
**PREDICTING COUNTERPRODUCTIVE WORK BEHAVIOURS FROM THE
DIMENSIONS OF OCCUPATIONAL BURNOUT AMONG PERSONNEL OF
NIGERIA IMMIGRATION SERVICE: DOES PSYCHOLOGICAL HARDINESS
MATTER?**

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ABSTRACT

Previous studies have shown that occupational burnout (OB) is connected with counterproductive work behaviours (CWBs). However, the moderating effect of psychological hardiness (PH) in the relationship between OB and CWBs has received less research attention. This study, therefore, examined the moderating role of PH in the relationship between OB dimensions and CWBs among personnel of Nigeria Immigration Service (NIS). The study adopted a cross-sectional survey research design. Using a multistage sampling technique, 233 NIS personnel (128 males; 105 females) whose ages ranged from 23 to 60 years ($M = 35.97$; $SD = 5.71$), were sampled in the study. The results of the three-step hierarchical multiple regression showed that emotional exhaustion, depersonalization, and reduced personal accomplishment were significantly related with increased levels of CWBs. NIS personnel who reported high level of PH were less likely to engage in CWB. Psychological hardiness significantly moderated the influence of emotional exhaustion on CWBs in such a way that in spite of emotional exhaustion of employees, the tendency to engage in CWBs reduced as the level of PH increased. Also, PH moderated the influence of depersonalization on CWBs such that employees who reported depersonalization but had high level of PH were less likely to engage in CWB. Lastly, PH significantly moderated the influence of reduced personal accomplishment on CWBs in such a way that despite feelings of reduced personal accomplishment, employees that scored high on the measure of PH, reported low tendency of engaging in CWBs. The practical and theoretical implications of the study were discussed.

Keywords: Occupational burnout, psychological hardiness, counterproductive work behaviours, Nigeria

INTRODUCTION

Counterproductive work behaviours (CWBs), defined as an action that can harm organizations or people within the organizations, require urgent attention when they manifest (Spector, Fox & Domagalski, 2006). This is because they engender negative feedbacks. As a result of CWB's harmful impact, every organization strives to limit these harmful behaviours in order to increase or maintain the organization's level of productivity (Abdullah, Huang, Sarfraz, Naseer, & Sadiq, 2021; Penny & Spector, 2005; Sypniewska, 2020; Yang & Diefendorff, 2009). According to Spector (2005), CWBs can occur at both the organizational (CWB-O) and interpersonal (CWB-I) levels. Behaviours that affect the smooth running of the organization are termed CBWs at the organizational level. They include, but are not limited to, absenteeism and misuse of the organizational assets. Counterproductive work behaviours at the interpersonal (CWB-I) level are behaviours that negatively affect the employees within the organization and include acts such as favouritism, gossip, and harassment.

The International Organization for Migration in Nigeria (IOM, 2009) submitted that security personnel, including the Nigeria Immigration Service (NIS), are likely to exhibit counterproductive work behaviours, especially if their duties are characterized by high and prolonged stress that result from attending to the recipient of their services. One of the factors that could predict counterproductive work behaviours among Nigeria Immigration Service personnel is occupational burnout. Occupational burnout (OB) is simply defined as a syndrome experienced by an individual characterized by emotional fatigue, callousness, and feelings of inadequacy (Maslach, 2003; Maslach & Jackson, 1981). In this study, three

dimensions (emotional exhaustion, *depersonalization*, and reduced personal accomplishment) of OB were considered. Measuring the dimensions of OB may provide a better understanding of counterproductive work behaviours (Bavani, Muhammad & Arman, 2016; Maslach, 2003). Emotional exhaustion is defined as unrelenting physical and emotional fatigue. *Depersonalization* refers to the loss of sensitivity to others, while reduced personal accomplishment is a condition that occurs when an employee feels frustrated and inadequate with their ability to help people, doubt their professional competency, inability to make decisions as well as has a sense of failure (Maslach, 2003; Maslach & Jackson, 1981).

