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## Organizational Climate, Job Burnout and Deviance: Correlates of Workplace Deviant behavior in the Nigerian Civil Defense Corps

Oluranti R. Theophilus<sup>1</sup> and Oyeyemi Ajibade O<sup>2,\*</sup>

<sup>1</sup> Department of Psychology, Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria.

<sup>2</sup> Department of Biological science, Louisiana Christian University, LA, USA.

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### Abstract

This study investigates the combined predictive role of Organizational Climate and Job Burnout on Workplace Deviant Behavior (WDB) within the under-researched context of the Nigerian para-military sector. Addressing a significant gap in the literature regarding the antecedents of misconduct among security personnel, the research employed a correlational design using data collected from 300 officers of the Civil Defense Corps in Oyo State, Nigeria. Standardized instruments (OCM, MBI, and WDM) were used, and data were analyzed via Pearson Product Moment Correlation and Multiple Regression.

Results confirmed a significant inverse relationship between Organizational Climate and WDB ( $r = -0.529$ ,  $p < 0.001$ ) and a significant positive relationship between Job Burnout and WDB ( $r = 0.481$ ,  $p < 0.001$ ). The combined model was highly significant ( $F(2, 297) = 75.617$ ,  $p < 0.001$ ), accounting for 33.7% of the variance in WDB. Furthermore, Organizational Climate emerged as the stronger unique negative predictor ( $\beta = -0.382$ ) compared to Job Burnout ( $\beta = 0.282$ ). The study concludes that the quality of the organizational environment and the level of chronic occupational stress are critical, measurable factors driving misconduct. Structural interventions to foster a positive organizational climate should be prioritized as the primary strategy for WDB mitigation in high-demand security organizations.

**Keywords:** Workplace Deviant Behavior; Organizational Climate; Job Burnout; Civil Defense Corps; Nigeria; Para-Military Misconduct

### 1. Introduction

There has been an increase in interest on workplace deviant behavior exhibited by workers of 21st century organizations. Behaviors such as theft, withholding efforts, maltreatment of co-workers among others termed deviant behaviors are pressing issues that organization's face which are capable of truncating its effort in achieving its goals and objectives (Agwa, 2018). These forms of behavior could be beneficial or disruptive. The beneficial behavior includes selfless contributions and improved performance while behaviors such as below-expectation contribution, over-use of sick leaves and pilfering at workplace represents disruptive behaviors, which are often viewed as inappropriate or unacceptable to the organization. Precisely, prevalence of behaviors such as taking unapproved company property, self-willed disobedience and coming late to work is 40%, 65% and 80% respectively (Amiiform, 2013). These improper or unacceptable behaviors in any organization have been put together in literature as workplace deviant behavior, counterproductive behaviour, organisational misbehaviour, antisocial organisational deviance and employee withdrawal (Everton, Jorton and Mastrangelo, 2007).

\* Corresponding author: Oyeyemi Ajibade O

According to Kalemci, Kalemci-Tuzun and Ozkan-Canbolat (2019), workplace deviant behaviour is a deliberate or unsolicited behaviour that negates significant organisational guidelines and values and as such perceived as a threat to the organizational health. Robinson and Benneth (as cited in Kalemci et al, 2019) opined that workplace deviant behaviour has gained significant attention from researchers in the area of organisational psychology considering the fact that it negates psychological, social and tangible consequences for both organisation and employees.

Robinson and Bennett (1995) used the multi-dimensional scaling technique to distinguish workplace deviant behaviour into two classes of deviances; organisational deviance and interpersonal deviance. Organisational deviance encompasses deviant behaviour targeted towards organisation, it includes behaviour such as flimsy absenteeism, incomplete work hours, company-focused rumour mongering, covering up mistakes, intentional safety violations, sabotage, excessive overtime, utilizing company assets for personal use, unjustifiable dismissal of staff, customer abuse, fraud and pilfering. Interpersonal deviance constitutes deviant behaviour targeted toward individuals, example of such are employees competing with co-workers in a non-beneficial way, blaming co-workers for mistakes, employee going against boss's decision, boss showing favoritism to particular employees, gossiping, verbal abuse, bullying, sexual harassment, and aggression. Workplace deviance occurs frequently within an organisation, as a form of reprisal towards corporate treatment (Appelbaum, 2007).

