OCCUPATIONAL ROLE STRESS AND ORGANISATIONAL CYNICISM AMONG POLICE OFFICERS: THE ROLE OF RESILIENCE

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ABSTRACT: On the basis of the assumption of organisational role theory, this correlational study investigated the moderating role of resilience in occupational role stress and organisational cynicism in a sample of police officers in Enugu Metropolis, Southeast Nigeria. Two hundred and sixty-four police officers comprising 200 males and 64 females between the ages of 26 and 55 years (M=44.07, SD=5.82) participated in the study. They were selected via a two-stage (cluster and purposive) sampling technique. The 13-item organisational cynicism scale, 60-item occupational role stress, and 6-item brief resilience scale were completed by the participants. The results of hierarchical multiple regression analysis revealed that only the role boundary component of occupational role stress positively predicted cognitive, affective, and behavioural dimensions of organisational cynicism, respectively. Resilience positively moderated the role ambiguity component of occupational role stress and the cognitive dimension of organisational cynicism. Based on these findings, this study recommends that the Nigeria police force and other relevant stakeholders should consider occupational role stress, especially role boundary and role ambiguity during recruitment, in order to minimize organisational cynicism among police officers. In addition, these bodies should also make policies to strengthen regular tactical training of these officers in order to enhance their resilience for effective policing, thus curtailing heightened insecurity in Nigeria.

Keywords: Resilience, Occupational Role Stress, Organizational Cynicism, Police Officers, Nigeria

INTRODUCTION

The Nigerian police officers face high crime rates, including armed robbery, kidnappings and activities of unknown gunmen, often without modern policing equipment to combating these crimes. This daily exposure may impact their professionalism, resulting in role stress and organisational cynicism.

Organisational cynicism refers to general or specific attitudes of disappointment, insecurity, hopelessness, anger, mistrust of institutions or persons, groups, ideology, and social skills (Byrne & Hochwarter, 2008). According to Abraham (2000), organisational cynicism occurs when employees lack confidence in the organisation and feel that the organisation cannot be relied upon. Cynicism is contagious (Lockwood, 2018), and when it starts spreading in the organisation, it damages the organisation's reputation and undermines its success (Dulnik, 2018). However, cynicism occurs when employees feel they are not treated appropriately

(Maslach & Leiter, 2016). In contrast, when the organisation is perceived as fair and transparent, employees are less likely to exhibit cynical behaviours (Erdoğdu, 2018). According to Dean et al. (1998), organisational cynicism consists of three major dimensions: cognitive cynicism, affective cynicism and behavioural cynicism: The first dimension, cognitive cynicism, refers to a lack of sincerity, honesty and justice in the organization (Yasin & Khalid, 2015). Cognitive cynicism occurs when employees feel that the organisation does not esteem their endeavours or cares about them. Therefore, they become unlikely to make their best efforts for the organisation.

The second dimension, affective cynicism, refers to an internal cynical feeling towards the organization and is associated with symptoms such as tension and anxiety (Durrah et al., 2019). Affective cynicism is emotional and sentimental affect towards the organisation, and it involves psychological reactions such as aggravation, tension, anxiety, and discomfort; where the cynics feel disrespect and frustration towards the organisation (Aslant & Eren, 2014), and expresses different emotions such as moral outrage, anger and hatred towards their employing organisation (Bommer et al., 2005). The third dimension is behavioural cynicism, which refers to critical expressions and negative attitudes frequently used in the organisation (Berneth et al., 2007). Behavioural cynicism consists of sarcastic humour, criticism of the organisation, and cynical prediction about the organisation's action in the future (Wanous et al., 2000). Organisational cynicism is associated with many undesirable outcomes such as decreased employees' commitment and increased turnover intention (Margelytė-Pleskienė & Vveinhardt, 2018), as well as organisational revenge and stress (Özer et al., 2014). Therefore, organisational cynicism is likely to be influenced by factors such as occupational role stress. Studies (e.g., Judeh, 2011; Ozguer, 2015; Nafei & Kaifi, 2013) suggest that there is a positive and significant relationship between organisational cynicism and occupational role stress.

