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Abstract
Counterproductive workplace behaviour is a global problem, and its antecedents have been extensively researched. However, managers and academics have rarely focused on employees' early experiences at work. It is for this reason that this research examined the relationship between the employee onboarding experience and counterproductive workplace behaviour. The study drew from social exchange theory and utilised partial least square structural equation modelling (PLS-SEM) to test the direct and mediation effects based on data from 318 academics from public polytechnics in Northwestern Nigeria. The results revealed a significant and negative direct effect of the onboarding experience on counterproductive work behaviour. As expected, affective commitment mediated the relationship, and the mediating role was partially significant. Our results contribute to the earlier studies that have predominantly examined the effects of onboarding experience on some positive job-related outcomes. As a result of our current research findings, the literature on deviant workplace behaviour and organisational socialisation has been expanded. It further offered empirical support for social exchange theory to explain counterproductive workplace behaviour in a specific context. Additionally, the study offers insights to the policymakers and management of polytechnics in Nigeria on the need to curb deviant behaviours by introducing new or enhancing the existing onboarding training program. Recommendations and implications for future studies were also discussed.
Keywords: Counterproductive Work Behaviour, Onboarding Experience, Affective Commitment

Introduction

Organisational managers in every corner of the globe have had to deal with the problem of counterproductive workplace behavior(CWB), and this problem has sparked a plethora of academic studies investigating its causes and potential solutions. Even though organisations are fighting it, data shows it is growing at an alarming rate (Adeoti et al., 2021; Ibrahim et al., 2022a). One of the most commonly used definitions of CWB is by Robinson and Bennett (1995), who define it as "voluntary behaviour that violates significant organisational norms and, in so doing, threatens the well-being of organisational members or both." (p.556). According to Bennett and Robinson (2000), CWB has been classified as organisational

deviance (which targets organisational activities) and interpersonal deviance (aimed at the organization's stakeholders). All forms of CWB are devastating, with economic, societal, and psychological consequences (Lugosi, 2019). Through organisational deviance, such as employee theft and sabotage, businesses stand to lose millions of dollars (John et al., 2019; Greenberg, 2018). For instance, it has been documented that employee theft alone costs between $5 and $10 billion each year (Security Newswire, 2017), whereas all types of deviance cost approximately $40 billion annually (Agwa, 2018). On the other hand, employees who are the focus of interpersonal deviance are very likely to be compelled to quit, suffer from stress-related issues, have worse productivity, bad morale, and waste time at work (Acquadro et al., 2022; Michalak & Ashkanasy, 2020), which can be translated into a huge loss to organisations estimated at $1.15 trillion (Michalak & Ashkanasy, 2020).

In Nigeria, CWB is prevalent in both public and private organisations (Aborisade, 2020; Adeoti et al., 2021; Ibrahim et al., 2022b); according to recent studies, its magnitude among academics is particularly alarming (Adeoti et al., 2021; Okeke et al., 2022). Academic misconduct, extortion, and frequent absenteeism are the most frequently reported deviant behaviours in high schools (Olanike, 2020; Olasupo & Fagbenro, 2021). However, the high education system is apparently being further devastated by the "sex for grade" scandal (Agency, 2021; Erinosho et al., 2021; Onoyase, 2019; Oyeoku et al., 2022), which, according to Olufemi (2020) consequently lowers standards and forces students to drop out.

From an organisational standpoint, understanding the causes of CWB is crucial for forecasting and preventing recurrence of undesirable events. According to Lugosi (2019) and Tanyolac (2020), individual, interpersonal, and organisational factors play a role in CWB cases. Most studies, however, have concentrated on interpersonal and individual-related antecedents of deviance (Bhatti et al., 2015; Noermijati et al., 2021; Okeke et al., 2022). However, organisational and situational factors define the setting in which such behaviours emerge. Hence, they are crucial for a deeper understanding of CWB and require the most empirical attention (Lugosi, 2019). An in-depth review of the literature shows that an employee's first and most crucial experience at work, which shapes his behaviour and job outcomes, is employee onboarding training (Bauer, 2010), which is obviously under-researched. Employee onboarding, a training program created to familiarize new employees with the policies and procedures of their organization, is essential in our effort to investigate the under-studied antecedents of CWB.