Workplaces serve as crucial environments where employees' behaviours, both positive (e.g., altruism) and negative, directly impact the well-being of individuals, organizations, and the wider society (Robinson and Bennett, 1995). This study focuses on Workplace Deviant Behaviour (WDB), defined as intentional conduct that violates significant organizational norms and poses a threat to the organization or its members (Robinson and Bennett, 1995). WDB is a phenomenon of growing concern due to its increasing prevalence and the substantial economic and social costs it incurs (Fisher, 2002; Galperin and Burke, 2006). WDB is broadly categorized into organizational deviance (acts targeting the company, such as theft or sabotage) and interpersonal deviance (acts targeting individuals, such as bullying or verbal abuse) (Robinson and Bennett, 1995).

This research investigates two critical factors hypothesized to predict WDB. Organizational Climate is conceptualized as the set of enduring characteristics that describe an organization and influence the behaviour of its employees (Farooqui, 2012; Forehand and Gilmer, 1964). A supportive climate acts as a protective factor, while an unfriendly or unjust environment can foster negative feelings and subsequent engagement in deviance (Brown and Leigh, 1996). The second factor, Job Burnout, is an occupational syndrome marked by emotional exhaustion, depersonalization (cynicism), and reduced personal accomplishment (Maslach and Jackson, 1981). Antecedents of workplace deviant behaviour may be due to internal or external factors (Kwentoh, Joe-Akunne and Anazor, 2020), however, the results of such antecedents are more external than they are internal (Maslach and Leiter, 1999) and these results give birth to physical and emotional exhaustion. This syndrome is conceptualized as Job Burnout. It is worthy of note that job burnout does not suddenly occur but rather it has a creeping but steady effect on an individual which makes it difficult to easily identify. These symptoms emerge when an employee is does not fully decide how to carry out his/her job roles at work or when working towards a goal you do not fully understand or fully agree with or when an employee lacks the necessary support needed to perform his/her duties (Amazue, Onyishi and Amazue, 2014). Burnout expresses itself in three dimensions which includes de-personalization (DP), emotional exhaustion (EE) and personal accomplishment (PA). De-personalization can be described as when an individual starts portraying loss of idea, becomes irritable, acts negatively towards others- clients and co-workers alike and eventually starts to withdraw. Emotional exhaustion on the other hand is a state of feeling drained, overwhelmed, hopeless, helpless and worn out. It can also be described as a state of mental tiredness. Reduced personal accomplishment results in decreased output and low morale (Maslach and Leiter, 2016)

Burnout stems from a chronic mismatch between job demands and available resources, often leading to undesirable outcomes like absenteeism. Given the high-demand, high-stress, and potentially traumatic operational environment faced by officers of the Civil Defence Corps in Oyo State, Nigeria, this population is uniquely susceptible to job burnout, making them a critical focus for WDB investigation.

### **1.1. Statement of the Problem**

According to Kwentoh, Joe-Akunne and Anazor (2020), workplace deviance and its prevalence has attracted overwhelming interest in organisations and its staff and research in the area is pursued over the years. Interest in this area is built on the fact that many- a- study have tried to determine the rate of highlighted behaviour and its predictors as it is one of the major hindrances to organisational performance, effectiveness and efficiency. Fagbohunbe, Akinbode and Ayodeji, (2012) earlier stressed that one of the most important concerns in organisations in Nigeria today is workplace deviance as it increases attention in research. Fastest growing among the deviance behaviours are theft,

fraud, sabotage, playing pranks, acting rudely and arguing among others particularly in Nigeria in recent times. In the same vein, studies have shown that workplace deviance is obviously predicted by burnout. Kwentoh, Joe-Akunne and Anazor (2020) are of the opinion that, organisations should place emphasis on preventing situations that lead to burnout such that it will not result to negative effects that could accumulate to workplace deviance since they found that, burnout is a significant predictor of workplace deviance.