Stress refers to the consequences of a structural lack of fit between the needs and demands of the individual and his/her environment (Biron, 2012). According to Ugwu and Onyeneje (2002), stress is a subjective feeling or experience arising when the characteristics of the workplace present demands which tend to outweigh or under task the individual's potentials or capabilities for meeting such demands, and when the focal person highly values substantial differences in terms of rewards versus sanctions associated with such demands. Occupational role stress, therefore, refers to any physical and psychological responses that occur when workers perceive an imbalance between their work demands and their capability and resources to meet the demand (Osipow, 1998). According to Colligan and Higgins (2006), occupational role stress is the cause of key factors in the organisations that cause stress to an employee and have negative organisational effects. According to Osipow (1998), occupational role stress occurs in six major dimensions of role ambiguity, role boundary, role insufficiency, role overload, role responsibility and physical environment. The first dimension, role ambiguity, refers to a lack of clear and specific information regarding work role requirements (Onyemah, 2018). It is the extent to which working individuals are unsure of their responsibilities and what they are capable of (Johnson, 2003). The second dimension, role boundary, refers to how individuals who have multiple roles organize themselves in each role (Hamilton, 2002). Role boundary occurs when there is an incompatibility between the expected set of behaviours perceived by the focal person and those perceived by the role senders (McVicar et al., 2013).

The third dimension, role insufficiency, refers to the extent to which the individual's training, education, skills and experience are appropriate for the work he/she performs (Osipow, 1998). The fourth dimension, role overload, occurs when the workload exceeds the individual's

capacities (Onyeozili, 2015) or when a person is handed over several responsibilities or several roles or tasks at the same time with a short deadline (Sinha & Subramaman, 2012). The fifth dimension, role responsibility, refers to the extent to which the individual has or feels a great deal of responsibility for the performance and welfare of others on the job (Osipow 1998). The sixth dimension is the physical environment, which refers to the extent to which the individual is exposed to high levels of environmental toxins or extreme physical conditions (Osipow, 1998). The physical environment is the extreme physical conditions/surroundings which may be stressful to employees, such as heat and noise (Osipow, 1998). Overall, role ambiguity, role boundary, role insufficiency, role overload, role responsibility and physical environment tend to cause friction and frustration (Bano et al., 2011). Still, the effect can vary from person to person because of personal factors such as resilience. Christiana and Ogbogu (2013) suggest that occupational role stress (role ambiguity, role boundary, role insufficiency, role overload, role responsibility and physical environment) are negatively correlated with resilience.

Resilience refers to a pattern of positive adaptation, with resilient individuals demonstrating a resilient pattern or resilient qualities which enable them to cope successfully with stress (Werner & Smith, 2019). According to Casey et al. (2014), resilience is the competence an employee or person possesses to quickly resolve and react to alternations like disaster claims, opportunities or threats and carry on with normal operations with reduced effect on organisational flow. It refers to coping with unforeseen dangers as they arise and learning to bounce back (Hoopes & Kelley, 2004). The American Psychological Association (2014) defined resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats, or even significant sources of stress. Building on these conceptualisations, researchers have considered resilience as a reduced vulnerability to environmental risk experiences (Rutter, 2012), the capacity to cope with uncertainty and surprises while maintaining overall system persistence (Bennett, 2010), and the ability of an individual to recover from shock (Bonanno, 2015). However, previous studies (e.g., Casey et al., 2014; Cutter et al., 2010) have studied resilience and various variables, but none has studied resilience as a moderator between occupational role stress and organizational cynicism among police officers in Nigeria; hence, the need for this present study to examine the moderating role of resilience in occupational role stress and organisational cynicism in a sample of Nigeria police officers.

Theoretical Framework, Empirical Review and Hypotheses Development

The organisational role theory (Kahn et al., 1964) explains the relationship between occupational role stress and organisational cynicism by stressing that employers impose role expectations on employees while employees bring role expectations to the organisation based on their education, experience, beliefs and attitudes. Roles are thus the bond between the organization and its employees. Role performance is the greatest need of every organisation (Beauchamp & Bray, 2001). Roles an employee plays in an organisation can be conflicting sometimes. This theory posits that role boundary, role ambiguity, role overload, role insufficiency, role responsibility and physical environment can occur as a virtue of a particular role an employee occupies. When employees experience roles that conflict with each other, are ambiguous, are too challenging, or work in a toxic environment, they will likely develop organisational cynicism. In relation to resilience, if an employee who is high on resilience experiences conflicting, ambiguous or over-demanding roles, he/she would likely see it as an opportunity for learning and improvement, thereby persevering to overcome the challenges, but when an employee is low on resilience, he/she would likely be worn out. However, some employees are simply more able to assume different roles and avoid friction when the roles

overlap, while others find these conflicts extremely stressful and cannot assume multiple responsibilities without tension or resentment. Therefore, the ability to deal with conflicting tasks enhances employees' resilience while negotiating roles with others can be a very useful personal skill.

