3298>
- Akar, H. (2019). A Meta-analytic review on the causes and consequences of organizational cynicism. *International Online Journal of Educational Sciences*, 11(2), 1-16, DOI: <https://doi.org/10.15345/iojes.2019.02.010>
- Akikibofori, J. S. (2013). Work place deviant behaviour: A case study of Intels Nigeria Limited. *Research on Humanities and Social Sciences*, 3(22): 49-56, DOI: 10.1515/eras-2018-0010
- Akkaya, B. (2019). The relationship between primary school teachers' organizational citizenship behaviour s and counter-productive work behaviour s. *Eurasian Journal of Educational Research* 19 (84), 1-28, DOI: 10.14689/ejer.2019.84.1
- Aksu, A., Gucer, H., & Orcan, A. (2015). Primary school teachers ' views about supervisonal deviant behaviours, *Educational Research and Reviews*, 10(11),1514–1523. <https://doi.org/10.5897/ERR2014.2047>
- Anthony, L (2021). Akwa Ibom varsity sacks 14 randy lecturers <https://dailypost.ng/2021/06/17/akwa-ibom-varsity-sacks-14-randy-lecturers/>
- Argyris, C. (1960). *Understanding Organizational Behaviour*, Tavistock Publications, L
- Bal, T. (2020). The role of organizational cynicism as a mediator in the relationship between perceived organizational support and counter productive work behaviour for public employees. *Sosyal Güvenlik Dergisi. Journal of Social Security*). 10(1). 145-164. <https://doi.org/10.32331/sgd.753051>
- Barefoot, J. C., Dodge, K. A., Peterson, B. L., Dahlstrom, W. G., & Williams, R. B. (1989).

The cook-medley hostility scale: item content and ability to predict survival. *psychosomatic medicine*, 51(1), 46–57. <https://doi.org/10.1097/00006842-198901000-00005>

- Baron, R. M., & Kenny, D. A. (1986). *The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations*. *Journal of Personality and Social Psychology*, 51, 1173-1182. DOI:10.1037/0022-3514.51.6.1173
- Bashir, S. (2011). *Organizational cynicism development and testing of an integrated model a study of public sector employees in Pakistan*". Unpublished Ph.D. thesis, Human Resource Management, Mohammad Ali Jinnah University of Islamabad
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85, 349-360. doi: 10.1037/0021-9010.85.3.349
- Bennett, R. J., Marasi, S., & Locklear, L. (2019). *Workplace deviance*. In Oxford research encyclopedia of business and management: 1-25. New York: Oxford University Press
- Brandes, P, Dharwadkar, R. & Dean, J. W. (1999). Does Organizational Cynicism Matter? Employee and Supervisor Perspectives on Work Outcomes. Eastern Academy of Management Proceedings, 150-153. Outstanding Empirical Paper Award
- Chen,H., Richard, O.C., Boncoeur, O. D., & Ford, D. L. (2020). Work engagement, emotional exhaustion and counterproductive work behaviour. *Journal of Business Research*, 114, 30-41. <https://doi.org/10.1016/j.jbusres.2020.03.025>
- Chiaburu, D.S., Peng, A.C., Oh, I.S., Banks, G.C. & Lomeli, L.C. (2013). Antecedents and consequences of employee organizational cynicism: a meta-analysis. *Journal of Vocationa lBehaviour*, 83 (2), 181-197. <https://doi.org/10.1016/j.jvb.2013.03.007>
- Coffin, B., (2003). *Breaking the Silence on White Collar Crime*. Risk Management 50:8.