NIS personnel may therefore display CWBs, when they feel used up (emotional exhaustion) and became uncaring and insensitive towards the recipient of their services (*depersonalization*) as well as doubt their professional competencies (reduced personal accomplishment) due to the stress that they experience at work. However, in spite of the high level of occupational burnout, counterproductive work behaviours may be reduced if NIS personnel have the necessary personal resource, such as psychological hardiness, which could cushion the effect of OB. Psychological hardiness is regarded as a pattern of attitudes, skills and abilities which makes an individual to be psychologically stable (Sinclair, Oliver, Ippolito & Ascalon, 2003). Psychological hardiness is used in this study as a moderator. This is because if an employee has the physical and mental attitude to work under stressful situation (psychological hardiness), he/she experience or exhibit reduced level of CWBs in spite of the high level of occupational burnout.

LITERATURE REVIEW

Occupational burnout and Counterproductive work behaviour

Previous studies on occupational burnout and counterproductive work behaviours presented mixed results. For example, Ugwu, Enwereuzor, Fimber and Ugwu (2017), in their study on the moderating role of emotional intelligence in the relationship between occupational burnout and CWBs among 401 nurses in South-Eastern, Nigeria, submitted that emotional intelligence significantly moderated the relationship between OB and CWBs. In a sample of 150 commercial bank workers in Nigeria, Salami and Ajitoni (2016) identified that emotional intelligence moderated the relationship between job characteristics and the three dimensions of occupational burnout. However, Bavani, et al. (2016), in a study involving 780 manufacturing workers in Melaka, found that emotional exhaustion and depersonalization were significantly and negatively related with job commitment. They also reported that personal accomplishment was positively related with job commitment.

In order to have a better understanding of the types of relationships that exist between the dimensions of occupational burnout and counterproductive work behaviour, Krischer, Penney and Hunter (2010) stated that employees who reported being emotionally exhausted were more likely to display CWBs. However, Liang and Hsieh (2007) found that only depersonalization, out of the three dimensions of job burnout, significantly predicted CWBs among a sample of 303 Taiwanese flight attendants in Taiwan. In line with the findings of Liang and Hsieh (2007), Bolton, Harvey, Grawitch and Barber (2012) revealed that only depersonalization, out of the three dimensions of OB, predicted CWBs.

The present study builds on the conservation of resources theory (Hobfoll,

1989), which posited that in a state of depleted emotional resources; heightened depersonalization increased the possibility of CWBs occurring. Based on the trend of literature, it was hypothesized that:

1. Emotional exhaustion will significantly predict counterproductive work behaviours in such a way that emotional exhaustion will be related with increased level of CWBs in NIS personnel.
2. Depersonalization will significantly predict counterproductive work behaviours such that as level of depersonalization increases, CWBs of NIS personnel will also increase.
3. Reduced personal accomplishment will significantly predict counterproductive work behaviours in such a way that reduced personal accomplishment will be related with CWBs in NIS personnel.

Moderating roles of psychological hardiness

The extent to which psychological hardiness (PH) affects the relationship between occupational burnout and counterproductive work behaviour was investigated by Akhter, Asghar and Shah (2020). They reported that psychological hardiness significantly moderated the relationship between emotional exhaustion and job performance of 383 university teachers in Azad Jammu and Kashmir. Similarly, Seddiqah and Hossein (2015) found that psychological hardiness significantly moderated the relationship between creativity and job stress of 211 personnel of Emergency Social Services of Golestan Province, Iran. Azeem (2010), in a study among 300 teachers in India, found that hardiness significantly moderated the relationship between job involvement and job burnout. Based on the reviewed literature, the following hypotheses were formulated:

4. Psychological hardiness will significantly predict CWBs in such a way that psychological hardiness will be related

with reduce level of CWBs among Nigeria Immigration Service personnel.

5. Psychological hardiness will significantly moderate the relationship between emotional exhaustion and CWBs among NIS personnel.

6. Psychological hardiness will significantly moderate the relationship between depersonalization and CWBs among NIS personnel.

7. Psychological hardiness will significantly moderate the relationship between reduced personal accomplishment and CWBs among NIS personnel.