Workplace deviant behaviour is often a symptomatic response to underlying dissatisfaction with working conditions (Robbins, Judge and Sanghi, 2009). While scholars have established links between WDB and variables like job satisfaction, and others have explored the influence of organizational factors on burnout (Antonio et al., 2009), there remains a distinct scarcity of literature simultaneously examining the interplay among organizational climate, job burnout, and WDB. This gap is particularly pronounced within the Nigerian context and, specifically, the Nigerian Paramilitary sector (Fagbohunge, Akinbode and Ayodeji, 2012). This research is designed to investigate the combined influence of organizational climate and job burnout as correlates of workplace deviant behaviour among Civil Defence Corps officers in Oyo State, addressing this specific contextual and sectoral void.

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## 2. Literature Review

### 2.1. Conceptual Clarification

- **Workplace Deviant Behavior (WDB):** Voluntary acts by employees that violate significant organizational norms, policies, or rules, thereby threatening the well-being of the organization or its members (Robinson and Bennett, 1995).
- **Organizational Climate:** The psychological environment of an organization, formed by the collective perceptions of its members regarding policies, procedures, support, and norms (Aarons and Sawitzky, 2006). This construct holds significant implications for human behaviour, influencing motivation and organizational success (Campbell et al., 1970).
- **Job Burnout:** A psychological syndrome defined by **Emotional Exhaustion, Depersonalization, and Reduced Personal Accomplishment** (Maslach and Jackson, 1981).

### 2.2. Theoretical Frameworks

This study is framed by several theoretical models: the Competing Values Framework (CVF) (Quinn and Rohrbaugh, 1983) informs the nature of organizational climate; Patterson et al (2005) proposed a proprietary Organisational Climate Measure (OCM) that utilizes Quinn and Rohrbaugh's (1983) Competing Values Framework (CVF). The aim of the OCM was to access a broad range of organisational attributes that make up the organisational context for the individual. According to Patterson et al (2005) the Competing Value Model offers a framework of values that underlie the concept of organisational climate. The first value dimension is related to organisational focus, from an internal, micro emphasis on the well-being and development of people in the organisation to an external, macro emphasis on the well-being and development of the organisation itself. The second value dimensions are related to organisational structure, from an emphasis on stability to an emphasis on flexibility. The two dimensions of the CVF classify four models, each one containing a different set of effectiveness criteria. Quinn and Rohrbaugh (1983), named the four models as the human relations model, open system model, rational goal model, and internal process model.

The Human Relations Model has norms and values associated with belonging, trust, and cohesion, achieved through means such as training and human resource development. Coordination and control are accomplished through empowerment and participation, and interpersonal relations are supportive, cooperative and trusting in nature. The climate dimensions under human relations model are: employee welfare, autonomy, participation, communication, emphasis on training, integration, supervisory support. The Internal Process Model emphasizes stability, where the effects of environmental uncertainty are ignored or minimized. Coordinated and control are achieved by adherence to formal rules and procedures. The climate dimensions under internal process are formalization and tradition. The Open Systems Model emphasizes readiness, change and innovation, where norms and values are associated with growth, resource acquisition, creativity and adaptation. The climate dimensions under open system are: flexibility, innovation, outward focus, reflexivity. The Rational Goal Model primarily emphasizes the pursuit and attainment of well-defined objectives, where norms and values are associated with productivity, efficiency, goal fulfillment, and performance feedback. The climate dimensions under rational goal model are: clarity of organisational goals, effort, quality, pressure to produce, performance feedback.

the Conservation of Resources (COR) Theory (Hobfoll, 1998) Hobfoll's Conservation of Resources (COR) theory offers important theoretical insight on the explanation of burnout phenomenon (Hobfoll, 1998; 2001). Conservation of