- Dar, N., Khan, S. & Rauf, A. (2020). Deviant behaviour and organizational justice: mediator test for organizational cynicism—The Case of Pakistan. *Asian Journal of Economics and Finance*. 2, (4), :333-347. [https://arjournals.com/image/52013\\_5\\_nasib\\_dar.pdf](https://arjournals.com/image/52013_5_nasib_dar.pdf)
- Delima, V.J. (2020). Impact of personality traits on employees' job performance in Batticaloa Teaching Hospital, *IRE Journals*, 2 (12), 86-97. <https://irejournals.com/formatedpaper/1701285.pdf>
- Dike, G. (2017, September 12). DELSU sacks 14 lecturers, 17 non-academic staffers. The Sun Newspaper. Retrieved from <http://sunnewsonline.com/delsu-sacks-14-lecturers-17-non-academic-staffers/>
- Di-Stefano, G., Scrima, F & Parry, E (2019). The effect of organizational culture on deviant behaviour s in the workplace. *International Journal of Human Resource Management*, 30, (17), 2482-2503, <https://doi.org/10.1080/09585192.2019.1326393>
- Dora, T. M., & Azim, A. M. (2019). Does religiosity influence the relationship between

- emotional factors and workplace deviant behaviour. *Journal of Occupational and Organizational Psychology*, 12(1), 101–112. <https://core.ac.uk/download/pdf/229279975.pdf>
- Durrah, O., Chaudhary, M. & Gharib, M. (2019). Organizational cynicism and its impact on organizational pride in industrial organizations. *Int. J. Environ. Res. Public Health*, 16 (2), 1- 16; doi:10.3390/ijerph16071203
- Egidi, J., Thompson, J., & Akomaye, E. (2017). Working conditions and deviant behaviour of employees in the University of Calabar , Cross River State , Nigeria. *IOSR Journal Of Humanities And Social Science*, 22(7), 74–83. <https://doi.org/10.9790/0837-2207147483>
- Ethics & Compliance Initiative, (2021). *The State of Ethics & Compliance in the Workplace*. Vienna
- Fagbohungebe, B. O., Akinbode, G. A. & Ayodeji, F. (2012). Organisational determinants of workplace deviant behaviours: an empirical analysis in Nigeria. *International Journal of Business and Management*, 7 (5), 207-211, doi:10.5539/ijbm.v7n5p207
- Geidam, A. D., Njoku, A. E., & Bako, B. (2011). Prevalence and nature of sexual assault among female students in a Tertiary Institution in Maiduguri, Nigeria - A Cross sectional study. *International Journal of Health Research*, 3, 199-203. <http://dx.doi.org/10.4314/ijhr.v3i4.70422>
- Gloria, B. B., Helen, I., Ikpi, E., & Mohammed, A. (2018). Prevalence and factors influencing adolescent deviant behaviours among secondary school students in Niger State, Nigeria. *International Journal of Operational Research in Management, Social Sciences & Education*, 4(2), 56–68. [doi.org/10.4314/ijhr.v3i4.70422](http://dx.doi.org/10.4314/ijhr.v3i4.70422)
- Güllü, S. (2018). Investigation of the relationship between the organizational cynicism levels and intent of revenge of sports science faculty students who work. *World Journal of Education* 8, (6), 45-57. <https://eric.ed.gov/?id=EJ1199589>
- Harder, T. (2019). Antecedents of workplace deviance. *Celebration of Student Scholarship*. 2(1), 1-6. [https://commons.nmu.edu/celebration\\_student\\_scholarship/2](https://commons.nmu.edu/celebration_student_scholarship/2)
- Harper, D. (1990). Spotlight abuse-save profits. *Industrial distribution*, 79, 47-51.