METHODS

Design and Participants

This study adopted a cross-sectional survey design. The independent variables were emotional exhaustion, depersonalization, and reduced personal accomplishment. Counterproductive work behaviour was used as the dependent variable, while the moderator variable was psychological hardiness. Two hundred and thirty three (233) NIS personnel who participated in the study were selected using a combination of purposive, proportionate and accidental sampling techniques. The participants comprised of 128 (54.9%) males and 105 (45.1%) females. Their ages ranged from 23 to 60 (Mean = 35.97; SD = 5.71). With regards to their marital status, 41 (17.6%) of the participants were single, 177 (76.0%) were married, 11 (4.7%) were separated, 1 (.4%) was divorced and 3 (1.3%) were widowed. Their educational qualification showed that, 92 (39.5%) obtained secondary school certificate, 83 (35.6%) had either ND or NCE, 34 (14.6%) obtained either HND or First Degree, 13 (5.6%) had postgraduate degree, while 11 (4.7%) have other qualification degree. Their ranks also varied such that, 155 (66.5%) were junior staff, 65 (27.9%) were intermediate staff, while 13 (5.6%) were of the senior staff category. Lastly, 58 (24.9%) had less than 5 years' work experience, 88 (37.8%) had

between 5 and 8 years work experience, 41 (17.6%) had between 9 and 13 years work experience, 35 (15.0%) have between 14 and 19 years' work experience, while 11 (4.7%) had at least 20 years' work experience respectively.

Measures

Occupational Burnout: The participants' level of occupational burnout was measured using the Maslach's Burnout Inventory (MBI) developed by Maslach and Jackson (1986). The scale assessed the extent to which employees feel exhausted, callous, and underachieving as a result of daily work pressure. MBI is a twenty-two item inventory, which had 3 subscales (emotional exhaustion, depersonalization, and reduced personal accomplishment.) rated on a 6-point Likert type scale (1= A few times a year to 6=Everyday). Sample items include; "I feel emotionally drained from my work" (emotional exhaustion), "I treat some workers as if they were impersonal objects" (depersonalization), and "I feel workers blame me for their problems" (reduced personal accomplishment). Cronbach's alphas ranging from .71 to .90 were obtained for emotional exhaustion, depersonalization, and reduced personal accomplishment subscales by Maslach *et al.*, (1986). Among Nigerian samples, Ogunbamila (2014) obtained a Cronbach's alpha of .81 for the overall scale. The present study obtained a Cronbach's Alpha of .94, .89, and .95 for emotional exhaustion, depersonalization, and reduced personal accomplishment respectively. Score at and above the mean on each of the subscales indicated high level of emotional exhaustion, depersonalization and reduced personal accomplishment while score below the mean on each of the subscales showed low level of emotional exhaustion, depersonalization and reduced personal accomplishment.

Psychological hardiness: Psychological hardiness level of the participants was measured using hardiness scale developed

by Sinclair et al. (2003). The scale was designed to measure individual level of psychological hardiness in the face of challenging situations. It had eighteen items, rated on a 5-point Likert type scale ranging from (1 = Definitely false to 5 = Definitely true). Sample items include; “My successes are because of my effort and ability” and “I see really stressful events as opportunities to grow personally”. Cronbach's alphas of .93 was obtained by Sinclair *et al.*, (2003). Among a Nigerian sample, Marita (2014) obtained a Cronbach's alpha of .85. The present study obtained a Cronbach's Alpha of .96 for the scale. Score at and above the mean on the scale indicates high psychological hardiness while scores below the mean showed low level of psychological hardiness.

Counterproductive Work Behaviours: Counterproductive Work Behaviours Checklist developed by Spector, Bauer and Fox (2010) was used to measure the level at which participants engaged in behaviours that adversely affect the smooth operations of the organizational and interpersonal relationships within the organization. The ten-item scale was rated on a 5-point Likert type scale ranging from (1=Never to 5= Everyday). The scale could be scored as either overall CWB (all items), or as two subscales that are classified into CWB directed toward the organization (CWB-O) and that directed towards individuals (CWB-I). The overall score was used in this study. Sample items include: “purposely wasted your employer's materials/supplies”, “complained about insignificant things at work”, and “stayed home from work and said you were sick when you weren't”. Spector, et al. (2010) obtained a Cronbach alpha of .81 as a composite

score. The present study obtained a Cronbach's Alpha of .71 for the overall scale. Score at and above the mean on the scale indicated high level of counterproductive work behaviour while score below the mean indicated low engagement in counterproductive work behaviour.

