



Mediating Effect of Job Satisfaction on Psychological Contract Breach and Workplace deviance among Police Personnel

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Abstract

This study examined the mediating role of job satisfaction in the relationship between psychological contract breach (PCB) and workplace deviance among a sample of 195 police personnel selected from a State Police Command headquarter (104 males and 91 females) in Ondo State, Nigeria. Their ages ranged from 26 to 49 years with a Mean of 37.08 (SD = 9.44). Hierarchical multiple regression analysis was utilized to test the study hypotheses. Results showed that PCB was positively related to workplace deviance ($\beta = 0.41$; $p < .05$) and negatively related to job satisfaction ($\beta = -0.32$; $p < .05$). Job satisfaction had a negative impact on workplace deviance ($\beta = -0.29$; $p < .01$). Finally, job satisfaction mediated the relationship between PCB and workplace deviance ($\beta = 0.11$; $t = 5.43$; $p < .01$). These findings suggest that if police management can fulfill police officers' psychological contract, this would enhance their job satisfaction, and in turn reduce their tendency of engaging in workplace deviance.

Keywords: job satisfaction, psychological contract breach, police, workplace deviance, Nigeria

Introduction

The concern for ethics in the organisations is increasingly becoming a significant issue in both developed and developing countries. This is because the reputation, image, and success of organisations depend upon the conducts of the organisational members. When organisational members adhere to work ethics and norms, it plays crucial roles in the well-being and image of the organisation. Nigerian police force, as a law enforcement agency and an arm of criminal justice

system, expect their members to always adhere to code of conduct as expressed in the Nigerian Police Act (CAPS 359) established in 1943 (Sydney-Agbor, Nwankwo, Iroegbu & Wisdom, 2013). The purpose of having this code of conduct is to provide all members in the Nigeria police force with a set of guiding principles and standards of behaviour. Police officer who fails to adhere to the code of conduct faces disciplinary actions (Ojedokun, 2010). Disciplinary actions are usually in proportion to the nature of the offences committed and the rank of the police officer that commit the offence (Ojedokun, 2010).

However, despite the heavy ethical demands placed on the Nigerian police and the disciplinary actions expressed in the Police Act, studies (e.g., Adebayo, 2005; Afolabi & Adesina, 2006; Ojedokun, 2008, Ojedokun, 2010) have shown that deviant or unethical work behaviours are rampant among police personnel in Nigeria. A substantial number of them continue to undermine the integrity of the Nigerian police despite the oath they sworn when enlisted, by exhibiting deviant behaviours such as lying, bribery, extortion, indiscretion, unlawful arrest and detention, improper use of force, etc. (Ojedokun, 2008; Okoiye, 2011). Afolabi and Adesina (2006) described the Nigerian police force as the bastion of illegality, inefficiency and institutional decadence. Today, many Nigerians see Nigerian Police as agents of corruption, humiliation, oppression, suppression, manipulation and puppets in the hands of politicians and money bags (Afolabi & Omole, 2011).

This menace raise a question: why do most police personnel in Nigeria often ignore work ethics and engage in workplace deviance despite the knowledge of the negative consequences? Answer to this question may boil down to what scholars called psychological contract breach (PCB) (Rousseau 1995). Psychological contract a series of implied mutual expectations between an employee and employer (Rousseau, 1989). These mutual expectations are not usually stated in the formal employment contract; they are mostly informal and implicit (Ogunbamila, 2006). For instance, police personnel implicitly expect that they work in conducive, safe, and hygiene environment, get promoted as at when due, get regular salary, increment and equal treatment, growth and advancements, and participate in decisions that affect them in exchange for their contributions to the organisation. However, today organizations (perhaps unwillingly) are unable to meet all the promises conveyed implicitly to their employees (Agarwal & Bhargava, 2013). This is because the promises seem to have been threatened by the challenging economic environment. When employees perceive that organisation has failed to fulfill its promises, this may result in a state of PCB (Rousseau, 1995). They may feel cheated and betrayed, which may trigger negative emotions such as sadness, resentment, anger, and frustration (Weiss &



Cropanzano, 1996). Consequently, workplace deviance may arise in an attempt to restore parity in the exchange relationship or avenge the organisation.

