

BANKERS' DEVIANT BEHAVIOUR AND JOB DEMANDS: ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT|: On the basis of the assumption of job demands-resources theory suggesting a link between perceived organizational support, job demands, and bankers' deviant behaviour. This correlational study investigated the moderating role of perceived organizational support in job demands and bankers' deviant behavior in a sample of commercial banks in Enugu metropolis, Enugu State, Nigeria. Three hundred and three bankers (303) comprising 119 males and 184 females between the ages of 23 and 52 years ($M=43.13$, $SD=4.36$) participated in the study. They were selected via a two-stage (cluster and purposive) sampling technique. The 16-item job demands scale, 19-item bankers' deviance scale, and 17-item perceived organizational support scale were completed by the participants. Hayes regression-based process macro version 3.0 for SPSS showed that the workload dimension of job demands was negatively associated with minor bankers' deviant behaviour. The qualitative and conflict dimensions of job demands are positively associated with major bankers' deviant behaviour. Perceived organizational support is positively associated with minor bankers' deviant behaviour. Perceived organisational support moderated the relationship between the qualitative dimension of job demands and minor bankers' deviant behaviour. Perceived organisational support moderated the relationship between the qualitative dimension of job demands and major bankers' deviant behaviour. In light of these findings, policymakers in the Nigerian banking industry should create conditions to increase the support given to commercial bankers with the purpose of reducing qualitative and conflicting job demands to minimize counterproductive work behaviour, such as major bankers' deviant behaviour.

Keywords: Perceived Organizational Support, Job Demands, Bankers' Deviant Behaviour, Banks

INTRODUCTION

In recent times, the Nigerian banking industry has undergone a wide range of reforms, resulting in an apparently developed air of an inspiring corporate entity where employees are expected to perform at their highest level and never depart from established rules and regulations. These behaviours, such as resumption and closing times, dressing codes, good character, and meeting up with set targets, among others, have been the banking policy with which anyone who intends to join the industry would be willing to abide with and at least have the required personality attributes to meet the demands. These reforms, which have brought positive changes in the industry and, of course, increased job demands from customers and regulators with respect to the availability and quality of service delivery (Mbanefo et al., 2019), have implications that

directly or indirectly affect the social and psychological domains of bank workers (Aguwa et al., 2014). According to Amazue and Onyishi (2016), pressure on bank employees from tight deadlines and unrealistic targets may affect their psychological well-being, resulting in workplace deviance behaviour.

Deviant behaviour refers to behaviour that violates an organization's rules, laws and standards (Waseem, 2016). According to Kreitner and Kinicki (2014), deviant behaviour is a counterproductive work behaviour that is bad for both employees and organizations. Robinson and Bennett (1995) classified workplace deviant behaviour into two types of deviances; whether the deviance was directed or targeted at either the organization (organizational deviance) or at members of the organization (interpersonal deviance). The first type, organizational deviance refers to deviant behaviors targeting the organization such as theft, sabotage, being late to work or leave early, or withdraw effort from work. The second type, interpersonal deviance refers to deviant acts toward co-workers, supervisors, and subordinates in the workplace which include expressing behaviors such as making fun of others, acting rudely, arguing, and physical aggression. In Nigeria work organizations, rudeness, bickering, stealing, fraud, sabotage, and other such behaviours have been identified as rapidly increasing deviant workplace behaviours (Fagbohunbe et al., 2017; Otaotu, 2016). Similarly, Osezua et al. (2009) asserted that workplace deviance behaviour is evident in public and private organizations, such as being displayed in the habitual lateness to work, withdrawal of efforts, bribery and corruption, embezzlement or misappropriation of funds, abuse of favour and office, among other unethical behaviours, which have been a serious threat to the delivery of effective services in organizations. These behaviours violate workplace norms and thus are regarded as antisocial behaviours (Tett & Meyer, 1993; Benenth & Robinson, 2003; Robinson et al., 2014; Saad et al., 2016).

Workplace deviance behavior also refers to the voluntary actions of employees that violate significant organizational rules or policies and simultaneously threaten the well-being of the organization and/or its employees (Robbinson & Benneth, 1995). According to Olabimitan and Alausa (2014), workplace deviance behaviour involves a pattern of employee behaviour that is away from organizational norms. Weitz and Vardi (2008) view workplace deviant behavior as an act committed by organizational members that have or are intended to have the effect of damaging co-workers, managers or the organization itself. In a wider perspective, Shamsudin et al. (2011) asserted that workplace deviant behaviour is wrongful behaviour, organisational misbehaviour, antisocial behaviour, dysfunctional behaviour, and counterproductive behaviour that threaten the existence of organizations. Previous studies (e.g., Penny & Spector, 2005; Stouten, 2010) have shown that employees' (e.g., bankers) workplace deviance behaviour is related to factors such as job demands. Norsilan et al. (2014) reported that high job demand is related to factors such as workplace deviant behaviour.