Procedure

Permission to conduct the study among the NIS personnel in Akure, Ondo State was obtained from the Controller and the Heads of each of the selected departments and units that participated in the study. Due to the schedule of the NIS personnel, the questionnaires were distributed to the NIS personnel who were available and willing to participate in the study. The participants were informed that responding to the items in the questionnaire posed no physical and or psychological harms to them. In order to conceal the identity of the participants, they were asked not to write their names on the questionnaire. In addition, they were made to complete an Informed Consent Form, which provided a more detailed explanation on the purpose of the study. A total number of two hundred and fifty (250) questionnaires were distributed, but two hundred and thirty three (233) were retrieved, and found usable for data analysis. This represented a response rate of 93%. The distribution of the questionnaires spanned four weeks.

RESULTS

In order to determine the extent and direction of relationships among the study variables, Pearson Product Moment Correlation was conducted. The results are shown in Table 1.

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	1											
2. Gender	-.02	1										
3. Religious affiliation	-.12	-.01	1									
4. Marital status	.42**	.11	-.08	1								
5. Academic qualification	.34**	.20**	-.12	.17**	1							
6. Job rank	.68**	-.02	-.08	.29**	.38**	1						
7. Work experience	.85**	-.06	-.16	.44**	.33**	.67**	1					
8. Emotional exhaustion	-.11	.08	.10	-.14*	-.27**	-.15**	-.31**	1				
9. Depersonalization	.17	-.00	-.05	.16*	.31**	.13	.32**	-.55**	1			
10. Reduced personal accomplishment	.09	.08	-.10	.14*	.22**	-.19**	.28**	-.91**	.41**	1		
11. Psychological hardiness	-.21**	.08	-.03	-.02	-.14	-.07	.14	.00	-.32**	-.05	1	
12. Counterproductive work behaviour	.03	-.02	-.01	.01	.22**	-.05	.09	.35**	.42**	.19**	-.26**	1
Mean	35.97	-	-	-	-	-	-	40.27	14.71	28.92	61.14	18.39
SD	5.71	-	-	-	-	-	-	10.86	6.29	11.05	16.93	4.72

Table 1: Mean, SD and Relationships among the Study Variables

Note: * $p < .05$, ** $p < .01$, $N = 233$.

Results in Table 1 show that emotional exhaustion [$r(231) = .35$, $p < .01$], depersonalization [$r(231) = .42$, $p < .01$] and reduced personal accomplishment [$r(231) = .19$, $p < .01$] had significant positive relationships with counterproductive work behaviours. This implied that counterproductive work behaviour increased as the participants' level of emotional exhaustion, depersonalization and reduced personal accomplishment increased. Psychological hardiness was negatively related with counterproductive work behaviours [$r(231) = -.26$, $p < .01$]. This means that when NIS personnel held positive attitudes toward life and events, they tended to engage less in counterproductive work behaviours.

Test of hypotheses

A three-step hierarchical multiple regression analysis was used to test the seven hypotheses. In the first step, the socio-demographic variables were entered and regressed on counterproductive work behaviours. At the second step, the dimensions of occupational burnout and psychological hardiness were added and regressed on CWBs. In the final step of the analysis, the interaction of the scores of each of the subscales of occupational burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) and psychological hardiness were added to the model. All analysis was done using SPSS 20.0 Wizard. The results are presented in Table 2.

Table 2: Summary of 3-Step Hierarchical Multiple Regression Analysis on Counterproductive Work Behaviours

Variables	<i>B</i>	<i>t</i>	<i>R</i>	<i>R</i> ²	ΔR^2	<i>df</i>	<i>F</i>
Step 1			.28	.08	.08	7, 225	3.54**
Age	.02	.10					
Gender	-.03	-.12					
Religious affiliation	-.06	-.14					
Marital status	.09	.18					
Academic qualification	.20	3.42**					
Job rank	-.04	-.12					
Work experience	.07	.15					
Step 2			.41	.17	.09	11, 221	4.11**
Age	.01	.09					
Gender	-.02	-.10					
Religious affiliation	-.03	-.12					
Marital status	.05	-.13					
Academic qualification	.18	3.24**					
Job rank	-.02	-.10					
Work experience	.03	.12					
Emotional exhaustion	.30	3.67*					
Depersonalization	.33	3.69**					
Reduced personal accomplishment	.28	3.51*					
Psychological hardiness	-.37	-3.88**					
Step3			.45	.20	.11	14, 218	4.28**
Age	.01	.08					
Gender	-.01	-.08					
Religious affiliation	-.01	.09					
Marital status	.03	.11					
Academic qualification	.14	2.19*					
Job rank	-.01	.07					
Work experience	.01	.08					
Emotional exhaustion	.26	3.44**					
Depersonalization	.28	3.60**					
Reduced personal accomplishment	.22	3.46**					
Psychological hardiness	-.33	-3.72**					
Emotional exhaustion x psychological hardiness	-.20	-3.42**					