Accordingly, there are evidences in literature that PCB has implications for negative work attitudes and behaviours (see Bal, Lange, Jansen, & Van Der Velde, 2008; Conway & Briner, 2002; Rayton & Yalabik, 2014; Zhao, Wayne, Glibkowski, & Bravo, 2007). Although the effect of PCB on work outcomes is well documented in literature (for review see Bal et al., 2008; Rayton & Yalabik, 2014; Kickul & Lester, 2001; Zhao et al., 2007), Agarwal and Bhargava (2013) noted that these studies seem to have been stuck in terms of examining only specific group of outcome variables (Taylor & Tekleab, 2004) such as job performance, job satisfaction, organisational commitment, organization citizenship behaviour, turnover intention, and work engagement. While these outcomes are very pertinent for organizational effectiveness, scholars point out the need to examine the effects of PCB on other critical work behaviours as well (Parzefall & Hakanen, 2010)—e.g. workplace deviance.

Moreover, a thorough literature search showed that little is known about the mechanism by which PCB exert its influence workplace deviance (Bordia, Restubog & Tang, 2008). Some research has shown that employees with high level of job satisfaction are less likely to engage in workplace deviance (Nasir & Bashir, 2012). Since job satisfaction is also influenced by PCB (Bal et al., 2008; Rayton et al., 2014), it can be inferred that employees perceiving PCB first get dissatisfied with their jobs before they exhibit workplace deviance to avenge the organisation (Fayyazi & Aslani, 2015). However, the few available studies (e.g., Bordia, et al., 2008; Hakan & Jamel, 2013; Zribi & Souai, 2013) that addressed the link between PCB and workplace deviance paid less attention to the mediating effect of job satisfaction in this relationship.

This present study seeks to address the foregoing limitations of the extant literature and contribute to managerial knowledge by first, investigating the impact of PCB on workplace deviance and second, examining the mediating role of job satisfaction in PCB-workplace deviance link among less explored sample (i.e. police force) and developing country such as Nigeria. Studies on PCB-workplace deviance link in a relationship-based collectivist culture such as Nigeria is scarce in extant literature and thus this study significantly contributes to existing knowledge on the subject. By examining the connections between PCB, job satisfaction and workplace deviance, our study extends social exchange (Blau, 1964) and affective events theories (Weiss & Cropanzano, 1996). Findings of this study would broaden managerial knowledge on possible interventions

programmes that would reduce and prevent workplace deviance among police personnel in Nigeria.

PCB and Workplace deviance

Workplace deviance refers to any voluntary behaviour that violates significant organisational norms and in so doing threatens the well-being of the organization and/or its members (Robinson & Bennett, 1995). Workplace deviance takes a variety of forms, including, but not limited to fraud, theft, sabotage, lying, cheating, stealing, and verbal abuse (Gruys & Sackett, 2003; Penny & Spector, 2005; Robinson *et al.*, 1995). Among Nigerian police, workplace deviance is much serious (Ojedokun, 2010); it involves deviant behaviours such as bribery, corrupt practice, extortion, drinking, habitual lateness, falsification or removal of proofs, favouritism/nepotism, and abuse of duty (Ojedokun, 2010). These behaviours may undermine the integrity and image of police institution and cause harm to the citizens they police.

Deviance is an intentional act (Robinson & Bennett, 1995) and PCB has been identified as a crucial phenomenon that can provoke workplace deviance (Hussain, 2014). Psychological contract is the beliefs concerning mutual obligations and promises between the employee and organisation (Rousseau 1995). Social exchanges and reciprocity play vital roles in psychological contract because mutual obligations, as social exchanges, form a psychological contract (Taylor *et al.*, 2004). Drawing upon social exchange model (Blau, 1964) and norm of reciprocity (Gouldner, 1960), employer and employee form a reciprocal relationship by which they agree to fulfill their own obligations (Cropanzano & Mitchell, 2005; Tekleab & Chiaburu, 2011). As long as the exchange parties feel indebted to each other and the exchange relationship continues, the parties will be more willing to make sacrifices for each other (Blau, 1964; Rupp & Cronpanzano, 2002).