Employees' onboarding experience(OE) has been linked to various employee job attitudes (Chan et al., 2021; Meyer & Bartels, 2017). Specifically, Bauer's (2010) four-Cs onboarding model is a proven onboarding model that has received considerable empirical attention. Employee job and behavioural outcomes, such as job satisfaction, organisational commitment, and turnover intention, have been linked to this concept in several empirical studies (Meyer & Bartels, 2017; Scholar & Bowers, 2019). However, it is uncertain whether this has a direct or indirect impact on the comprehensive and well-validated Bennett and Robinson's (2000) measure of workplace deviance. Consequently, drawing on suggestions for future research by Ibrahim et al (2022c); Meyer and Bartels (2017); Scholar and Bowers (2019); Sharma and Stol (2020), this study examines the impact of employee onboarding experience on CWB, especially in light of the alarming cases of employee deviance in the Nigerian academic environment, which have been widely reported in the literature and reputable media (Adeoti et al., 2021; Agency, 2021; Erinosho et al., 2021; Ijitona et al., 2018). Moreover, because the process by which Baur's four Cs' onboarding levels affect CWB is currently unknown, investigating this mechanism adds to the CWB and employee onboarding

literature. Hence, we investigate the mediating role of affective commitment(AC) in the relationship between the two variables, which consequently supports and validates social exchange theory.

literature Reviews
Counterproductive Workplace Behaviour

Counterproductive workplace deviance is defined as behaviour that is harmful to the organisation and its stakeholders (Bennett & Robinson, 2000). Robinson and Bennett (1995) used a multidimensional scale to create a typology for workplace deviance that was based on experiments. The findings revealed a two-dimensional pattern of CWB. The organisational-interpersonal dimension was identified on one of the axes of the perceptual map. This dimension indicates the target of deviant behaviour. Deviant behaviour aimed at the organization (e.g., employee theft, withdrawal behaviour, equipment sabotage) was included, as was deviant behaviour aimed primarily at a member of the organization (e.g., bullying, verbal and sexual harassment of coworkers) (Gruys & Sackett, 2003). The degree of deviant behaviour is reflected in the second dimension. In this dimension, deviant behaviour ranges from small types (e.g., spreading rumours and backstabbing coworkers) to major types (e.g., verbal abuse and physical assault). Four quadrants, or classifications of CWB, arise from the perceptual arrangement based on these two dimensions (Gruys & Sackett, 2003). For a detailed summary, see Figure 1.
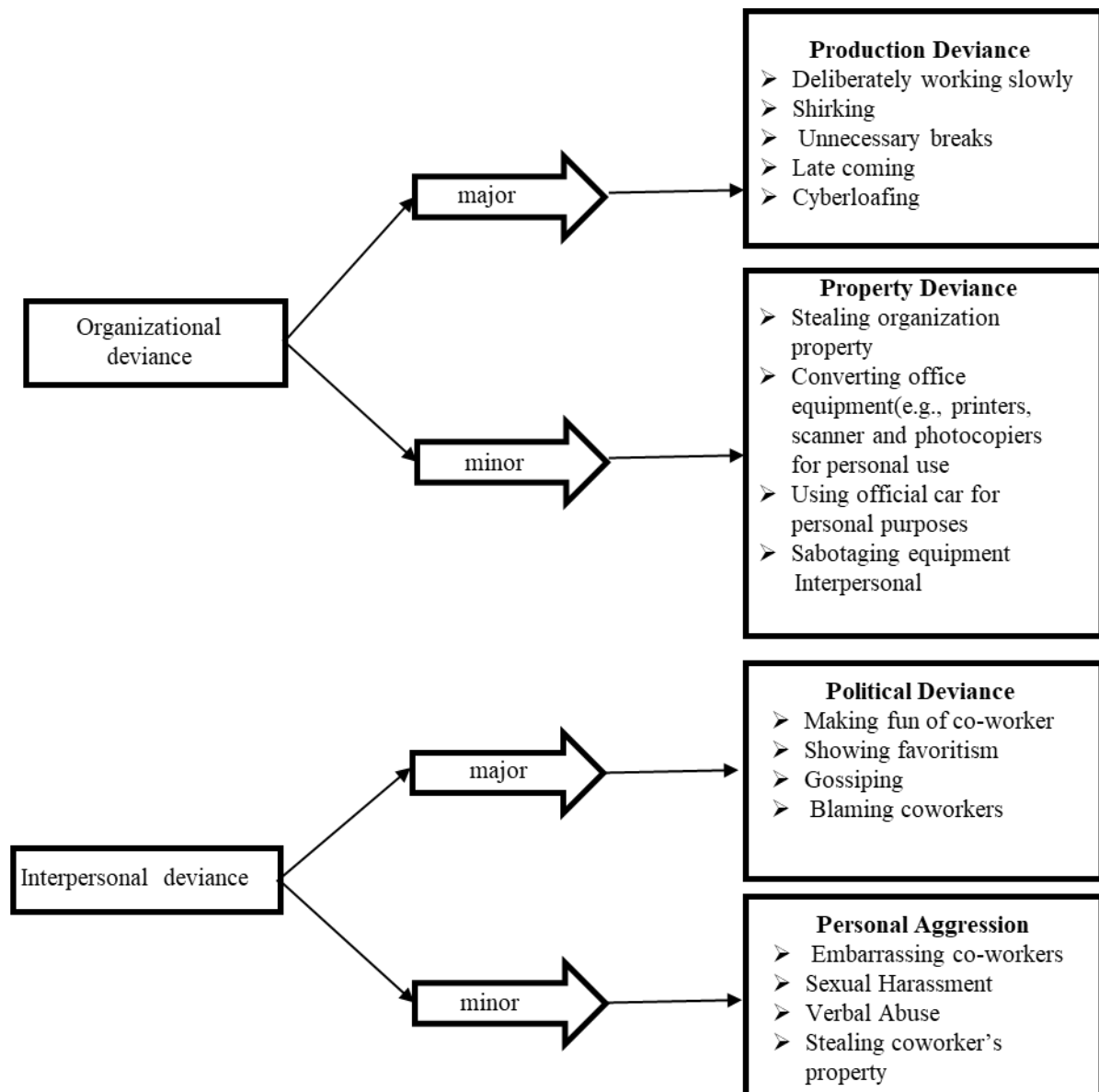
Figure 1: CWB classification, adapted from Robinson and Bennett (1995).