Depersonalization x psychological hardiness	-.14	-2.22*
Reduced personal accomplishment x psychological hardiness	-.1-7	3.20**

Note: * $p < .05$, ** $p < .01$, $N = 233$

In Step 1 of the regression analysis, when the socio-demographic variables were entered, the results showed that only academic qualification significantly predicted counterproductive work behaviours ($\beta = .20$, $t = 3.42$, $p < .01$) in such a way that personnel with higher qualification reported higher level of counterproductive work behaviour than those with lower qualification. Other variables such as age, gender, religious affiliation, marital status, rank, and work experience did not significantly predict counterproductive work behaviours. The socio-demographic variables contributed 8% to the variance recorded in counterproductive work behaviour [$R = .28$, $R^2 = .08$, $F(7, 225) = 3.54$, $p < .01$].

At the Step 2 of the model, dimensions of occupational burnout (emotional exhaustion, depersonalization and reduced personal accomplishment) and psychological hardiness were added and regressed on counterproductive work behaviours. Results revealed that emotional exhaustion significantly predicted counterproductive work behaviour ($\beta = .30$, $t = 3.67$, $p < .05$). This implied that NIS personnel who felt emotionally drained from and used up on their job tended to engage in counterproductive work behaviour. Similarly, depersonalization significantly predicted counterproductive work behaviour among NIS personnel ($\beta = .33$, $t = 3.69$, $p < .01$). The interpretation of this result is that personnel who experience loss of sensitivity to others at work (e.g. detaching, disengaging and distancing themselves from people, co-workers and the work at large) also reported that they engaged in counterproductive behaviours. Reduced personal accomplishment also

significantly predicted counterproductive work behaviour among NIS personnel ($\beta = .28$, $t = 3.51$, $p < .05$). This implies that personnel who felt frustrated and inadequate on their job reported that they engaged in counterproductive work behaviours. However, psychological hardiness led to a reduced level of counterproductive work behaviour among NIS personnel ($\beta = -.37$, $t = -3.88$, $p < .01$). The interpretation of this is that NIS personnel, who were high on the measure of psychological hardiness, engaged less in counterproductive work behaviours. Based on these results, hypotheses 1, 2, 3 and 4 were confirmed. Jointly, the variables in step 2 contributed 17% to the total variance observed in counterproductive work behaviours [$R = .41$, $R^2 = .17$, $\Delta R^2 = .09$, $F(11, 221) = 4.11$, $p < .01$].

In the final step of the analysis, the cross product of each of the dimensions of occupational burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) and psychological hardiness were added to the model. Results revealed that psychological hardiness significantly moderated the influence of emotional exhaustion on counterproductive work behaviours ($\beta = -.20$, $t = -3.42$, $p < .01$) in such a way that in spite of emotional exhaustion of NIS personnel, the tendency to engage in counterproductive work behaviour reduced when they hold favourable attitude towards life and event at work. Also, psychological hardiness significantly moderated the influence of depersonalization on counterproductive work behaviours ($\beta = -.14$, $t = -2.22$, $p < .05$) such that personnel who reported depersonalization but had high level of psychological hardiness were less likely to

engage in counterproductive work behaviours. The results of the moderation analysis further indicated that psychological hardiness significantly moderated the influence of reduced personal accomplishment on counterproductive work behaviours ($\beta = -.17$, $t = -3.20$, $p < .01$) such that personnel who experienced reduced personal accomplishment but had high level of psychological hardiness showed low tendency in engaging in counterproductive work behaviours either toward their co-workers or the recipient of their services. Thus, the positions of hypotheses 5 to 7 were confirmed by the results in Table 2. Jointly all the variables in step 3 contributed 20% to the total variance observed in counterproductive work behaviours [$R = .45$, $R^2 = .20$, $\Delta R^2 = .11$, $F(14, 218) = 4.28$, $p < .01$].