- ICPC (2022). *President Buhari's Speech at the 4th National Summit on Diminishing Corruption in the Public Sector*. <https://statehouse.gov.ng/news/president-buharis-speech-at-the-4th-national-summit-on-diminishing-corruption-in-the-public-sector/>
- Jeewandara, S. K. & Kumari D.A.T. (2021). A theoretical review of deviant workplacebehaviour . *International Journal of Scientific & Technology Research* 10, (04), 91-113. DOI : 10.47310/Hjel.2021.v02i02.015
- Jelavic, S. R. & Glamuzina, M. (2021). Study on the types of deviant workplace behaviour in Croatian IT Companies. *The Journal of Organizational Management Studies*, 6 (2), 1-15, DOI: 10.5171/2021.967208

- Krejcie & Morgan (1970). Determining sample size for research activities. *Educational and Psychological Measurement*. 30(1),607-610.[doi.org/10.1177/001316447003000308](https://doi.org/10.1177/001316447003000308)
- Kumar, P. (2019). Influence of Religiosity on Ethical Behaviour: An Exploratory Study. *JAC : A Journal of Composition Theory*, XII (XII), 1248- 1272. <http://www.jctjournal.com/gallery/136-dec2019.pdf>
- Kura, M. K. (2014). *Organisational formal controls, group norms and workplace deviance: the moderating role of self-regulatory efficacy*. Unpublished PhD thesis
- Li, S., & Chen, Y. (2018). The relationship between psychological contract breach and employees' counterproductive work behaviour s: the mediating effect of organizational cynicism and work alienation. *Organizational Psychology*, 9(1), 1–13. <https://doi.org/10.3389/fpsyg.2018.012>
- Maleke, A. (2017). Poor management, government ineptitude and university of abuja accreditation crisis. *leadership newspaper* October 4 2017, 33-34
- Malika, A., Sinhaa, A. & Goe, S. (2021). A Qualitative Review of 18 Years of Research on Workplace Deviance: New Vectors and Future Research Directions, *HUMAN PERFORMANCE*, 34(4),271-297. <https://doi.org/10.1080/08959285.2021.1948548>
- Malik, M. S. and Sattar, S., (2019). Effects of despotic leadership and sexual harassment on emotional exhaustion of employees in health sector of Pakistan: moderating role of organizational cynicism, *Review of Economics and Development Studies*, 5 (2), 269-280 DOI: 10.26710/reads.v5i2.587
- Moghaddam, A. & Meymand, M.M. (2018). The Effect of organizational cynicism on tendency to deviant behaviours; The moderating role leadership style. *Management Studies in Development and Evolution*, 27 (89), 73-89. 10.22054/JMSD.2018.26185.2479
- Mousavi G. S. G., Beshlideh, K. & Arshadi, N. (2020) Designing and evaluating a model for precedents and outcomes of organizational cynicism (Maron Company, Ahvaz,*JOHE*, 9(3):146-157. <http://dx.doi.org/10.29252/johe.9.3.146>
- Murtazaa, G., Roques, O. Talpurc, Q. & Khan, R. (2020). Religious beliefs as a moderator of the relationships between workplace incivility and counterproductive work behaviours. *Human Systems Management* ,40, (6), 813-823. DOI: 10.3233/HSM-200993
- Narayanan, K. (2017). *workplace destructive and constructive deviance behaviour in india and the usa: scale development, validation, theoretical model development and testing*. Unpublished PhD Thesis, University of Edinburgh
- Naseer, S., Raja, U., Syed, F. & Baig, M.U.A. (2020). When and why organizational cynicism leads to CWBs", *Personnel Review*, 50 (1), 90-107. <https://doi.org/10.1108/PR-09-2019-0480>

- Nemr, M. A. A., & Liu, Y. (2021). Organizational cynicism as a moderator variable between ethical leadership and counterwork productive behaviour s. *Corporate Board: Role, Duties and Composition*, 17(1), 30–38. <https://doi.org/10.22495/cbv17i1art3>