Job demands refer to those physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort or skill and are therefore associated with certain physical and/or psychological costs (Bakker & Demerouti, 2007). According to Cox and Griffiths (1996), job demands involve those characteristics of the work environment that have the potential to cause physical or psychological harm. It consists of the quantity and time pressures of the work, including how fast one must work, how hard one must work, whether there is enough time to complete the work, and interceptions to the work (Karasek & Theorell, 1990). Job demands involve employment-related task requirements or workload, are psychological and physical in nature, and require cognitive arousal, mental awareness, and

static or physical exertion (Karasek & Theorell, 1990; Karasek, 1998; Karasek et al., 1998). According to Van den Broeck et al. (2010), job demands may lead to positive as well as negative outcomes depending on the demand itself as well as employees' (e.g., bankers) ability to cope with it in the workplace. The presence of highly demanding work conditions overburden employees' personal capacities, which has negative consequences (Bakker & Demerouti, 2007).

In the present study, job demands are conceptualized to occur in four major work-related dimensions: the first dimension, qualitative job demand, focuses on the type of skills and effort required to complete work tasks or the complexity of work tasks that require cognitive, emotional, or physical skills and efforts. Second, employee job demand refers to the factors or elements in a job that require cognitive, emotional and physical efforts from employees. Third, workload job demand refers to work activities that require physical, cognitive, or emotional efforts from employees to be completed within a predetermined period of time. The fourth dimension is conflict job demand, which refers to the contradiction an employee may feel when the demand of one task conflicts with the demand of another task. To this end, job demands were found to be the most powerful predictor of deviant workplace behaviours. Studies (e.g., Sulksy & Smith, 2005; McArdle, 2009) have indicated that positive and negative relationships exist between job demands and workplace deviance behaviours and that such relationship can be moderated by perceived organizational support; hence, perceived organizational support serving as a moderator in the relationship between job demands and bankers' deviant behaviour in this study.

Perceived organizational support refers to a general belief in which employees feel that their organization values their contributions and cares about their well-being (Krishan & Mary, 2012; Rhoades & Eisenberger, 2002; Settoon et al., 1996). According to Martin (2005), organizational support is the awareness of workers' contributions by the organization and the importance that the organization gives to their well-being. Employees who gain organizational support will have more involvement and stronger feelings and allegiance towards the organization (Ayim & Salminen, 2010). Perceived organizational support involves transactions between employees who provide effort and loyalty and organizations that provide socio-economic support (Aselage & Eisenberger, 2003). In the organizational context, favorable treatment between employers and employees is reciprocated by the receiving parties leading to positive outcomes (e.g., reduced workplace deviant behaviour). Employees develop perceived organizational support in response to socio-emotional needs and the organizational readiness to reward increased effort made on its behalf (Baran et al., 2012). To this view, Rhoades and Eisenberger (2002) asserted that workers (e.g., bankers) are more committed to their organization and perform better when they perceive their organization as supportive.

Perceived organizational support, therefore, showcases how much the organization values employees' contributions and cares about their welfare (Allen et al., 2008). According to Eder and Eisenberger (2008), when there is perceived organizational support, employees (e.g., bankers) are motivated to match their obligations and be fully engaged at work. High level of organizational support may aid the restoration of balance between the benefits awarded by the organization and the contribution of the employee (Eisenberger & Stinglhamber, 2011). Therefore, perceived organizational support has a positive reflection on employees and the organization. Thus, employees tend to perform better with organizational support (Eisenberger et al., 1990). However, perceived organizational support could mitigate negative employees' attitudes and behavior, such as workplace deviance behavior (Aselage & Eisenberger, 2003;

Laschinger et al., 2006). To this end, the major purpose of this study is to investigate the moderating role of perceived organizational support in job demands and bankers' deviant behavior. Thus, the following specific objectives motivated this study:

- To determine whether job demands (qualitative demand, employee demand, conflict demand and workload demand) will significantly affect bankers' deviant behaviour (minor and major).
- To verify whether perceived organizational support will significantly relate to bankers' deviant behaviour (minor and major).
- To examine whether perceived organizational support will significantly moderate the relationship between job demands (qualitative demand, employee demand, conflict demand and workload demand) and bankers' deviant behaviour (minor and major).