Occupational Role Stress and Organisational Cynicism

Extant literature has shown a significant relationship between occupational role stress and organisational cynicism. For example, Nazir et al. (2022) in a study of 394 samples from Rawalpindi and Islamabad metropolitans of Pakistan, revealed that organisational cynicism was a significant mediator between role stressors and turnover intentions. In a study of 152 respondents collected online, Putrie and Faraz (2022) revealed that work stress and perception of organisational support influence organisational cynicism. In line with other studies, Ojo and Odufuwa (2022), in a study of 216 bankers in Osun State, Nigeria, found a significantly positive relationship between job burnout and organisational cynicism and a significantly positive relationship between emotional exhaustion and organisational cynicism. Yasim (2019), in a study examining 182 female bankers' conflict with work and family life along with organisational cynicism in Turkey, reported a positively significant correlation between women's conflict with work and family life and organisational cynicism. Furthermore, Akyurt and Dogan (2023) in a study of 327 nurses in Turkey, found a positive correlation between burnout and organisational cynicism. Ramirez-Asis et al. (2023), in a study of 416 banking employees in Peru, revealed that job stress, burnout, and cynicism positively affect turnover intention. Dimgba et al. (2022), in a study of 380 employees in Southwest, Nigeria, revealed that organisational cynicism has a significant positive relationship with employee performance. According to the extant literatures, previous studies on the relationship between occupational role stress and organisational cynicism in Nigerian samples did not consider police officers; hence, this present study in a sample of Nigeria police officers in Enugu metropolis hypothesized that occupational role stress (role ambiguity, role boundary, role overload, role insufficiency, role responsibility and physical environment) significantly predict organisational cynicism (cognitive, affective and behavioural).

Resilience and Organisational Cynicism

Previous studies have demonstrated an association between resilience and organisational cynicism. For example, Khan et al. (2024), in a study of 336 employees at various HEIs in Pakistan, revealed that employee resilience moderated the relationship between employee cynicism and deviant workplace behaviour. In a study, Kheirdast et al. (2024) tested a hypothesis using data gathered from 300 personnel working in fire stations in Tehran, Iran, and reported a significant correlation between work safety climate, career resilience, and organisational cynicism. In an earlier study, Türkoğlu and Okan (2023), in a study of 419 hotel employees in Muğla Province, Turkey, reported that psychological resilience has a partial mediation effect on the effect of organisational cynicism behaviours. In relation to other studies, Chow et al. (2020), in a study of 195 nursing students in China, revealed that mindfulness is significantly associated with resilience. Panchali and Seneviratne (2019) examined the relationship between organisational cynicism and employee performance in Sri Lanka and reported a significant negative relationship between organisational cynicism and employee performance. Hasan et al. (2022 In a study of 219 mental health nurses in Saudi Arabia, revealed that burnout had a negative effect on safety and resilience. Available literature has shown that previous studies did not consider the moderating role of resilience in

occupational role stress and organisational cynicism among police officers in Nigeria; hence, this study in a sample of Nigerian police officers in Enugu metropolis hypothesized that resilience significantly predicts organisational cynicism (cognitive, affective and behavioural). This study also hypothesized that resilience would significantly moderate the prediction of organisational cynicism (cognitive, affective and behavioural) by occupational role stress (role ambiguity, role boundary, role overload, role insufficiency, role responsibility and physical environment).

METHOD

Participants and Procedure

A sample of 264 police officers (200 males and 64 females) between the ages of 26 and 55 years (M=44.07, SD=5.82) were included in this study. The researcher, using a two-stage sampling technique (cluster and purposive), drew the participants from the State Criminal Investigation Department and Police Divisions in Enugu metropolis, and they were police officers from the ranks of police corporal to the rank of superintendent of police. The inclusion criteria considered police officers from the ranks of corporal to superintendent of police, those with five years working experience and above, whereas the exclusion criteria involved police officers with the rank of police constable, from the rank of chief superintendent of police to the rank of inspector general of police, and those with less than five years working experiences. The choice of using police officers from the ranks of corporal to superintendent of police was to ensure that the officers had gained at least five years working experiences, and involved those who were exposed to operational and investigative duties at the state criminal investigation department and divisional headquarters. The researchers obtained ethical approval from the chairman research ethics committee, and an introductory letter from the head of Department of Psychology, Enugu State University of Science and Technology. They met with the commissioner of police Enugu state command where they obtained ethical clearance approval. The researchers identified with the heads of sections in the criminal investigation department and the divisional Police officers of the various divisions before proceeding to administer the questionnaire to the officers. Administration of the questionnaire was on the available police officers who met the selection criteria in the Police divisions and state criminal investigation department which were in clusters. A total of 300 copies of the questionnaire were administered within five weeks to the police officers. They took the copies home and returned them on a later date. Among the copies administered, thirty-six (12%) were discarded due to errors in completion, while 264 (88%) copies returned properly completed were scored and analysed in testing the hypotheses. Demographic characteristics such as age, gender, marital status, rank, years of experience, and highest educational qualification were explored as control variables.