Resources theory considers burnout as the state resulting from long term process of resource loss which gradually develops while depleting individual's intrinsic energetic resources (Hobfoll and Freedy, 1993). The basic principle of COR theory is that people struggle to obtain, retain, foster and protect their resources. Hence, most important human motivation is preservation and accumulation of resources. The resources are not only the key to survival and well-being but also are important to maintain and achieve valued resources or to protect against resource loss. People experience stress when the resources are either threatened with loss, are actually lost or are not gained even after significant resource investment. Burnout occurs as a result of slow bleed out of resources without counterbalancing resource gain. The value of the resources, which a person needs to conserve, is defined in the context of the social environment and culture of the society (Hobfoll, 2001). If resource valuation is culturally defined, then burnout process has important linkage with the social and cultural environment. Moreover, organisational context is also significantly important to understand this process. It is being highlighted that burnout is not neutral, rather is a product of a broader cultural and institutional characteristics (Hobfoll, 2001; Meyerson, 1994) and the Job Demand-Resources (JD-R) Model (Bakker and Demerouti, 2006) explain the process of burnout. The Job Demand-Resources model proposes that all work characteristics can be classified either as job demands or job resources (Bakker, Demerouti, de Boer and Schaufeli, 2003). Job demands include those "physical, psychological, social and organisational aspects of the job that require sustained physical and/or psychological efforts" (Bakker and Demerouti, 2006). Job resources refer to those "physical, psychological, social and organisational aspects of the job" that help in achieving work goals, reducing job demands and stimulating personal growth. Job burnout occurs when individual is faced with more strain created by job demands and less motivation in work place due to less job resources available (Broeck, Vansteenkiste, Witte and Lens, 2008). This model assumes that job resources and job demands evoke two different but related processes. The first is a motivational process, in which job resources stimulate the employees' motivation to foster engagement and organisational commitment. Secondly, there is a de-energising process, whereby high job demands deplete the employees' mental and physical resources, leading to job burnout and health impairments (Schaufeli and Bakker, 2004).

The job demand-resources model (JD-R) was developed from a need to provide a more comprehensive work specific environmental theory explaining antecedents of both burnout and engagement. The model relies on the assumption that workplaces have site specific or occupation specific risk factors associated with job stress, and that these factors can be classified as demands or resources (Bakker and Demerouti, 2007; Bakker, Demerouti and Verbeke, 2004). JD-R model, proposes that job demands are the main initiators of the health impairment process that leads to negative organisational outcomes, while job resources are the most crucial predictors of engagement and consequently, of positive outcomes. The model further proposes that although job demands are not always negative, they can lead to psychological strain in the absence of adequate resources (Bakker and Demerouti, 2007) and are adequately functional in achieving work goals. In either case, be it through the satisfaction of basic needs or through the achievement of work goals, the presence of job resources leads to engagement, whereas their absence evokes a cynical attitude towards work.

Job demands represent aspects of the job that could potentially cause strain in cases where they exceed the employee's adaptive capability. Job demands are physical, psychological, social or organisational aspects of work that require a physical and/or psychological effort (cognitive or emotional), and are associated with certain physiological and/or psychological costs. Job demands can further be grouped into quantitative and qualitative job demands. Quantitative job demands include time pressure and work overload. Qualitative demands include emotional demands, role ambiguity, role conflict and an unfavourable physical work environment. Although these demands are not necessarily negative, they become job stressors when they require an effort and/or they require certain costs that produce negative effects, like depression, anxiety or burnout (Schaufeli and Bakker, 2004).

Job demands may further lead to job stress when employees are confronted by demands which require effort when they have not recovered from stress caused by previous demands (Meijman and Mulder, 1998). The JD-R model supports this view by recognizing that demanding characteristics of the working environment, work pressure, overload, emotional demands, and poor environmental conditions may lead to the impairment of health and ultimately to absenteeism (Schaufeli and Bakker, 2004; Semmer, Zapf, and Dunckel, 1995; Zapf et al., 1999). The demanding aspect of work (job demands) leads to constant pressure and in the end, to exhaustion. Exhaustion describes a reduction in the emotional resources of an individual. When asked how they feel, burnt-out employees typically answer that they feel drained or "used up" and physically fatigued.