However, when promises are not met by the organisation, employees may perceive a PCB by their employer. According to affective events theory (Weiss *et al.*, 1996), this negative work event (i.e. PCB) may stir feelings of cheating, betrayal, or inequality (Morrison & Robinson, 1997). These feelings may trigger negative emotions such as resentment, anger, frustration, and aggression (Weiss *et al.*, 1996). The employee may then seek to restore the parity in the employer-employee relationship through some means, one of which has been identified to be workplace deviance (Bordia, Restubog, Lloyd, & Robert, 2008).

The few available studies (e.g., Bordia *et al.*, 2008; Hussain, 2014) on PCB and workplace deviance have attested that workplace deviance arises from employees'



perception that their organisations have breached terms in the psychological contract. Jensen, Opland, and Ryan (2010) found that the breach of psychological contracts is positively associated with counterproductive work behaviour. Zribi and Souai (2013) also found that PCB increase employees tendency to engage in deviant work behaviour in Tunisia. Hakan and Jamel (2013) reported a positive relationship between psychological contract violation and workplace deviance among lecturers in Turkey. Recently, Fayyazi and Aslani (2015) found that PCB resulted to employees' tendency to engage in deviant behaviour at work in Iran. Notwithstanding the efforts, the available empirical research has an important limitation. To our knowledge, no study to date has investigated workplace deviance as an outcome variable in relation to PCB using data from police personnel especially in developing country such as Nigeria, where workplace deviance seem to be highly prevalent (Fagbohunge, Akinbode, & Ayodeji, 2012; Olabimtan & Alausa, 2014). Accordingly, this study aim to overcome the limitation of earlier research. Hence, we expect that:

Hypothesis 1: Police personnel perception of PCB will increase their tendency to engage workplace deviance.

PCB and Job satisfaction

Every employee cognitively evaluates the job they do (Balogun & Olowodunoye, 2012). The outcome of the evaluation reveals whether the job is satisfying or not. Job satisfaction therefore, is a positive emotional state resulting from the appraisal of one's job (Spector, 1997; Landy & Conte, 2004) or the contentment and enjoyment employees felt on their job (Weiss, 2002). According to Rayton and Yalabik (2014), job satisfaction is a combination of what an employee thinks (*cognition*) and feels (*affect*) about his/her job and various aspects his/her job.

The impact of PCB on job satisfaction is well documented in literature (Gakovic & Tetrick, 2003; Tekleab, Orvis, & Taylor, 2013; Taylor et al., 2004). For example, Kikcul and Lester (2001) investigated the impact of PCB on employees' job attitudes and found that PCB is negatively associated with job satisfaction. Bal et al. (2008) found that when Dutch employees perceived their psychological contract to have been breached, they experienced significant decrease in their job satisfaction. Suazo (2009) also found that perception of PCB decreases employees' job satisfaction.

In a longitudinal study, Rayton et al. (2014) reported a negative relationship between PCB and job satisfaction among bank employees in United Kingdom. Fayyazi et al. (2015) also found that perception of PCB resulted to low job satisfaction among Iranian employees. In accordance with social exchange and affective events theories, employees who perceived imbalance in exchange

relationship (i.e. PCB) may become aggressive, angry, and frustrated, and thus, lower their job satisfaction to the organisation as means of balancing the exchange relationship. However, studies on how PCB relate with police level of job satisfaction seem to be limited in Nigeria. This study investigates this relationship and expects that:

Hypothesis 2: Police personnel perception of PCB will decrease their job satisfaction.

Mediating role of job satisfaction between PCB and workplace deviance

From the tenet of the theory of planned behaviour (Ajzen, 1991), individuals' behaviours may be influenced by their attitudes. Job satisfaction as a job attitude has remarkable impact on employees' behaviours. Research has shown that employees with positive job attitudes demonstrate constructive organizational behaviours (Foote & Tang, 2008). In contrast, those with negative job attitudes may exhibit negative work behaviours such as low job performance and workplace deviance (Fayyazi *et al.*, 2015; Zhao *et al.*, 2007).

The few available studies on job satisfaction and workplace deviance have shown that employees with high job satisfaction are less likely to engage in destructive behaviour such as workplace deviance. For example, Nasir and Bashir (2012) reported a significant negative relationship between job satisfaction and deviant behaviour among sample of public sector employees in Pakistan. The findings of Judge, Scott, and Ilies, (2006) also revealed a negative impact of job satisfaction on workplace deviance. Similarly, Kulas, McInerney, DeMuth, and Jadwinski (2007) found that employees with low job satisfaction are more likely to commit theft (workplace deviance) in the organization. In Iran, Fayyazi *et al.* (2015) reported that job satisfaction reduces employees' tendency to engage in workplace deviant behaviour.