Measures

Three scales were used in this study. They were Brief Resilience Scale (Smith et al., 2008), Occupational Role Stress Scale (Osipow, 1998), and Organisational Cynicism Scale (Dean et al., 1998).

Brief Resilience Scale

Resilience was measured using the 6-item Brief Resilience Scale (Smith et al., 2008) designed to assess one's ability to strive for excellence, bounce back from trauma, and overcome threatening situations. The sample item reads, "I tend to bounce back quickly after hard times". There are both direct scoring (1, 3, 5) and reverse scoring (2, 4, 6) items. Ratings were made using a 5-point scale

ranging from 1 (strongly disagree) to 5 (strongly agree). Brief Resilience Scale has an internal consistency alpha reliability coefficient of .71 (Smith et al., 2008). The confirmatory factor analysis results for convergent validity and discriminant predictive validity were provided by Smith et al. (2008). Nwankwo et al. (2012), in a Nigeria sample, reported a Cronbach's alpha coefficient of .73. The present researchers obtained Cronbach's alpha of .62.

Occupational Role Stress

Occupational role stress was measured using the 60-item Occupational Role Stress Scale (Osipow, 1998) designed to measure the amount of stress associated with an individual's work. Sample item reads "I feel conflict between what my employer expects me to do and what I think is right or proper". Ratings were made using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Occupational role stress scale has six subscales: subscale 1 comprises items 1-10 measuring role boundary; subscale 2 comprises items 11-20 measuring role ambiguity; subscale 3 comprises items 21-30 measuring role overload; subscale 4 comprises items 31-40 measuring role responsibility; subscale 5 comprises items 41-50 measuring role insufficiency while subscale 6 comprises items 51-60 measuring physical environment. The occupational role stress scale has a reliability coefficient of .88 for the whole scale and internal consistency reliability coefficient for the subscales as follows: role boundary =.72, role ambiguity =.79, role overload = .78, role responsibility =.75, role insufficiency = .85, and physical environment =.89 (Osipow, 1998). The present researchers obtained Cronbach's alpha reliability coefficient of .65 for role boundary, .65 for role ambiguity, .74 for role overload, .62 for role responsibility, .61 for role insufficiency, and .74 for physical environment, respectively.

Organisational Cynicism Scale

Organisational cynicism was measured using the 13-item Organisational Cynicism Scale (Dean et al., 1998) designed to measure employees' perceptions of negative behaviour and affective and cognitive evaluation at work. The sample item reads, "I criticize my company practices and policies with my colleagues". The rating was made using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The organisational cynicism scale has three subscales: subscale 1 comprises items 1-5 measuring behavioural cynicism; subscale 2 comprises items 6-9 measuring cognitive cynicism, while subscale 3 comprises items 10-13 measuring affective cynicism. Organisational cynicism has a reliability coefficient of .86 for the whole scale while internal consistency reliability of the subscales was .77 for cognitive, .80 for affective and .85 for behavioural dimensions of organisational cynicism. Ike et al. (2020) provided the psychometric properties of the scale for the Nigerian sample. They reported a Cronbach's alpha reliability coefficient of .91 for the complete scale. Internal consistency reliabilities of the subscales were .87 for cognitive, .88 for affective and .86 for behavioural dimensions of organisational cynicism, respectively. The present researchers obtained a Cronbach's alpha reliability coefficient of .77 for the whole scale while internal consistency reliability of the subscales were .79 for cognitive, .72 for affective and .64 for behavioural dimensions of organisational cynicism, respectively.

Design and Statistical Analysis

A correlational design was adopted, and data were collected to establish the relationship among the variables. Hierarchical multiple regression analysis with SPSS version 25 was applied to analyse the data and test the hypothesis. 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.