Job resources, concern the extent to which the job offers opportunities to individual employees. It also refers to those physical, psychological, social or organisational aspects of the job that: (1) reduce job demands and the associated physiological and psychological costs, (2) are functional in achieving work goals, and (3) stimulate personal growth, learning, and development (Demerouti, Bakker, Nachreiner and Schaufeli, 2001). Job resources have been recognised by Kahn (1990) as characteristics of work situations that shape the degree to which people employ and express themselves physically, cognitively, and emotionally during role performance.

According to the Job Demands–Resources model (JD-R; Bakker and Demerouti, 2007), job resources become salient and gain their motivational potential when employees are confronted with high job demands. Such conditions represent so-called “active jobs” in which employees become motivated to actively learn and develop their skills. Hakanen, Bakker, and Demerouti (2005) tested this interaction hypothesis in a sample of Finnish dentists employed in the public sector. It was hypothesized that job resources (for example, variability in the required professional skills, peer contacts) are most predictive of work engagement under conditions of high job demands (for example, workload, unfavourable physical environment and General Strain Theory (GST) (Agnew, 2006) According to Agnew (2006), the theory has been the most recent contribution to explain criminology, deviance and retaliation behaviours in the organisations. The basic tenet of this theory is that employees who are always worried and experience stress often become upset and tend to act offensively. These employees are likely to commit crime to reduce or escape from their stress. For example, an employee may assault his or her colleagues or engage in other workplace deviant behaviours to reduce their stress. Employees exposed to or experiencing workplace strain will cope with it in various ways including adaptation of workplace deviant behaviour.

Workplace environment produces stressors (Ahmad Nizan, 2006). Hart and Cooper (2001) argued that stressors relate to work-related characteristics, events or situations that stimulate stress. Similarly, Burke and Richardson (1996) has also identified that the source of stressors is from the employee’s work circumstances. According to the General strain theory, stressors and strain are interconnected with emotional states of employees due to their work circumstances (Hart and Cooper, 2001). Such emotions result in destructive behaviour (Spector, 2007b). The General strain theory is proven useful in explaining the relationship between an individual experiencing stress and his or her involvement in destructive behaviour. Hence, work-related factors such as work stress, job burnout and job autonomy are predictors of workplace deviant behaviour and Affective Events Theory (AET) (Weiss and Cropanzano, 1996) provide the mechanistic links between chronic strain (burnout) and resultant deviant behaviour. Affective Events Theory is a model developed by organisational psychologists Weiss and Cropanzano (1996) to identify how emotions and moods influence job performance and job satisfaction. Affective Events Theory proposes that organisational events are proximal causes of effective reactions. By implication, “ things happen to people in work setting and people often react emotionally to these events (Weiss and Cropanzano, 1996). The model increases the understanding of links between employees and their emotional reactions to things that happen to them at work. Work modeled includes hassles, autonomy, job demands, and emotional labour and uplifting actions of their reactions. This emotional response intensity therefore affects job performance and satisfaction. The theory suggests that affect or mood on the job' is an important component of job attitudes and an important predictor of some job behaviours (Brief and Weiss, 2002; George, 1989; George and Brief, 1992; Weiss, 2002; Weiss and Cropanzano, 1996).

Affective events theory also proposes that stable work features such as job scope predisposes the occurrence of certain types of affect producing events. For instance, an enriched job might more often lead to events involving feedback, task accomplishment, and optimal challenge such as may lead to the emotions of pride, happiness and enthusiasm.

### **2.3. Review of Empirical Evidence**

Empirical studies confirm that WDB is often a reaction to negative experiences at work (Robinson and Bennet, 2003). WDB is positively related to negative job cognition (Lee and Allen, 2002), perceived injustice (Maureen et al., 2002), and is strongly associated with high levels of job stress, emotional tension, fatigue, and burnout (Cropanzano et al., 1997; Golparvar et al., 2009).