The relationship between job satisfaction and workplace deviance is also supported by social exchange theory (Blau, 1964), because employees' satisfaction is continuously shaped by the exchange relationship between the employees and organisation (Bal *et al.*, 2008 Rayton and Yalabik). High exchange relationship results in high job satisfaction and organisational commitment (Bal *et al.*, 2008; Zhao *et al.*, 2007). However, low exchange relationship leads to negative work attitudes and behaviours (Rayton *et al.*, 2014; Tekleab *et al.*, 2011). Against this background, it is hypothesized that:

Hypothesis 3: Police personnel with high job satisfaction will show lower tendency to engage in workplace deviance.

Moreover, social exchange theory suggests that a person receiving a benefit is under a strong obligation to reciprocate the benefit by any means (Coyle-Shapiro



& Shore, 2007). Therefore, a positive emotional and cognitive evaluation of one's job may reduce one's negative work behaviour as reciprocation for the job satisfaction enabled by the organisation. Satisfaction is a result of needs gratification (Rayton et al., 2014). Once employees' needs (i.e. psychological contract) are met by the organisation, they will be satisfied with their jobs and thus exhibit positive work behaviour (Rayton et al., 2014). However, when employees perceive PCB by their organisation, this may lead to job dissatisfaction, which may in turn culminate in negative work behaviour such as workplace deviance. Based on the pattern of relationships reported among PCB, job satisfaction, and work behaviours in literature (Fayyazi et al., 2015; Rayton et al., 2014), we expect that:

Hypothesis 4: Job satisfaction will significantly mediate the relationship between PCB and workplace deviance.

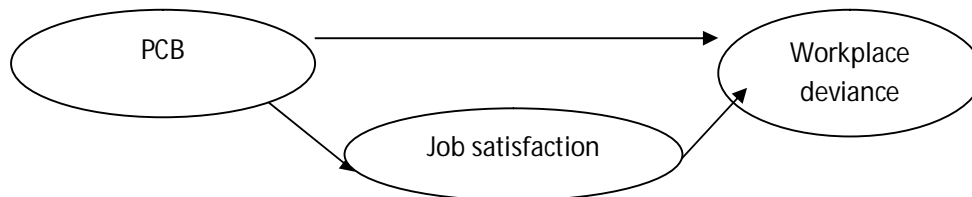


Figure 1: Conceptual model depicting the direct relationships among PCB, job satisfaction and workplace deviance and the mediating effect of job satisfaction in the relationship between PCB and workplace deviance.

Method

Design and Participants

This was a cross-sectional survey research. The study comprised one hundred and ninety five (195) members of the Nigerian police force. They were selected from a State Police Command headquarter in Akure, Ondo State of Nigeria, using accidental sampling technique. They comprised of 104 (53.7%) males and 91 (46.7%) females. Their ages ranged between 26 and 49 years, with a mean of 37.08 and a standard deviation of 9.44. Also, 151 (77.4%) of the participant were married while 44 (22.56) were single. Regarding their religion affiliation, 136 (69.7%) were Christians while 13 (6.7%) reported that they were Muslims. In terms of academic qualification, 21 (10.8%) had Secondary School Certificate Examination (SSCE), 61 (31.3%) had Ordinary National Diploma, 100 (51/3%) had Higher National Diploma Degree while 13 (6.7%) had First Degrees. The work experience of the police personnel ranged from 9 to 21 years with a mean of 14.17 years and SD of 8.42.

Instrument

Psychological Contract Breach

This was measured using a 5-item in the Psychological Contract Breach Scale developed by Robinson and Morrison (2000). The 5-item scale measures employee perception of psychological contract breach. Sample item include: "I have not received everything promised to me in exchange for my contribution" "Almost all the promises made by my employer during recruitment have been kept so far". PCBS is rated on a 5-Likert format ranging from strongly disagree to strongly agree. Robinson et al. (2000) reported a Cronbach's alpha of .92 for the scale. In the present study, Cronbach's alpha of .88 was obtained. High score on the scale implies high perception of psychological contract breach.