- Nigerian feminist forum (September 14, 2015). From UNICAL to UNILAG. Reported rape and sexual assault cases on Nigerian campuses increasing – NFF. Retrieved from <http://www.bellanaija.com/2015/09/14/from-unical-to-unilag-reportedrape-sexual-assault-cases-on-nigerian-campuses-increasing-nff/>
- Obianyo, (2021). Sex for grades in Nigerian Universities: Pressing need for regulatory legal frameworks
- Ogunbodede, E. (2018, April,19). Sex-for-marks scandal: OAU suspends lecturer indefinitely Retrieved from: <https://www.channelstv.com/2021/04/19/sex-formarks-scandal-oau-suspends-lecturer-indefinitely/>
- Olasupo, M. O. & Fagbenro, D. A. (2021). Examining socio-demographic factors in workplace deviance among selected university workers. *Acta Educationis Generalis*, 11, (1),29 – 42. <https://doi.org/10.2478/atd-2021-0003>
- Patience, R. N (2018). The reflection of organizational cynicism on employees' deviant behaviour: A survey research of a sample of the opinion of employee in the general company for woolen industries. *Tikrit Journal of Administration & Economic Sciences*.4,(2) 44- 56, <https://www.iasj.net/iasj/article/156504>
- Putranta, M.P (2020). The Attitudes toward codes of ethics: Do cynicism and religiosity matters? *Media Ekonomi dan Manajemen*, 35 (1), 128-136, <http://dx.doi.org/10.24856/mem.v35i1.1335>
- Ramzy, M. I., Irfan, P., M. M. & Hussin, Z. (2021). Religiosity as a mechanism to control delinquent behaviour of school students. *religions* 12(10), 823; <https://doi.org/10.3390/rel12100823>
- Rayan, A. M., Aly, N. A. M. & Abdelgalel, A. M. (2018). Organizational cynicism and counterproductive work behaviour s: An empirical study. *European Journal of Business and Management* 10, (27), 70 – 79, <file:///C:/Users/USER/Documents/44172-47568-1-PB.pdf>
- Roy, M. & Mandal, A. (2021). A comparative study on the influence of job satisfaction on deviant workplace behaviour in private and government educational institutes. *Psychology and Education*, 58(5), 2850-2862, [Doi.Org/10.1016/J.Jbusres.2016.01.001](https://doi.org/10.1016/J.Jbusres.2016.01.001)
- Scott, K. A. & Zweig, D. (2016). Understanding and mitigating cynicism in the workplace. *Journal of Managerial Psychology*, 31, (2), 552-569. <https://doi.org/10.1108/JMP-01-2015-0023>
- Shafique, I., Qammar, A., Kalyar, M.N., Ahmad, B. & Mushtaq, A. (2021). Workplace ostracism and deviant behaviour among nurses: a parallel mediation model", *Journal of Asia Business Studies*, 15 (1), 50-71. <https://doi.org/10.1108/JABS-03-2020-0096>



- Stradovnik, K. & Stare, J. (2018). Correlation between Machiavellian leadership and emotional exhaustion of employees: case study: slovenian municipalities. *Leadership and Organization Development Journal*, 39 (8), 1037-1050.
- Shaharruddin, S. & Ahmad, F. (2015). The influence of job autonomy on organizational cynicism: the reliability test. *International Journal of Research in Business Studies and Management*, 2, (11), 91-100, <https://ideas.repec.org/a/jfr/ijba11/v5y2014i1p31-5>
- Tamunomiebi, M. D. & Fubara, S. (2021). Leader's authenticity and workplace cynicism of selected manufacturing firms in Rivers State. *Journal of Positive School Psychology*, 6, (5), 6692–6706, accessed from <http://journalppw.com>,
- Turner, M. G., & Piquero, A. R. (2002). *The stability of self-control*. *Journal of Criminal Justice*, 30(6), 457-471.
- World Bank (2019). A guidance note for preventing, reporting and responding to sexual assault and sexual harassment in tertiary education institutions. <https://thedocs.worldbank.org/en/doc/971615825850643070090022020/original/guidancenotefinal.pdf>
- Yong, J. Y., Yusliza, M., Ramayah, T., Jabbour, C. J. C., Sehnem, S. & Man, V. (2019). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment* 29(2), 23-35, <http://dx.doi.org/10.1002/bse.2359>