Research indicates that Organizational Climate is a critical contributing factor to WDB. A Caring climate has been negatively correlated with political deviance (Peterson, 2002), while poor supervision and poor financial rewards significantly predict various forms of deviance (Fagbohunge et al., 2012). Research by an external group in 2024 further supports that a healthy practice environment can directly lower WDB among high-demand professionals like nurses, and that job burnout partially mediates this relationship (Source 1.4).

Similarly, Job Burnout is a consistent predictor of deviance, with emotional exhaustion and job tension identified as stable correlates of negative deviant behaviours (Appelbaum et al., 2007; Cropanzano et al., 1997). While literature confirms that organizational climate and job burnout are individually associated with WDB, the simultaneous examination of these three constructs is rare, especially within the demanding context of the Nigerian Para-military sector. This study directly addresses this significant literature gap.

### 3. Methodology

#### 3.1. Research Design

This study adopted a correlational research design to examine the relationships among the non-manipulated variables: Organizational Climate and Job Burnout (independent variables) and Workplace Deviant Behaviour (dependent variable).

#### 3.2. Study Population and Sampling Procedure

The study population consisted of officers of the Civil Defence Corps in Oyo State, Nigeria. To ensure regional representation, a stratified sampling technique was employed. A total of 300 participants were selected, with 100 officers drawn from each of the state's three senatorial districts (Oyo South, Oyo Central, and Oyo North).

#### 3.3. Research Instrument

Data were collected using a structured, paper-and-pencil questionnaire comprising

- **Bio Data Form (BDF):** Collected socio-demographic information.
- **Organizational Climate Measure (OCM):** An adapted 16-item scale measuring the Open Systems Quadrant (Reflexivity, Innovation, and Outward Focus) (Patterson et al., 2005).
- **Maslach Burnout Inventory (MBI):** A 22-item scale measuring Emotional Exhaustion (EE), Depersonalization (DP), and Reduced Personal Accomplishment (PA) (Maslach and Jackson, 1981).
- **Workplace Deviance Measure (WDM):** A 28-item scale measuring Organizational Deviance and Interpersonal Deviance (Bennett and Robinson, 2000).

#### 3.4. Procedure and Data Analysis

Formal permission was secured from the Oyo State Command authorities. Questionnaires were administered directly by the researcher at the respondents' workplaces. Data were analyzed using Pearson Product Moment Correlation (r) and Multiple Regression analysis to test the formulated hypotheses at a significance level of  $\alpha = 0.05$ .

## 4. Results

### 4.1. Descriptive Analysis of Participants

The study utilized a total sample of  $N=300$  officers. The sample was predominantly male (63.7%), married (50.3%), and held a higher education degree (HND/BSc: 60.0%). The largest proportion of officers fell within the 29-38 years age bracket (38.0%).

#### 4.1.1. Correlation Analysis

**Table 1** Correlation Analysis

Variables	Organisational Climate	Job Burnout	Interpersonal Deviance	Organisational Deviance	Workplace Deviance
Organisational Climate	1				
Job Burnout	-0.522**	1			
Interpersonal Deviance	-0.502**	0.480**	1		
Organisational Deviance	-0.534**	0.475**	0.303**	1	
Workplace Deviance	-0.529**	0.481**	0.975**	0.990**	1
*Note: * $p < 0.001$ for all reported correlations.					

**Hypothesis One** was supported: Organizational Climate was **significantly and negatively correlated** with overall WDB ( $r = -0.529$ ,  $p < 0.001$ ), indicating that a more conducive climate is associated with lower deviance; **Hypothesis Two** was supported: Job Burnout was **significantly and positively correlated** with overall WDB ( $r = 0.481$ ,  $p < 0.001$ ), confirming that higher burnout levels are associated with higher deviant behaviors.

## 4.2. Multiple Regression Analysis

The model combining Organizational Climate and Job Burnout significantly predicted Workplace Deviant Behaviour,  $F(2, 297) = 75.617$ ,  $p < 0.001$ , accounting for 33.7% of the variance in WDB ( $R^2 = 0.337$ ).