Political deviance was used to label minor interpersonal forms of CWB (e.g., showing favouritism, gossiping, blaming coworkers, and competing in a non-beneficial manner), and personal aggression was used to label major interpersonal behaviours such as sexual harassment, embarrassing colleagues, verbal abuse, and stealing from colleagues. Minor organisational types of production deviance were identified as leaving early, taking needless breaks, working slowly, and squandering resources. Finally, property deviance involves stealing from the firm, damaging equipment, and getting a kickback (Lugosi, 2019).

Theory and Hypotheses Development
Underpinning Theory: Social Exchange Theory
Studies on organisational behaviour often draw on the social exchange theory (Blau, 1964) to explain a wide range of workplace behaviours and their underlying causes. This research work therefore, is underpinned by the assumptions of the social exchange theory. According to Blau (1964: pp. 91–92), social exchange is the "voluntary actions of individuals that are

motivated by the returns they are expected to bring and typically do in fact bring from others." Social exchange in the workplace can be sparked by the employer's treatment of his workers. When an organization or one of its agents extends a helping hand or shows spontaneous goodwill, it creates an obligation on the part of its employees to return the favour (Aryee et al., 2002; Cropanzano & Mitchell, 2005). Eisenberger et al (1986) used the social exchange theory to establish the idea of perceived organisational support to explain the development of AC. In their view, workers use the principle of reciprocity to vary their level of emotional involvement based on their perceived level of support. Many studies, such as those by Kim et al (2016); Eisenberger et al (2001), imply that employees who believe their employers support them feel obligated to be loyal and that this sense of responsibility fosters their emotional commitment to the organisation. When employees feel supported and treated fairly, for instance, during their onboarding process(es) Sharma & Stol (2020), they are more likely to be satisfied, commit to the company, and engage in prosocial behaviours. This is due to the economic and social exchange relationships between employees and their employers (Chan et al., 2021; Meyer & Bartels, 2017). Furthermore, the perception of fair treatment, clarity of job roles and expectations, and co-worker support all contribute to happy moods and the reduction of anxiety, which have been linked to the possibility of seeing extra-role chores as in-role and a reduction of unproductive conduct (Iftikhar et al., 2016; Michalak & Ashkanasy, 2020).