Job Satisfaction

This was measured using Minnesota Satisfaction Questionnaire developed by Weiss, Davis, England, Lofquist (1967). It was a 20-item scale that measures how satisfied an employee is with their current job. The scale was rated on a 5-point Likert format ranging from Very Dissatisfied = 1 to Very Satisfied = 5. A reliability coefficient value of .90 was obtained by Weiss et al. (1967). In the present study, a Cronbach's alpha of .94 was obtained. High score implies high satisfaction with one's job.

Workplace Deviance

This was measured using a 12-item in Workplace Deviance Scale developed by Bennett et al. (2000). The 12-item measures deviant acts directed against one's organization. We measure only organizational deviance because it is the more relevant form of deviance when employees perceive PCB (Hakan et al., 2013). The items are rated on a 7-point scale (1 = Never; 7 = Daily). Bennett et al. (2000) reported a Cronbach's alpha coefficient of .81 for the organizational deviance subscale. Among Nigerian sample, Olabimitan et al. (2014) obtained a Cronbach's reliability coefficient of .77 for the subscale. We obtained a Cronbach's alpha of .70 for this subscale. High score on the scale implies high workplace deviant behaviour while low score stated otherwise.

Procedure

Data were collected through the administration of standardized questionnaires. Prior to the administration of the questionnaires, permission was obtained from relevant police authorities after a clear explanation of the purpose of the study. Afterwards, the consent of prospective participants was sought after a brief explanation of the purpose of the study. Those who consented were given a copy of the questionnaire. Participants were given assurance of confidentiality and anonymity of their identities and responses. In addition, the respondents were told that there was no right or wrong answers, and as such should try to be as honest as possible in their responses. They were told they have the right to



discontinue from the study at any point in time. Using accidental sampling technique, 200 questionnaires were administered to participants that consented, out of which 198 were retrieved. However, only 195 questionnaires were found usable for the analysis, yielding a response rate of 97.5%.

Results

Relationship among the variables was tested using Pearson r Correlation statistics. The results are presented in table 1.

Table 1: Correlation Matrix Showing the Mean, SD and Variables Relationship

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	37.08	9.44	1								
2. Gender	-	-	.13	1							
3. Academic Q	-	-	.40**	.11	1						
4. Job status	-	-	.52**	.14	.40**	1					
5. Job tenure	19.64	13.37	.70**	.18*	.36**	.54**	1				
6. Religion	-	-	.04	-.09	.06	-.14	-.08	1			
7. PCB	21.34	7.15	-.02	.08	.09	.06	.16*	.17*	1		
8. JS	71.84	16.04	.11	-.00	.01	.08	.21**	.12	-.13*	1	
9. WD	32.08	10.84	-.06	-.06	-.19**	-.12	.00	.04	.27**	-.16*	1

** p < .01, * p < .05, WD = workplace deviance; JS = job satisfaction; Academic Q = Academic qualification

As shown in Table 1, there was a significant positive relationship between PCB and workplace deviance [$r(193) = .27, p < .01$]. This implies that perceive PCB increases tendency to engage in workplace deviance. There was a significant negative relationship between job satisfaction and workplace deviance [$r(193) = -.16, p < .05$]. This implies that as police officers' job satisfaction increases, their tendency to engage in workplace deviance decreases. Moreover, there was a significant negative relationship between PCB and job satisfaction [$r(193) = -.13, p < .05$], suggesting that police officers who perceive PCB experience lower level of job satisfaction.

In order to test whether job satisfaction can mediate the relationship between PCB and workplace deviance, the analytical approach of Baron and Kenny (1986) was adopted. According to Baron and Kenny (1986), a variable functions as a mediator

when it meets the following conditions: (a) variation in level of the independent variable must significantly account for variation in the dependent variable, (b) variation in independent variable must significantly account for variation in the mediator (c) variation in the mediator must significantly account for variation in the dependent variable, (d) when the independent and the mediator are simultaneously enter into the equation, a previously significant relation between the independent and dependent variables must reduce or become insignificant, with the strongest demonstration of mediation occurring when the relationship is zero.