Theoretical Overview, Empirical Review and Hypotheses Development

The job demand-resources theory (Bakker & Demerouti, 2003) explains the relationship between job demands and workplace deviance behavior by highlighting the job resources and job demands characteristics of jobs. Job demands refer to those physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort or skill and are therefore associated with certain physical and/or psychological costs (Bakker & Demerouti, 2007). Job resources refer to those physical, psychological, social, or organizational (e.g., organizational support) aspects of the job that either/or reduce job demands and the associated physiological and psychological costs; are functional in achieving work goals; and stimulate personal growth, learning and development (Bakker & Demerouti, 2007), thereby mitigating workplace deviance behaviour. The job demand-resources theory helps explain the link between job demands and workplace deviance behaviour. For example, workplace deviance behavior can be ameliorated when employees feel that they have abundant resources (e.g., organizational support) in their work environment that can mitigate the negative effects of job demands. The presence of job resources such as organizational support could reduce job demands, whereas their absence could evoke a cynical attitude towards work (Bakker & Demerouti, 2007). When employees (bankers) are challenged with high job demands, and job resources such as organizational support are unavailable, burnout-related stress will set in resulting in workplace deviance behaviors such as withholding efforts, fraud, stealing, physical aggression or harassment. To this end, when there are high job demands, bankers may resort to workplace deviance behaviors, but when there are resources such as organizational support to buffer the negative effect of job demands, workplace deviance behaviour will be minimized.

Job Demands and Workplace Deviance Behaviour

The extant literature has shown a significant relationship between job demands and workplace deviance behaviour. For example, Adekanmbi and Ukpere (2019), in a study of 600 commercial bank employees in Southwest Nigeria, reported a significant positive relationship between job demands and workplace deviance behaviour. Adeoti et al. (2020), in a study of 356 full-time faculty members in public universities in Nigeria, revealed that opportunity and job pressure significantly affect workplace deviance behaviour. In an earlier study, Raza et al. (2017) testing hypotheses via data gathered from 125 bank employees across banks in Faisalabad city, Pakistan, findings indicated a strong link between workload, work-related stress, role conflict and workplace deviance behaviour. Moreover, Adeoti et al. (2017), in a

study of 356 scholars from public universities in Nigeria, reported that workload and work pressure were substantially associated with interpersonal deviance, whereas workload and interpersonal deviance were dramatically moderated by neutralization. In contrast, Chen et al. (2017), in a study of 439 coal miners in northern China, reported a significant negative relationship between job demands and workplace deviance behaviour. Similarly, Akanni et al. (2018), in a study of 351 employees of local government service commissions in Osun State, Nigeria, reported a significant negative relationship between job demands and deviant workplace behaviour. The available literature has shown that previous studies on the relationship between job demands and workplace deviance behaviour in Nigeria did not consider bankers in Enugu State, Nigeria. Thus, in a sample of Nigerian bankers in Enugu metropolis, this study hypothesizes that job demands (qualitative demand, employee demand, conflict demand and workload demand) significantly affect bankers' deviant behaviour (minor and major).

Perceived Organizational Support and Workplace Deviance Behaviour

Previous studies have demonstrated an association between perceived organizational support and deviant workplace behaviour. For example, Kura et al. (2016), in a study of 212 full-time employees in a public sector organization in Nigeria, reported that perceived organisational support was positively related to constructive deviance. In contrast, Eze et al. (2019), in a study of 482 female bankers drawn from five states in South-eastern Nigeria, reported a significant negative relationship between perceived organizational support and workplace deviant behavior. Previously, Hesham Sakr et al. (2022), in a study of 230 nurses at Benha University Hospitals, Egypt, reported a statistically significant negative correlation between deviant workplace behaviour perceptions and perceived organizational support levels. Previously, Chen et al. (2016), in a study of 346 volunteer workers drawn from emergency relief services in Malaysia, revealed that perceived organizational support has a significant negative effect on workplace deviance. Similarly, Azim et al. (2020), in a study of 350 lecturers drawn from seven private higher education institutions in Selangor and Kuala Lumpur, Malaysia, reported that perceived organizational support did not influence deviant workplace behaviour. In addition, Dar and Rahman (2019), in a study of 150 respondents drawn from the target population in Pakistan, reported that perceived organizational support was negatively related to deviant workplace behavior.

On the other hand, Shantz et al. (2016), in a study of 175 employees from a manufacturing organization in the United Kingdom, reported that perceived organizational support moderates the relationship between work engagement and turnover intentions and deviant behaviors directed toward the organization. Recently, Malik and Malik (2024), in a study of 265 middle-level IT personnel in India, reported that perceived organizational support partially mediated the relationship between perceived human resource management practices and destructive deviance. According to the extant literature, previous studies on perceived organizational support, job demands and workplace deviance behaviour in Nigerian samples did not consider bankers in Enugu State, Nigeria. To this end, the present study of a sample of Nigerian bankers in Enugu metropolis hypothesized that perceived organizational support is significantly related to bankers' deviant behaviour (minor and major). This study also hypothesized that perceived organizational support would significantly moderate the relationship between job demands (qualitative demand, employee demand, conflict demand and workload demand) and bankers' deviant behaviour (minor and major).