DISCUSSION

Emotional exhaustion significantly predicted counterproductive work behaviour among Nigeria Immigration Service personnel such that NIS personnel who felt emotionally drained in their job engaged in counterproductive work behaviours. The present study supports the findings of Bavani, et al (2016), Krischer, et al (2010), Ugwu, et al (2017), and Salami and Ajitoni (2016). They reported that there was a significant positive correlation between emotional exhaustion and CWBs. The reason for the results of the present study is that employees who felt fatigued by their organization may likely exhibit detrimental work behaviours.

Depersonalization significantly predicted counterproductive work behaviour among Nigeria Immigration Service personnel. The present study corroborates the findings of Liang and Hsieh (2007) and Bolton, et al (2012). They found that depersonalization significantly influenced CWBs. The present study's result might be due to the fact that employees who

experience loss of sensitivity to others at work may change their behaviours and attitudes by detaching, disengaging and distancing themselves from people, their co-workers, work at large around them, which may lead to counterproductive work behaviour. The current study also supports the conservation of resources (COR) theory (Hobfoll, 1989), which submitted that in a state of depleted emotional resources, heightened depersonalization may lead to CWBs. Reduced personal accomplishment significantly predicted counterproductive work behaviour among NIS personnel such that employee who felt frustrated and underachieved exhibited high level of counterproductive work behaviour. This submission is in consonance with the findings of Ugwu, et al (2017) who observed that reduced personal accomplishment significantly predicted CWBs. The results of the present study can be explained in line with the COR theory. This is because employees who felt frustrated and underachieved are likely to conserve their resources by withholding engagement in productive behaviours and thus engaging in CWBs.

Furthermore, psychological hardiness significantly predicted counterproductive work behaviour among NIS personnel. This result corroborates the COR theory (Hobfoll, 1989). The theory stated that psychological hardiness constitutes relevant resources which moderate the relationships between occupational burnout and counterproductive work behaviours. The interpretation of this is that employees counterproductive work behaviour increases with decrease in their level of psychological hardiness within their organization. Psychological hardiness significantly moderated the influence of emotional exhaustion on counterproductive work behaviour. The result of the present study is in line with the submission of Akhter, et al (2020) study. The reason for the present study result may be due to the fact that

employees who have high level of psychological hardiness to tackle the issue of being emotionally drained might exhibit lower or reduced level of counterproductive work behaviour within the organization.

Psychological hardiness significantly moderated the influence of depersonalization on counterproductive work behaviour. The results of the present study support the findings of Azeem (2010) and Seddiqah and Hossein (2015). The authors reported that psychological hardiness significantly moderated the relationships between depersonalization and CWBs. The results of the present study might be due to the fact that NIS personnel who had personal resources which enable them to hold favourable attitudes towards life and events may exhibit less counterproductive work behaviours. Psychological hardiness significantly moderated the influence of reduced personal accomplishment on counterproductive work behaviour. The results of the present study is in line with the submissions of Akhter, et al (2020), Azeem (2010) and Seddiqah and Hossein (2015) studies. NIS employees may exhibit less CWBs at the face of being frustrated and underachieved when they had personal resources such as psychological hardiness.

Conclusion

Based on the findings of this study, it was concluded that the dimensions of occupational burnout (emotional exhaustion, depersonalization and personal accomplishment) significantly predicted counterproductive work behaviours among Nigeria Immigration Service personnel in Akure, Ondo State. In addition, psychological hardiness significantly moderated the relationship between each of the components of occupational burnout and counterproductive work behaviours among Nigeria Immigration Service personnel in Nigeria.

Limitation and Recommendations

The study was limited to only Immigration Service personnel drawn from Akure, Ondo State. This excluded employees in other states. In addition, the sample size used in this study was very minimal. An increase in the sample size will increase the external validity of the research which will enhance its generalizability to a wider population. The results of this research have some practical implications for the employees, employers of labour, organizational researchers, practitioners, human resource experts/professionals, institutions, Federal Ministry of Labour and Productivity, Federal Ministry of Interior, Agency and other paramilitary agency. Based on the finding of this study, it was recommended that the government, public service sector, board management and other stake holders should endeavour to enhance the psychological hardiness among Nigeria Immigration Service personnel in order to adequately reduce and manage counterproductive work behaviours.

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