The regression analysis constituted four models. In first model, workplace deviance was regressed on PCB. In second model, job satisfaction was regressed on PCB. In the third model, workplace deviance was regressed on job satisfaction. Lastly, in the fourth model the predictor (PCB) and mediating variables (job satisfaction) were enter simultaneously into the equation in order to determine whether the introduction of the mediating variable (job satisfaction) will influence the initial relationship between PCB and workplace deviance. The results are presented in Table 2.

Table 2. Hierarchical Multiple Regression for Job Satisfaction as Mediator in the Relationship between PCB and Workplace Deviance

Variables	R^2	ΔR^2	F	df	β	t
Model 1 (PCB→WD)	0.12	0.12	23.19	1,194	-	-
Psychological contract breach					0.41	10.89*
Model 2 (PCB→JS)	0.22	0.10	18.94	1,194		
Psychological contract breach					-0.32	-8.75*
Model 3 (JS→WD)	0.37	0.15	43.23	1,194		
Job satisfaction					-0.29	12.33**
Model 4 (PCB & JS→WD)	0.19	0.03	37.19	2,193	-	-
Psychological contract breach					0.11	5.43*
Job satisfaction					-0.34	9.67**

* $p < .05$, ** $p < .01$; WD = workplace deviance; JS = job satisfaction

In the model 1, workplace deviance was regressed on PCB. Result showed that PCB had a positive impact on workplace deviance ($\beta = 0.41$; $p < .05$). This suggests that police personnel who perceived PCB showed high tendency to exhibit workplace deviance. Results in the second model showed that PCB had a negative impact on job satisfaction ($\beta = -0.32$; $p < .05$). This suggests that perceive PCB decreases police personnel job satisfaction. In the third model, results shows that



job satisfaction significantly predicted workplace deviance ($\beta = -0.29$; $p < .01$), such that police personnel who experience high levels of job satisfaction showed lower tendency to exhibit workplace deviance.

In the fourth model, the predictor (PCB) and mediator (job satisfaction) variables were simultaneously entered into the equation, the mediator (job satisfaction) significantly but partially mediate the relationship between PCB and workplace deviance ($\beta = 0.11$; $p < .01$). The inclusion of job satisfaction in the third model reduces the beta (β) value of the relationship between PCB and workplace deviance from -0.41 to 0.11.

Since Baron and Kenny (1986) analytical approach did not provide enough information on the mediating effect of job satisfaction in PCB-deviance relationship, but only indicate that the mediating effect of job satisfaction is possible, we therefore conducted a Sobel test (see Sobel, 1982) to determine the mediating effect of job satisfaction on PCB and workplace deviance. The Sobel test reveals that job satisfaction mediates the relationship between PCB and workplace deviance ($z = 3.395$; $p = .05$). This suggests that perceived PCB initially decrease police personnel level of job satisfaction, which consequently triggers their engagement in workplace deviance in an attempt to avenge the organisation for the breach of psychological contract.

Discussion

The aim of the study was examined the mediating effect of job satisfaction in the relationship between PCB and workplace deviance among police personnel in Nigeria. As hypothesized, the findings of this study showed that PCB had a positive impact on workplace deviance, suggesting that police personnel who perceived PCB showed high tendency to engage in workplace deviance. This results support the findings of previous studies (Fayyazi et al., 2015; Hakan et al., 2013; Hussain, 2014; Zribi et al., 2013) which reveal a positive relationship between PCB and workplace deviance.

The reason for this finding is not far fetch. Police personnel in Nigeria implicitly expect that their organisation fulfill some obligations and promises. For instance, promises such as high pay, safety, conducive and hygiene environment, promotion as at when due, regular salary, equal treatment, growth and advancements, and participation in decision making are what police personnel expect their organization to fulfill in return of hard work, and accepting organisation's ideology and training, protecting and promoting the image of organisation, and achieving the organisational goals. However, these promises seem to have been threatened due to the challenging economic environment in the country. This environment

seems to make it difficult for organisation to deliver its obligations. Therefore, police personnel might have felt betrayed, angry, frustrated and aggrieved because the organization has breached their psychological contract. An angry or aggrieved police officer may engage in workplace deviance in an attempt to balance the exchange relationship or avenge the organisation for breach of the psychological contract.