RESULTS

Table 1: Descriptive Statistics and Correlations among the Study Variables (N = 264)

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Gender			1															
2	Age	44.07	5.82	-.23**	1														
3	MS			-.21*	.37**	1													
4	HLE			.13	.12	.04	1												
5	YRS	15.68	5.47	-.22*	.70**	.33**	.07	1											
6	Rank			.36**	-.54**	-.21*	.09	-.49**	1										
7	Role overload	39.22	3.06	.14	-.02	-.14	-.02	.20*	.04	1									
8	Physical environment	41.21	5.28	.01	-.08	.05	.15	.15	.11	.47**	1								
9	Role ambiguity	22.65	2.90	.03	-.02	-.07	-.08	-.16	-.07	-.31**	-.64**	1							
10	Role boundary	42.02	6.35	-.07	-.16	.04	.12	.09	.10	.36**	.79**	-.67**	1						
11	Role insufficiency	38.59	7.19	-.08	-.14	.13	.10	-.01	.14	.30**	.70**	-.53**	.78**	1					
12	Role responsibility	38.65	6.62	-.07	.04	-.04	-.24**	.30**	-.06	.43**	.31**	-.35**	.26**	.03	1				
13	Resilience	18.07	3.83	-.14	.03	.15	-.02	.11	-.13	.03	.16	-.08	.08	.03	.06	1			
14	Cognitive	18.59	4.11	-.18*	-.14	-.00	.23**	-.04	.09	.13	.62**	-.51**	.75**	.69**	-.03	.08	1		
15	Emotional	15.57	3.10	-.12	-.14	-.03	.18*	.04	.15	.16	.52**	-.53**	.66**	.50**	.12	.09	.68**	1	
16	Behavioural	12.02	2.60	-.03	-.17	.02	.18*	.12	.23**	.28**	.59**	-.53**	.67**	.54**	.21*	-.01	.59**	.76**	1

*Note**p<.01; *p<.05; MS=Marital Status (0 = married, 1 = single); Gender (0 = Male, 1 = Female); HLE=Highest Level of Education (1= OND; 2 = Bachelor's degree, 3 = Postgraduate); YRS= Years of work experience; Rank ('0'=junior, '1'=senior).*

Table 2: Hierarchical Regression Coefficient Table

Variables	Cognitive			Emotional			Behavioural		
Steps	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Gender	-2.482*			-1.771			-0.554		
Age	-1.917			-2.563*			-3.557**		
MS	1.184			0.945			0.511		
HLE	3.039**			2.549*			2.422*		
YRS	1.183			2.883*			4.497**		
Rank	0.878			0.946			1.483		
Role Overload		-1.420			-1.179			-0.306	
Physical Env.		1.698			-0.138			0.595	
Role Ambiguity		0.039			-1.677			-1.942	
Role Boundary		3.928**			2.889*			2.103*	
Role Insufficiency		1.940			0.230			0.422	
Role Responsibility		-1.875			-0.146			0.162	
Resilience		0.363			1.025			-0.533	
R	0.396	0.817	0.818	0.405	0.686	0.690	0.489	0.729	0.730
R²	0.157	0.668	0.668	0.164	0.471	0.477	0.239	0.532	0.533
ΔR²	0.157	0.511	0.000	0.164	0.307	0.006	0.239	0.293	0.001

Note: $^{**}p<.01$; $^{*}p<.05$; MS=Marital Status (0 = married, 1 = single); Gender (0 = Male, 1 = Female); HLE=Highest Level of Education (1= OND; 2 = Bachelor's degree, 3 = Postgraduate); YRS= Years of work experience; Rank ('0'=junior, '1'=senior.

The results in Table 1 indicate that gender (more with the male police officers) correlated negatively with a cognitive dimension of organisational cynicism ($r=-.18$, $p<.05$), which means male police officers were more likely to experience a cognitive dimension of organisational cynicism. Educational level was positively related to cognitive ($r=.23$, $p<.01$), affective ($r=.18$, $p<.05$) and behavioural ($r=.18$, $p<.05$) dimensions of organisational cynicism respectively. Rank was positively related to behavioural dimension of organisational cynicism ($r=.23$, $p<.01$). Role overload component of occupational role stress was positively related to behavioural dimension of organisational cynicism ($r=.28$, $p<.01$), indicating the higher the role overload component of occupational role stress, the more the behavioural dimension of organisational cynicism. Physical environment component of occupational role stress was positively related to cognitive ($r=.62$, $p<.01$), affective ($r=.52$, $p<.01$) and behavioural ($r=.59$, $p<.01$) dimensions of organisational cynicism respectively, which means the higher the physical environment component of occupational role stress, the more the organisational cynicism (cognitive, affective and behavioural). Role ambiguity component of occupational role stress was negatively related to cognitive ($r= -.51$, $p<.01$), affective ($r=-.53$, $p<.01$) and behavioural ($r=-.53$, $p<.01$) dimensions of organisational cynicism respectively, showing the higher the role ambiguity component of occupational role stress, the less the cognitive, affective and behavioural dimensions of organisational cynicism. Role boundary component of occupational role stress was positively related to cognitive ($r=.75$, $p<.01$), affective ($r= .66$, $p<.01$) and behavioural ($r= .67$, $p<.01$) dimensions of organisational respectively, which implies the higher the role boundary