METHOD

Participants and Procedure

A sample of 303 bank workers (119 males and 184 females) between the ages of 23 and 52 years ($M = 43.13$, $SD = 4.36$) were included in this study. The researchers, via a two-stage sampling technique (cluster and purposive), drew the participants from commercial banks in Enugu metropolis, Nigeria. Stage one; the commercial banks were in clusters whereby each bank formed a cluster. Participants were drawn from all the branches of each cluster (bank) within Enugu metropolis. Stage two; purposive sampling was applied in administering the questionnaire to available bank workers who met the selection criteria. The inclusion criteria considered only bank workers who were permanent staff, whereas the exclusion criteria involved bank workers who were on contract, those on leave and National Youth Service Corps members on primary assignment. The choice of using only permanent bank workers was to avoid lumping together those whose appointments were not confirmed or who were on contract work and those who had little or no banking experience. Enugu metropolis is a densely populated area with huge commercial and economic activities enabling banking operations to thrive, hence the choice as the study location. A total of 327 questionnaires were administered within six weeks to the bank workers. They took the copies home and returned them on a later date. Nine (9) were not returned, whereas five (5) were discarded due to errors in completion; hence, 303 (95.6%) copies that were properly completed and returned were scored and analysed when testing the hypotheses.

Measures

Three scales were used in this study. These scales include the Perceived Organizational Support Scale (Eisenberger et al., 1986), the Job Demands Scale (Karasek, 1985), and the Bankers' Deviant Behavior Scale (Eze et al., 2020).

Perceived Organizational Support Scale

Perceived organizational support was measured via the 17-item Perceived Organizational Support Scale (Eisenberger et al., 1986), which is designed to measure employees' perceptions of organizational support. A sample item reads, 'Help is available from my organization when I have a problem'. Both direct scoring and reverse scoring are used. Ratings were made via a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Perceived Organizational Support Scale has reliability coefficients of .74 and .95 (Eisenberger et al., 1986). Onyishi (2006), in a Nigerian sample, reported a Cronbach's alpha of .88 and test-retest reliability of .89, whereas Okolo et al. (2022) reported a Cronbach's alpha reliability coefficient of .61. The present researchers obtained a Cronbach's alpha reliability coefficient of 0.63.

Job Demands Scale

The job demands were measured via a 16-item job demands scale (Karasek, 1985) designed to measure the physical, psychological, social or organizational aspects of a job that require continuous physical and psychological efforts. A sample item is 'I do different work than required in the job description'. Items 1 to 4 on the scale measured qualitative job demand, items 5 to 8 measured employee job demand, items 9 to 12 measured workload job demand, and items 13 to 16 measured conflict job demand. Ratings were made on a 5-point scale ranging

from 1 = completely false to 5 = completely true. The Job Demands Scale has an internal reliability coefficient of .81 and discriminant validity of .67 at $p < .001$ (Karasek, 1985). Bradley (2004) reported a reliability coefficient of 0.75 and a weighted reliability of 0.94. Odoh (2021), in a Nigerian sample, obtained a Cronbach's alpha of .70. The present researchers obtained Cronbach's alpha reliability coefficients of .66 for the overall scale, .65 for the qualitative job demand subscale, .72 for the employee job demand subscale, .75 for the workload job demand subscale and .74 for the conflict job demand subscale.

Bankers' Deviant Behavior Scale

Bankers' deviant behaviour was measured via the 19-item Bankers' Deviant Scale (Eze et al., 2020), which is designed to measure minor and major deviant behaviours exhibited in the workplace by bankers. A sample item is "Publicly embarrassed colleagues at work". Items 1 to 10 on the scale measured major bankers' deviant behaviour, whereas items 11 to 19 measured minor bankers' deviant behaviour. The ratings were on a 5-point scale ranging from 1 = Strongly disagree to 5 = Strongly agree. The Bankers' Deviant Behavior Scale has Cronbach's alpha reliabilities of 0.81 (major deviance), 0.89 (minor deviance), and 0.81 for the overall scores (Eze et al., 2020). Eze et al. (2020) obtained convergent validity, indicating that interpersonal deviance was more related to the Major Deviant Subscale ($r = 0.41, p < 0.01$) than to the Organizational Deviance Scale ($r = 0.30, p < 0.01$) by correlating the Bankers Deviant Behavior Scale with the Work Deviant Behavior Scale (Bennett & Robinson, 2000). The present researchers obtained a Cronbach's alpha reliability coefficient of 0.85.

Statistical analysis

The means and standard deviations of the continuous variables were computed first. Pearson's correlation was used to establish the relationships between the variables in the study. The Hayes PROCESS macro analysis was used to test the hypotheses.