**Table 2** Multiple Regression Analysis

Variable	B	Beta	t	Sig.
Organisational Climate	-0.865	-0.382	-6.891	0.000
Job Burnout	0.284	0.282	5.089	0.000

Both independent variables were significant unique predictors. Organizational Climate was a strong negative predictor (beta = -0.382), while Job Burnout was a strong positive predictor (beta = 0.282). The hierarchical regression confirmed that Organizational Climate contributed a larger proportion of unique variance (Delta  $R^2 = 0.280$ ) to WDB than Job Burnout (Delta  $R^2 = 0.060$ ).

## 5. Discussion

### 5.1. Organizational Climate and Workplace Deviance

The significant negative relationship between organizational climate and WDB strongly supports Hypothesis One and aligns with literature (Vardi, 2001; Kidwell and Valentine, 2009). The finding confirms that a supportive working environment—characterized by trust, respect, and fair procedures—is a powerful generalized deterrent against misconduct among Civil Defense officers. The slightly stronger inverse relationship observed with organizational deviance ( $r = -0.534$ ) suggests that perceived organizational treatment directly impacts behaviors targeted back at the organization.

### 5.2. Job Burnout and Workplace Deviance

The significant positive relationship between job burnout and WDB supports Hypothesis Two, consistent with established findings (Crianza et al., 1997; Chirica and Mildred, 2012). This relationship confirms that the chronic stress and emotional depletion experienced by officers, likely due to the demanding nature of their duties, acts as a precursor to deviant coping behaviors. The results are reinforced by the 2024 findings on healthcare workers which confirmed that reducing job burnout directly lowers WDB, highlighting the critical role of stress management in preventing misconduct (Source 1.4).

### 5.3. Combined Prediction and Unique Contribution

The combined model strongly supported Hypothesis Three, confirming that both variables are jointly and independently critical to WDB. While both are significant, the stronger unique predictive power of Organizational Climate (beta = -0.382 and Delta  $R^2 = 0.280$ ) suggests that the collective perception of the work environment is the most influential factor in modulating deviant behavior. This result underscores the need for structural interventions (e.g., policy changes, leadership training) as the primary strategy for WDB reduction, followed by individual-level stress mitigation programs.

## 6. Conclusion

This study concludes that among officers of the Civil Defense Corps in Oyo State

- There is a significant inverse relationship between organizational climate and WDB.
- There is a significant positive relationship between job burnout and WDB.
- Organizational climate and job burnout are jointly and independently related to WDB, with organizational climate being the stronger predictor.

The quality of the organizational environment and the level of employee burnout are critical, measurable factors that determine the incidence of workplace deviance within this vital Nigerian security sector.

## Recommendations

Based on these findings, the following recommendations are made

- **Prioritize Climate Enhancement:** Management should actively focus on creating a **healthy and positive organizational climate** by establishing fair policies, promoting supportive supervision, and acknowledging employee contributions to foster commitment and reduce the perceived need for deviance.
- **Implement Burnout Mitigation Programs:** Security management must invest in **adequate training and support programs** focused on stress management, burnout coping strategies, and resource provision to directly lower the individual propensity toward WDB.
- **Address Systemic Root Causes:** The primary management focus should be on addressing the systemic issues (poor climate, high stress) that lead to misconduct, rather than solely punishing the resultant deviant behaviors.

### 6.1. Suggestions for Further Studies

Due to the limited sample size ( $N=300$ ) and geographic focus on Oyo State, the generalizability of these findings is constrained. Future research should consider

- **Expanding the Sample Size:** Replicating the study with **larger samples** across multiple geo-political zones of Nigeria to enhance national generalizability.
- **Cross-Sectoral Replication:** Focusing on other para-military or security sectors (e.g., Police, Immigration) to provide comparative data and facilitate valid generalizations across high-stress public services.

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## Compliance with ethical standards

### Disclosure of conflict of interest

No conflict of interest to be disclosed.

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