occupational role stress, the higher the cognitive, affective and behavioural dimensions of organisational cynicism. Role insufficiency component of occupational role stress was positively related to cognitive (r=.69, p<.01), affective (r=.50, p<.01) and behavioural (r=.54, p<.01) dimensions of organisational cynicism respectively, showing the higher the role insufficiency component of occupational role stress, the higher the cognitive, affective and behavioural dimensions of organisational cynicism. Role responsibility component of occupational role stress was positively related to behavioural dimension of organisational cynicism (r=.21, p< .05), which means the higher the role responsibility component occupational role stress, the higher the behavioural dimension of organisational cynicism.

The results in Table 2 showed the hierarchical multiple regression analysis based on the three dimensions of organisational cynicism (cognitive, affective and behavioural). The variables were entered in stepwise models for each of the dimensions. The demographic variables (gender, age, marital status, highest educational level, years of experience and rank) were entered in Step 1 of the regression analysis. Among the demographic variables, gender significantly predicted the cognitive dimension of organisational cynicism (β= -.234, t= -.2.482, p= .015), which implies males were more likely to experience a cognitive dimension of organisational cynicism than their female counterparts. Age was found to be a negative predictor of affective (β= -.168, t= -2.563, p= .012) and behavioural (β = -.234, t= -.3.557, p= .001) dimensions of organisational cynicism, which indicates the younger the police officers the more likely they were to experience organisational cynicism (affective and behavioural). The demographic variables accounted for 15.7%, 16.4% and 23.9% variance in organisational cynicism (cognitive, affective and behavioural), respectively. Occupational role stress dimensions were added in the second step, role boundary component of occupational role stress positively predicted cognitive (β= .524, t= 3.928, p<.001), affective (β= .524, t= 2.889, p= .005) and behavioural (β= .334, t= 2.103, p= .038) dimensions of organisational cynicism, thus supporting the first hypothesis. Occupational role stress dimensions accounted for 11.5%, 7.3% and 3.2% variance in organisational cynicism (cognitive, affective and behavioural), respectively. Resilience was added in step 3 but it was not a significant predictor of organisational cynicism, thereby not supporting the second hypothesis.

Table 3: Hayes Process Moderation Coefficient Table

Variables	Cognitive		Emotional		Behavioural	
	COEFF	ΔR^2	**COEFF**	ΔR^2	**COEFF**	ΔR^2
RO*RE	-.001	.000	.016	.003	.008	.001
PHY*RE	.002	.000	.002	.000	.015	.011
RA*RE	.051*	.021	.023	.008	.001	.000
RB*RE	-.009	.002	-.001	.000	.012	.009
RI*RE	-.007	.001	-.007	.002	.008	.004
RR*RE	-.007	.002	-.005	.001	-.007	.004

Note **p<.01; *p<.05; RO= role overload; PHY= physical environment; RA= role ambiguity; RB= role boundary; RI= role insufficiency; RR= role responsibility; RE=resilience*

The results in Table 3 indicate the moderation effect of resilience on occupational role stress (role overload, physical environment, role ambiguity, role boundary, role insufficiency, role responsibility) and organisational cynicism (cognitive, affective and behavioural). The moderation effect showed that resilience significantly and positively moderated only the relationship between the role ambiguity component of occupational role stress and the cognitive dimension of organisational cynicism (β= 051, t= 2.024, p= .045), hence supporting the third hypothesis.