Table 1: Descriptive Statistics and Correlations among the Study Variables (N = 303)

S/N	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Age	43.13	4.36	-									
2	Gender	-	-	-.06	-								
3	Education Qualification	-	-	.18**	-.06	-							
4	Rank	-	-	.14*	-.03	.28***	-						
5	Qualitative Job Demand	8.22	3.44	-.07	.05	-.12*	-.15**	-					
6	Employee Job Demand	8.48	3.21	-.01	.10	-.17**	-.15*	.69***	-				
7	Workload Demand	9.63	4.23	-.02	.05	-.22***	-.32***	.57***	.59***	-			
8	Conflict Demand	9.41	3.25	-.04	.06	-.12*	-.10	.35***	.47***	.48***	-		
9	Perceived OS	40.11	12.82	-.05	.03	-.14*	-.17**	.58***	.54***	.49***	.42***	-	
10	Minor Deviant Behavior	18.78	8.56	-.03	-.12*	.04	.12*	.34***	.22***	-.02	.15**	.30***	-
11	Major Deviant Behavior	18.22	6.88	-.02	-.11	.10	.14*	.32***	.24***	.08	.24***	.27***	.74***

Note. *** $p < .001$; ** $p < .01$; * $p < .05$; OS = Organisational Support

RESULTS

The results in Table 1 indicate that age was positively associated with educational qualifications ($r = .18, p < .001$) and rank ($r = .14, p < .05$), which means that the older bank workers are, the higher their educational qualifications and ranks. Being male was associated with a greater level of minor deviant behaviour ($r = -.12, p < .05$), which implies that males are more prone to minor deviant behaviour than their female counterparts are. Educational qualifications correlated positively with rank ($r = .28, p < .001$) but correlated negatively with qualitative job demand ($r = -.12, p < .05$), employee job demand ($r = -.17, p < .01$), workload demand ($r = -.22, p < .001$), conflict demand ($r = -.12, p < .05$), and perceived organizational support ($r = -.14, p < .05$). Rank was negatively related to qualitative job demand ($r = -.15, p < .01$), employee job demand ($r = -.15, p < .05$), workload demand ($r = -.32, p < .001$), and perceived organizational support ($r = -.17, p < .01$) but positively related to minor deviant behaviour ($r = .12, p < .05$) and major deviant behaviour ($r = .14, p < .05$). Qualitative job demand was positively related to employee job demand ($r = .69, p < .001$), workload demand ($r = .57, p < .001$), conflict demand ($r = .35, p < .001$), perceived organisational support ($r = .58, p < .001$), minor deviant behaviour ($r = .34, p < .001$), and major deviant behaviour ($r = .32, p < .001$). Employee job demand was positively associated with workload demand ($r = .59, p < .001$), conflict demand ($r = .47, p < .001$), perceived organisational support ($r = .54, p < .001$), minor deviant behaviour ($r = .22, p < .001$), and major deviant behaviour ($r = .24, p < .001$). Workload demand correlated positively with conflict demand ($r = .48, p < .001$) and perceived organizational support ($r = .49, p < .001$). Conflict demand was positively related to perceived organizational support ($r = .42, p < .001$), minor deviant behaviour ($r = .15, p < .001$), and major deviant behaviour ($r = .24, p < .001$). Perceived organisational support was positively related to minor deviant behaviour ($r = .30, p < .001$) and major deviant behaviour ($r = .27, p < .001$). Minor deviant behaviour was positively associated with major deviant behaviour ($r = .74, p < .001$).

Table 2: Hayes PROCESS macro for Minor Deviant Behaviour, Workload Demand and Perceived Organisational Support

Variables	B	T	P	95%CI	R ²	F
Workload Demand (WD)	-.47	-3.35	.001	[-.74, -.19]	.13	14.12 (3, 273)***
Perceived Organisational Support	.28	6.46	.000	[.19, .36]		
WD × POS	.00	-.04	.966	[-.01, .03]		

Note: CI = confidence interval

The results in Table 2 show that workload demand was negatively associated with minor deviant behaviour ($B = -.47, p < .01$), thereby supporting the first hypothesis. B shows that each unit increase in workload demand was associated with a $-.47$ decrease in minor deviant behaviour. The interaction effect of workload demand and perceived organisational support was not significant ($B = .00, p > .05$), indicating that perceived organisational support did not moderate the relationship between workload demand and minor deviant behaviour. The R^2 of $.13$ for the model indicated that 13% of the variance in minor deviant behaviour was explained on account of all the variables, $F(3, 273) = 14.12$.

Table 3: Hayes PROCESS macro for Major Deviant Behaviour, Qualitative Job Demand and Perceived Organisational Support

Variables	B	T	P	95%CI	R ²	F
Qualitative Job Demand (QJD)	.31	2.03	.044	[.01, .62]	.14	15.03 (3, 277) ^{***}
Perceived Organisational Support	.07	1.50	.050	[.00, .15]		
QJD × POS	.02	3.04	.003	[.01, .03]		

Note: CI = confidence interval

The results in Table 3 show that qualitative job demand was positively associated with major deviant behavior ($B = .31, p < .05$). B shows that each unit rise in qualitative job demand was associated with a .31 increase in major deviant behaviour. Perceived organisational support was not significantly associated with major deviant behaviour ($B = .07, p > .05$).