Employee Onboarding and Counterproductive Workplace Behaviour
Even though "onboarding" is a relatively new term, the practice of integrating new employees is not, since scholars and human resources professionals have previously described it as "orientation" (Klein & Heuser, 2008). However, others have referred to this as induction (Salau et al., 2014). An employee's onboarding program is the initial step in acclimating to the workplace and organization. It is unique to each firm and influenced by the size and skill level of the workforce (Klein et al., 2015). Employee onboarding is defined as the process of orienting new hires to their new job; familiarizing organization's goals, values, rules, responsibilities, and procedures; and socialising on organisational culture (Bauer, 2010; Sharma & Stol, 2020), thereby assisting new employees in adjusting to the social and performance aspects of their new job (Meyer & Bartels, 2017). It has been described as both a formal and informal procedure (Klein & Weaver, 2000). As a formal process, it is defined as a "written set of coordinated policies and procedures that assist an employee in adjusting to his or her new job in terms of both tasks and socialization. As an informal process, it is "the process by which an employee learns about his or her new job without an explicit organizational plan' (Bauer, 2010, p. 2)

According to Meyer and Bartels (2017), numerous onboarding models generally focus on either the content or process of socialisation, although in certain situations, there may be a combination of the two. Organisational socialisation is the underlying theory from which onboarding models have evolved (Chillakuri, 2020). Drawing on this theory, several onboarding models have been studied in various settings and have been found to impact a range of employee work and behavioural outcomes (Klein & Heuser, 2008; Meyer & Bartels, 2017; Van-Maanen & Schein, 1979). One of the most comprehensive and widely validated models was developed by Bauer (2010), and comprises four levels: compliance, clarification, culture, and connection. Bauer's paradigm, known colloquially as the "Four Cs," has quickly gained popularity among practitioners and has been empirically tested and validated (Clouse,

2020; Meyer & Bartels, 2017; Scholar & Bowers, 2019). According to Bauer (2010), *compliance* is the stage when a new employee learns about their employer's policies, processes, rules, and regulations. Legal policy procedures include attendance, dress codes, and employment terms and conditions. The second stage of the model is *clarification*. At this level, employees are taught performance objectives, job responsibilities and descriptions, rules of engagement, and reporting processes (Chan et al., 2021). At the *culture* level, employees are exposed to the organization's values, history, traditions, values, and philosophy. To achieve this, instructional tools, such as movies, pamphlets, brochures, and other organizational literature, may be employed. While the *connection* level comprises a formal introduction of the employee to their senior colleagues or the planning of lunch with managers and senior leadership to build relationships (Meyer & Bartels, 2017). According to Bauer (2010), almost all organisations finish the first level of onboarding, only half complete the cultural level, and only 20% exhaust all stages (Bauer, 2010). According to some empirical works of research, a suitable employee onboarding program should include all onboarding phases (Bauer, 2010; Chillakuri, 2020; Meyer & Bartels, 2017). Meyer and Bartels (2017) stated that all these levels are required and that new employees who received all of them, including connections, reported more excellent perceived organisational support, organisational commitment, and job satisfaction. Therefore, Bauer's Four Cs aspects of onboarding will be the focus of our study.

Employee onboarding has been found to have two key impacts: immediate and remote (Becker & Bish, 2021; Ibrahim et al., 2022c). Immediate onboarding results include role clarity, social integration, person-organization fit, mission mastering, workgroup integration, and socializing (Bauer, 2010; Klein et al., 2015). Distant outcomes have been associated with success, job satisfaction, intention to quit, and withdrawal behaviours (Meyer & Bartels, 2017; Salau et al., 2014). Furthermore, according to Chillakuri (2020), good onboarding programs serve three major purposes: improving recruits' confidence, assisting workers in rapidly becoming fully productive, and fostering a favourable relationship between the firm and its employees. With the aid of a well-designed onboarding program, recruits' fears and misunderstandings may be eased, and their roles defined and understood (Sharma & Stol, 2020). Consequently, recruits will be more prepared for their employment, resulting in positive outcomes such as improved retention rates and more positive behaviour (Meyer & Bartels; Sharma & Stol, 2020). Conversely, previous research, such as Hendricks and Louw-Potgieter (2012), has shown that ineffective onboarding can lead to various negative behavioural and job-related consequences. Some features of withdrawal behaviour, for example, have been linked to a lack of proper onboarding (Elting, 2015).