Table 4: Conditional effects of the focal predictor at values of the resilience

Resilience	Effect	Se	T	P	CI95%	
					LLCI	ULCI
	-.902	.149	-6.052	.000	-1.197	-.607
LOW						
MEAN	-.698	.103	-6.749	.000	-.903	-.493
HIGH	-.494	.140	-3.542	.001	-.771	-.218

As shown in Table 4, conditional effects of the focal predictor at resilience values showed that higher role ambiguity with a lower resilience results in lower cognitive organisational cynicism, while with a low role ambiguity and a higher resilience, it results in higher cognitive organisational cynicism (see Figure 1).
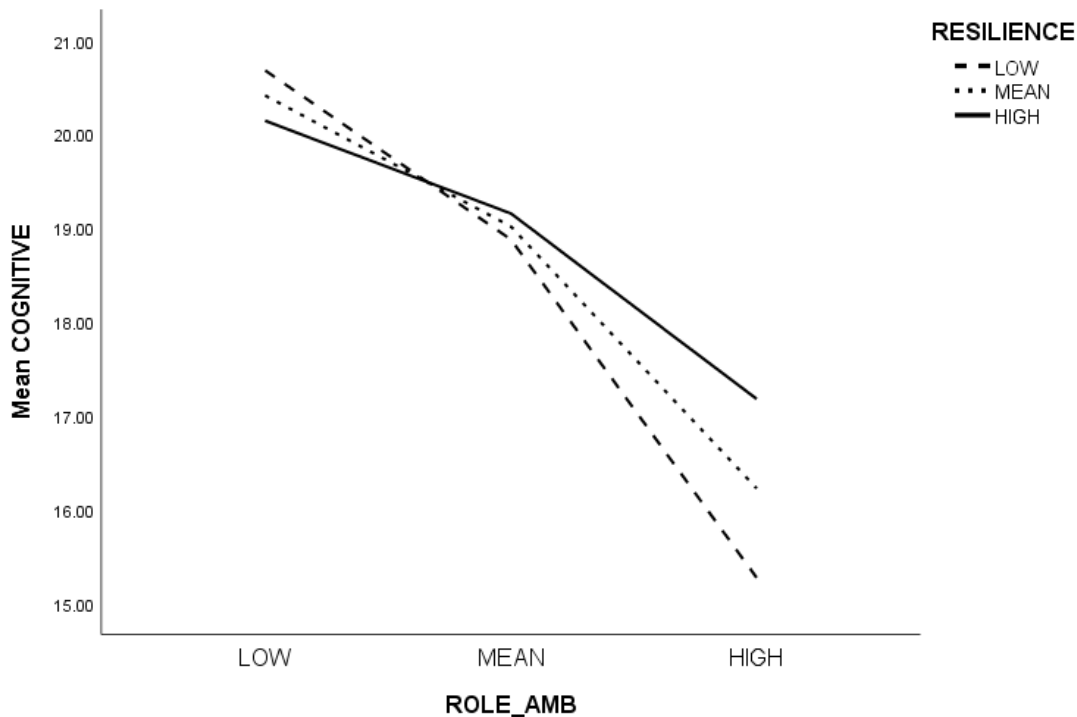

Figure 1: This graph shows the moderating role of resilience in the role ambiguity component of occupational role stress and the cognitive dimension of organisational cynicism.

DISCUSSION

This study investigated the moderating role of resilience in occupational role stress and organisational cynicism in a sample of police officers in Enugu metropolis. In consonance with the first hypothesis, only the role boundary component of occupational role stress significantly and positively predicted cognitive, affective and behavioural dimensions of organisational cynicism. In light of these findings, when the role boundary was high, cognitive cynicism was high, suggesting that when there was increase in police officers' feelings of being torn in multiple direction, resulting in inability to satisfy every role partner, their feelings of lack of sincerity, honesty and justice increased in the organisation. Therefore, the more these police officers are exposed to multiple role directions across boundaries, the more likely they would develop feelings of lack of sincerity, honesty and justice, which impacts the cognitive dimension of organisational cynicism. This finding is in agreement with those of previous studies (e.g., Nazir et al., 2022; Putrie & Faraz, 2022; Ojo & Odufuwa, 2022), which reported a positive relationship between occupational role stress and organisational cynicism.