The interaction effect of qualitative job demand and perceived organisational support was significant ($B = .02, p < .01$), indicating that perceived organisational support moderated the relationship between qualitative job demand and major deviant behaviour, therefore supporting the third hypothesis.

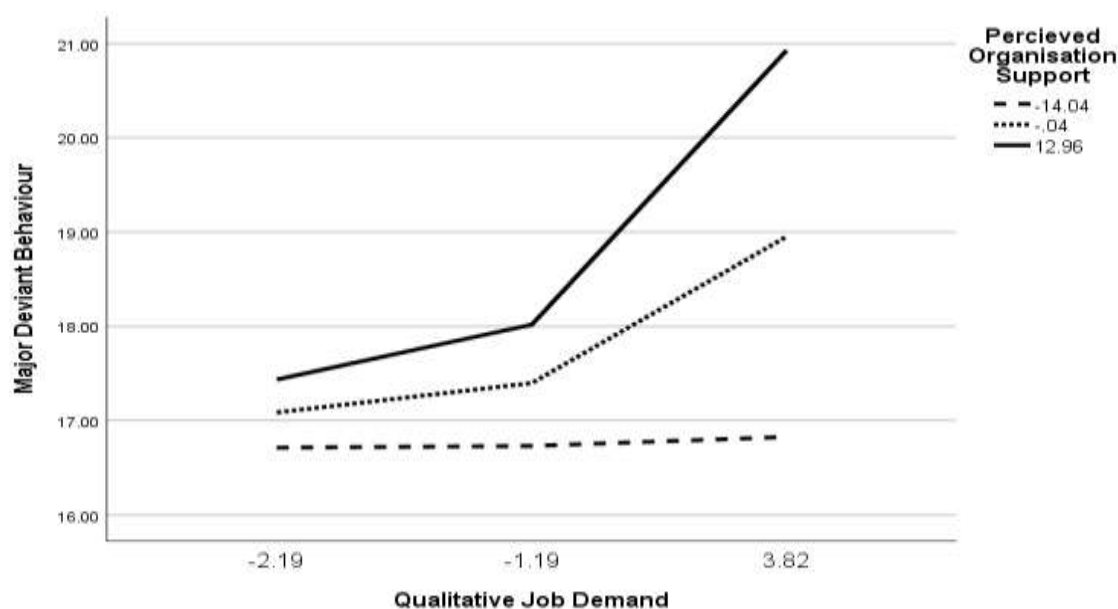


Figure 1: Interaction slope for the moderating role of perceived organisational support in the association between qualitative job demand and major deviant behaviour.

Figure 1 shows that for those who have low perceived organisational support ($B = .02, t = .09, p > .05$), qualitative job demand was not significantly associated with major deviant behaviour. However, for those who had moderate perceived organisational support ($B = .31, t = 2.02, p < .05$) and those who had high perceived organisational support ($B = .58, t = 4.02, p < .001$), qualitative job demand was significantly associated with an increase in major deviant behaviour. The R^2 of .15 for the model indicated that 15% of the variance in major deviant behaviour was explained on account of all the variables, $F(3, 277) = 15.03$. The R square change associated with the interaction term was 3%.

Table 4: Hayes PROCESS macro for Major Deviant Behaviour, Conflict Demand and Perceived Organisational Support

Variables	<i>B</i>	<i>T</i>	<i>P</i>	95% <i>CI</i>	<i>R</i> ²	<i>F</i>
Conflict Demand (CD)	.29	2.17	.031	[.03, .55]	.09	9.42 (3, 278) ^{***}
Perceived Organisational Support	.11	3.14	.002	[.04, .17]		
CD × POS	.01	.94	.346	[-.01, .02]		

Note: *CI* = confidence interval

The results in Table 4 indicate that conflict demand was positively associated with major deviant behaviour ($B = .29, p < .05$). *B* shows that each unit rise in conflict demand was associated with a .29 increase in major deviant behaviour.

The interaction effect of conflict demand and perceived organisational support was not significant ($B = .01, p > .05$), indicating that perceived organisational support did not moderate the relationship between conflict demand and major deviant behaviour. The R^2 of .09 for the model indicated that 9% of the variance in major deviant behaviour was explained on account of all the variables, $F(3, 278) = 9.42$.