Specifically, the Bauer (2010) 4Cs model of onboarding levels has been found to substantially impact employee performance and behaviour (Chan et al., 2021; Meyer & Bartels, 2017; Scholar & Bowers, 2019). According to a recent empirical study, this onboarding process can build emotional attachment and identification with an organisation's goals and principles (Chan et al., 2021). Thus, employees who are completely integrated into their organization through all levels feel cared for and supported, which results in them becoming emotionally engaged with their employment and, thus, less likely to participate in destructive behaviour (Baysal et al., 2020; Wu et al., 2020). Consistent with the tenets of social exchange theory (Blau, 1964), which holds that an employer and employee are in an exchange relationship in which perceived fair treatment is rewarded by productive and extra-role conduct, whereas perceived unfairness is met by counterproductive behaviour (Cropanzano & Mitchell, 2005; Greenberg, 2018), we formulate the following hypothesis:

H1: Onboarding experience is negatively related to counterproductive workplace behaviour.

Employee Onboarding and Affective Commitment
During the first six months of onboarding, a new employee's initial and crucial attitude consist of AC (Bauer, 2010; Klein et al., 2015). In the long run, studies demonstrate that efficient onboarding leads to job satisfaction, a positive view of organisational support, a full-blown AC to employment, and a reduction in turnover intention (Chan et al., 2021). As described by Meyer et al (2002), AC is an emotional attachment to an organization in which a deeply devoted individual identifies with, participates in, and appreciates participation within it. Individuals devoted to the organization continue to work for it because they want to (Fazio et al., 2017), and are thus correlated with good employee behaviour (Kim et al., 2016). Given that the goal of onboarding is to help workers feel more at ease in their new job, good onboarding using all the empirically tested Bauer (2010) onboarding levels is said to increase employees' connections to the organization (Meyer & Bartels, 2017; Sharma & Stol, 2020). Meyer and Bartels (2017) found that workers who received onboarding that reinforced social support reported greater levels of AC after six and 12 months than those who did not. Meyer and Bartels (2017); Scholar and Bowers (2019) found a relationship between Baur's 4cs model and organizational commitment. Based on this, we hypothesize the following:
H2 employee onboarding experience is positively related to affective commitment.

Affective Commitment and Counterproductive Workplace Behaviour
Affective commitment has been connected to various positive work and behavioural outcomes such as enhanced performance and citizenship behaviour (Iftikhar et al., 2016; Meyer et al., 2002; Soelton et al., 2020). According to a body of research, employees who are affectively dedicated to their organization are more likely to have favorable thoughts about their jobs and are more inclined to engage in citizenship behaviour (Hedayat et al., 2018; Iftikhar et al., 2016; Meyer et al., 2002).
Furthermore, according to Bedi (2021), employees with a high level of AC experience more happiness and fewer negative affect than those who are not devoted. The incidence of counterproductive behaviour has been conceptually and empirically linked to negative effect, providing yet another reason to expect AC to negatively impact CWB (Bedi, 2021; Gill et al., 2011). Theoretically, the key assumptions of social exchange theory (Blau, 1964) add to the predictability of the AC-CWB relationship. Eisenberger et al (1986) used the precepts of social exchange theory to introduce the concept of perceived organisational support to explain the growth of AC; employees follow the essential principles of social exchange, which promote reciprocity and alter their commitment in response to perceived organisational support. Consequently, employees who believe that their organisations are supportive feel obligated to be loyal to them and to develop all aspects of emotional attachment to the organization (Kim et al., 2016). Therefore, based on the preceding empirical and theoretical assumptions, we propose the following hypothesis:
H3: There is a negative relationship between affective and counterproductive workplace behaviour.