The findings of this study also show that the role boundary component of occupational role stress positively predicted the affective dimension of organisational cynicism, which supports the first hypothesis. When the role boundary was high, affective cynicism was high, indicating that an increase in role boundary was associated with high affective cynicism. This positive prediction implies that as feelings of disrespect and frustration towards the organisation grow among the police officers due to increased demand to perform two or more roles that present incongruent or contradictory demands, their tendency to experience different emotions such as moral outrage, anger, and hatred towards the organisation increases. This outcome is in harmony with those of precious studies (Yasim, 2019; Akyurt & Dogan, 2023) which found a significant positive relationship between occupational role stress and organisational cynicism. In support of the first hypothesis, the role boundary component of occupational role stress positively predicted the behavioural dimension of organisational cynicism. When the role boundary was high, behavioural cynicism was high, indicating that an increase in role boundary was highly related to behavioural cynicism. This positive prediction implies that when there was incompatibility between the expected set of behaviours perceived by the focal person and those perceived by the role sender, cynical prediction towards the organisation's future actions increased. This finding is consistent with those of previous studies (Ramirez-Asis et al., 2023; Dimgba et al., 2022), which revealed a positive association between occupational role stress and organisational cynicism.

In contrast to the second hypothesis, this study's findings showed that resilience did not predict any dimension of organisational cynicism (cognitive, affective, and behavioural), which indicates there is no significant effect or relationship between resilience and organisational cynicism. Personal qualities among the police officers could be the major reasons, among other factors, why resilience did not predict organisational cynicism.

Resilience moderated the relationship between the role ambiguity component of occupational role stress and the cognitive dimension of organisational cynicism, indicating that role ambiguity was significantly associated with cognitive cynicism, hence partly supporting the third hypothesis. This finding showed that a low level of resilience interacting with a higher level of role ambiguity was

significantly related to a low level of cognitive dimension of organisational cynicism, while a higher level of resilience interacting with a low level of role ambiguity was significantly related to a higher level of cognitive dimension of organisational cynicism. This moderation outcome implies that since the police officers were general duty personnel bound to perform multiple role tasks without modern policing equipment resulting in role stress, resilience cushioned off the negative effect of role ambiguity on cognitive cynicism among the police officers. This implies that irrespective of the effect of role ambiguity, the police officers stick to the organisation. This finding is in consonance with the study of Khan et al. (2024), which revealed that employee resilience moderated the relationship between employee cynicism and deviant workplace behaviour. This finding gives credence to the theoretical framework of this study - organisational role theory (Kahn et al., 1964), which posits that when employees (e.g., police officers) experience roles that are conflicting with each other, that are ambiguous, or that are too challenging, they will develop organisational cynicism. To this effect, when police officers are high on resilience, they will see it as opportunities for learning and improvement. They would stick to the organisation to overcome, whereas if they are low on resilience, they will be worn out.

Implications of the findings of the study

The findings of this study have theoretical, empirical and practical implications. Theoretically, the findings of this study have given credence to the theoretical framework of this study - organisational role theory (Kahn et al, 1964) - by demonstrating the moderating role of resilience in occupational role stress (role ambiguity, role boundary, role overload, role insufficiency, role responsibility and physical environment) and organisational cynicism (cognitive, affective and behavioural).

Empirically, the findings of this study are in consonance with previous findings (e.g., Nazir et al., 2022; Putrie & Faraz, 2022; Ojo & Odufuwa, 2022; Yasim, 2019; Akyurt & Dogan, 2023; Ramirez-Asis et al., 2023; Dimgba et al., 2022) which revealed significant relationships between occupational role stress and organisational cynicism, and (e.g., Khan et al., 2024; Kheirdast et al., 2024; Türkoğlu & Okan, 2023; Chow et al., 2020; Panchali & Seneviratne, 2019; Hasan et al., 2022) which reported significant relationships between resilience and organisational cynicism.

Practically, the moderating role of resilience indicates that if policy makers in the Nigeria police force and other relevant stakeholders create conditions to enhance resilience, then occupational role stress, especially role boundary and role ambiguity, will be reduced, thereby minimizing organisational cynicism among police officers. Thus, if these bodies could make policies to strengthen regular tactical training of these officers, their resilience will be enhanced for effective policing, thereby curtailing heightened insecurity in Nigeria.

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 use larger samples that cut across other police commands in Nigeria to enhance external validity. The collection of data at one point in time and the use of self-reported data prone to response biases and correlations could not allow cause-effect inference. To obtain more objective data resulting in

more robust findings, experimental and longitudinal studies in this area should be considered in future studies.

Conclusion

The moderating role of resilience in this study gives credence to the view that personal resources such as resilience cushions the negative effect of occupational role stress; hence, there is a need for policy makers in the Nigeria police force to create conditions that would enhance resilience among the police officers in order to reduce organisational cynicism. These, among other factors, will contribute immensely to effective policing, especially during this period of heightened insecurity in Nigeria.

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