Table 5: Hayes PROCESS macro for Minor Deviant Behaviour, Qualitative Job Demand and Perceived Organisational Support

Variables	<i>B</i>	<i>T</i>	<i>P</i>	95% <i>CI</i>	<i>R</i> ²	<i>F</i>
Qualitative Job Demand (QJD)	.34	1.81	.072	[-.03, .72]	.14	14.65 (3, 276) ^{***}
Perceived Organisational Support	.13	2.74	.007	[.04, .22]		
QJD × POS	.02	2.33	.020	[.00, .04]		

Note: *CI* = confidence interval

The results in Table 5 indicate that perceived organisational support was positively associated with minor deviant behaviour ($B = .13, p < .01$). *B* shows that each unit rise in perceived organisational support was associated with a .13 increase in minor deviant behaviour.

The interaction effect of qualitative job demand and perceived organisational support was significant ($B = .02, p < .05$), indicating that perceived organisational support moderated the relationship between qualitative job demand and minor deviant behaviour, therefore supporting the third hypothesis.

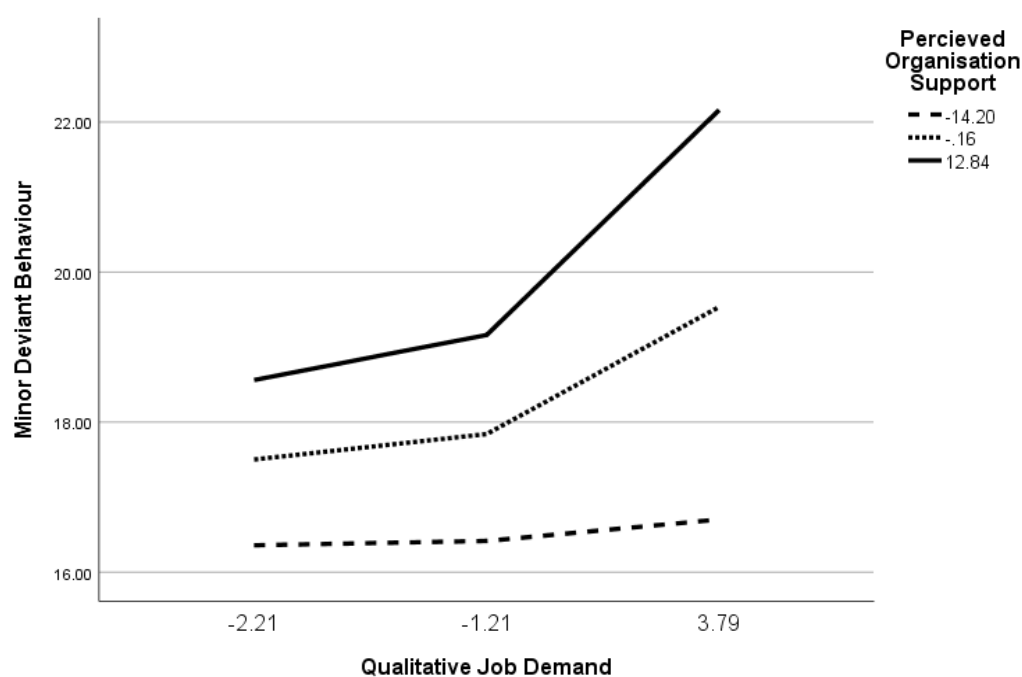


Figure 2: Interaction slope for the moderating role of perceived organisational support in the association between qualitative job demand and minor deviant behaviour.

Figure 2 shows that for those who have low perceived organisational support ($B = .06, t = .22, p > .05$) and those who have moderate perceived organisational support ($B = .34, t = 1.78, p > .05$), qualitative job demand was not significantly associated with minor deviant behaviour. However, for those who had high perceived organisational support ($B = .60, t = 3.39, p < .01$), qualitative job demand was significantly associated with an increase in minor deviant behaviour. The R^2 of .14 for the model indicated that 14% of the variance in minor deviant behaviour was explained on account of all the variables, $F(3, 276) = 14.65$. The R square change associated with the interaction term was 2%.

DISCUSSION

This study investigated the moderating role of perceived organizational support in job demands and bankers' deviant behaviour among bankers in the Enugu metropolis. Contrary to the first hypothesis, workload demand was negatively associated with minor deviant behaviour. This negative association indicates that when the workload demand was high, minor deviant behaviour was low, suggesting that this sample of bankers treated minor deviant behaviour with levity. This outcome could be attributed to the bankers being aware that minor deviant behaviour would not attract severe punishment. Specifically, an increase in the workload related to low minor voluntary actions of bank employees could violate significant organizational rules or policies and simultaneously threaten the well-being of the organization and its employees. This negative relationship is in line with previous studies (e.g., Chen et al. 2017; Akanni et al., 2018), which reported a negative association between job demands and workplace deviance behavior. In contrast, in support of the first hypothesis, qualitative job demand was positively associated with major deviant behaviour, indicating that an increase in qualitative job demand was associated with high major deviant behaviour. This positive association suggests that in a bid to meet the expected quality aspect of the job, bankers are likely to engage in major deviant behaviour irrespective of consequences such as laying off.