Furthermore, the result of the study shows that PCB has a negative impact on job satisfaction. This implies that police personnel who perceived PCB develop lower job satisfaction towards their job. This finding is in tandem with the findings of Bal et al. (2008) who found that perception of PCB decreases employees' level of job satisfaction. Fayyazi et al. (2015), Rayton et al. (2014) and Suazo, (2009) findings were also supported. They found that perceived PCB reduces employees' level of job satisfaction. This present finding is not surprising given the assumption of the social exchange theory that a person receiving a benefit is under a strong normative obligation to reciprocate the benefit in some way. Based on this theory, police officers may have detested their job and developed job dissatisfaction in a bid to reciprocate the organization for breaching the psychological contract between them. Job dissatisfaction is a key determinant of other negative attitudinal and behavioural reactions such as lower organisational commitment, decreased job performance, low work engagement, and turnover intention (Harrison, Newman, & Roth, 2006; Rayton et al., 2014; Zhao et al., 2007).

Our result also corroborates previous findings by Fayyazi et al. (2015), and Suazo (2009) by revealing that police who experience high level of job satisfaction show less tendency of engaging in workplace deviance. Finally, the result support the hypothesized mediation of the relationship between PCB and workplace deviance, indicating that job satisfaction partially mediates the relationship between PCB and workplace deviance. This implies that police personnel who perceived PCB, initially become dissatisfaction with the job, before engaging in workplace deviance in an attempt to restore balance in exchange relationship. The partial mediation of PCB-workplace deviance link through job satisfaction was not surprising, as both PCB and job satisfaction have significant direct influences on workplace deviance. A possible explanation for this finding is that there may be other organisational or personality factors which, although were under-reached in the present study, could play important roles in the PCB-workplace deviance link. However, we found support for the hypothesized model, thus reaffirming the position of social exchange theory that exchange relationship plays significant roles in workplace attitudes. Based on the social exchange theory (Blau, 1964), employees who perceive low exchange relationship (e.g., PCB) from their organisations may reciprocate with negative work attitudes like developing job



dissatisfaction. Job dissatisfied employees are more likely to engage in workplace deviance. Therefore, it is possible that police personnel in Nigeria are not being adequately compensated in relation to their work inputs, which reduces their job satisfaction, and in turn resulted to their higher tendency to exhibit workplace deviance.

Conclusion, Implications and Future Direction

Based on the findings of this study, we concluded that PCB not only has a direct but also indirect relationship with workplace deviance through job satisfaction. Though the mediation hypothesis is partially supported, it is suggested that when police personnel perceive PCB, they initially become dissatisfaction with their job, before they engage in workplace deviance. Engaging in workplace deviance is done in an attempt to restore balance in the exchange relationship, especially where leaving the job is not a viable means, as in the case of a developing country such as Nigeria where new jobs are difficult to come by.

The findings have not only made practical contributions, but have also provided support for social exchange theory. Practically, the findings have provided managers and employers with greater insights into how PCB really influences workplace deviance among police personnel. Therefore, police management should focus on fulfilling psychological contract as doing this would enhance police personnel job satisfaction and in turn reduce their tendency of engaging in workplace deviance. Theoretically, findings of this study further provide support to social exchange theory by showing that police personnel (in a developing country such as Nigeria) perception of PCB (i.e. low exchange relationship) decreases their job satisfaction, which in turn increases their tendency of engaging in workplace deviance.

Despite the relevant results and strengths of our study, we also have to address some limitations. The findings of this study should be generalized with caution because apart from the fact that the sample size was too small, it was limited to just one Police State Command Headquarter. Furthermore, this study is based on cross-sectional data, it is impossible to draw conclusions regarding causality. Due to this limitation, longitudinal research is needed to examine the causal direction of the relations under study. Apart from job satisfaction, other variables such as the personality of police officer may play significant roles in PCB-workplace deviance link. The role of emotional intelligence between PCB and workplace deviance should also be considered by future studies. The finding of prior research has shown that individuals who can regulate their negative emotions are more likely to engage in proactive behaviour within organisation (Bal, Chiaburu, & Daiz, 2011). The same may hold for deviant workplace behaviour. This is a reasonable

line of research because when employee can effectively regulate the negative emotions generated by PCB, their tendency of engaging in workplace deviance might reduce significantly. However, this was under-reached in the present study; hence the need for a follow up study.

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