This finding is congruent with those of previous studies (e.g., Adekanmbi & Ukpere, 2019; Adeoti et al., 2020), which reported a positive relationship between job demands and workplace deviance behaviour.

The findings of this study also show that conflict demand is positively associated with major deviant behaviour, indicating that an increase in conflict demand is associated with high major deviant behaviour, which supports the first hypothesis. This positive association suggests that the physical, psychological, social or organizational aspects of a job resulting from role conflict, which requires continuous physical and psychological efforts, are positively related to the major voluntary actions of bank employees that violate significant organizational rules or policies and simultaneously threaten the well-being of the organization and its employees. This outcome gives credence to the theoretical framework of this study (job demands-resources theory), which suggests that having many job demands caused by physical, psychological, social or organizational aspects of the job and job demands could result in workplace deviance behaviour, such as withholding efforts, fraud and sexual harassment. This finding is consistent with those of previous studies (e.g., Raza et al., 2017; Adeoti et al., 2020), which reported a positive association between role conflict and deviant workplace behaviour among bankers.

In support of the second hypothesis, the findings of this study showed that perceived organisational support was positively associated with minor deviant behaviour, indicating that an increase in perceived organisational support was associated with high minor deviant behaviour. This positive association suggests that bankers may be aware that minor deviant behaviour would not attract severe punishment. Thus, this awareness might have led to minor deviant behaviour, such as overstaying during breaks, despite perceived organizational support. The perception these bankers may have concerning the degree to which their organization values their contribution, cares about them and is interested in their well-being relates to minor voluntary actions that violate significant organizational rules or policies and at the same time threaten the well-being of the organization and/or its employees. This finding is in support of a previous study (e.g., Kura et al. 2016) that reported a positive relationship between perceived organizational support and workplace deviant behaviour.

Perceived organisational support moderated the relationship between qualitative job demand and major deviant behaviour, indicating that qualitative job demand was significantly associated with an increase in major deviant behaviour, hence partly supporting the third hypothesis. This positive moderation implies that the bankers being aware that major deviant behaviour would attract severe punishment still focused on meeting the quality aspect of their job amid perceived organizational support. This finding is in line with those of earlier studies (e.g., Shantz et al. 2016), which found perceived organizational support to be a significant moderator of the relationship between work engagement and turnover intentions and deviant behaviours directed towards the organization.

Perceived organisational support moderated the relationship between qualitative job demand and minor deviant behaviour, indicating that qualitative job demand was significantly associated with an increase in minor deviant behaviour, hence partly supporting the third hypothesis. This positive moderation implies that the bankers being aware that minor deviant behaviour would not attract severe punishment focused on meeting the quality aspect of their job amid perceived organizational support. This finding is in accordance with those of previous studies (e.g., Malik & Malik, 2024), which reported that perceived organizational support partially mediates the relationship between perceived HRM practices and destructive deviance.

Implications of the findings of the study

The findings of this study have theoretical, empirical and practical implications. First, the findings of this study have given credence to the theoretical framework of the study - job demand-resources theory (Bakker & Demerouti, 2003) - by demonstrating the moderating role of perceived organizational support in the relationship between qualitative component of job demands and bankers' deviant behavior (major and minor).

Empirically, the findings of this study are in tandem with previous findings (e.g., Raza et al., 2017; Chen et al. 2017; Adeoti et al., 2017; Akanni et al., 2018; Adekanmbi & Ukpere, 2019), which revealed significantly positive and negative relationships between job demands and workplace deviance behaviour, and (e.g., Kura et al. 2016; Eze et al., 2019; Chen et al., 2016; Hesham Sakr et al., 2022; Dar & Rahman, 2019), which revealed significantly positive and negative relationships between perceived organizational support and workplace deviance behaviour.

Practically, the moderating role of perceived organizational support is an indication that if policymakers in Nigerian banking sector create conditions that provide organizational support for bankers, then job demands especially conflicting component will be reduced thereby minimizing counterproductive work behaviour, such as major bankers' deviant behaviour in Nigerian commercial banks.

Limitations of the study and suggestions for further studies

The sample size in the present study was relatively small. Future studies in this area should broaden the scope of such studies to cover larger areas and include more participants. The collection of data at one point in time and the use of self-reported data and correlations could not allow cause-effect inference. To obtain more objective data resulting in more robust findings, experimental and longitudinal studies should be considered in future studies in this area.

Conclusion

The moderating role of perceived organizational support gives credence to the view that organizational resources such as organizational support cushions the negative effect of job demands; hence, there is a need for policy makers in the banking industry to create conditions that would provide bank workers with organizational support to reduce counterproductive work behaviour, such as major bankers' deviant behaviour. These among other factors will contribute immensely to effective service delivery especially at this period the Nigerian banking sector is consolidating on the gains of recent reforms.

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