Affective Commitment as a Mediator
Affective commitment is the most significant behavioural effect of employee onboarding (Chan et al., 2021; Meyer & Bartels, 2017). Employees who have been fully onboarded reported feeling a strong sense of support from their company and giving it high marks for

support (Chan et al., 2021; Clouse, 2020). Organisational support theory (Eisenberger et al., 2001), which is based on social exchange theory assumptions (Blau, 1964), holds that addressing employees' socio-emotional needs can improve their AC to the organization and its basic values (Eisenberger et al., 2001; Kim et al., 2016). Accordingly, existing empirical findings show that employees' perceptions of their relationships with their organisations as accommodating have a significant impact on their job attitudes and behaviours, such as job satisfaction, emotional attachment, loyalty, turnover intentions, and job performance (Aryee et al., 2002; Chan et al., 2021; Kim et al., 2016; Sharma & Stol, 2020; Yücel, 2012). In the same vein, it has been reported that employees are likely to reciprocate with proper work attitudes and performance when they notice that they are supported, accommodated, and assimilated (Clouse, 2020; Cropanzano & Mitchell, 2005). On the contrary, employees who are treated poorly and receive little care and support are more inclined to retaliate with undesirable behaviours such as CWB (Greenberg, 2018): Based on these facts, we hypothesize that:

H4: Affective commitment mediates the relationship between onboarding experience and counterproductive workplace behaviour.

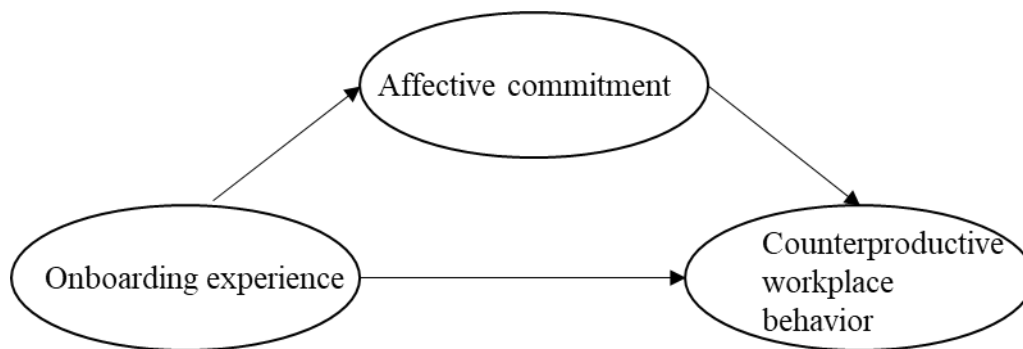Based on the hypothesized relationships, we proposed the following research framework.

Figure 1.1 Research Framework

Method
The Procedure and Measures
This cross-sectional study surveyed 318 academics from selected federal polytechnics in northern Nigeria. Surveying faculty members in Nigerian public polytechnics was justified by a recent report that the incidence of CWB was higher among academics than among non-academic staff (Olasupo & Fagbenro, 2021). To address ethical issues that may arise in any research involving human subjects (Adeoti et al., 2021), all participants were assured that their responses would be kept confidential, their identities would be protected, and they were made aware before they agreed to participate in the study of the option to stop participating at any time.

The sample profile was as follows: most participants were male (82%), married (59%), had been working in academia for more than ten years (93.7%), and more than half of them had a master's degree (54.6%). Regarding age, 65.6% were relatively young, aged between 31 and 50 years. The sample also consisted of faculty members of various ranks, from chief lecturers/chief instructors to assistant lecturers/instructors II. Almost half of the respondents were of Hausa ethnic extraction.

A 5-point Likert scale ranging from 1 (strongly "disagree") to 5 (strongly agree) was used to assess each of the study's constructs. Two steps were taken to ensure the validity and reliability of these measures. First, the items on the original scales were reviewed and approved by a group of academic subject matter experts. Second, to assess the reliability and validity of the adapted instrument, a pilot study was conducted involving 20 lecturers from one of the Federal Polytechnics in Nigeria's Northwest region, following the recommendations of (Patten & Newhart, 2017).

Variables of interest were measured using well-established instruments with good psychometric properties. As recommended by Dalal (2005), this study used a composite measure of Bennett and Robinson's (2000) unproductive workplace behaviour on a two-dimensional scale. Of the 19 items, only 11 that could be used in Nigerian academic settings were modified (Adeoti et al., 2021). An example of an adapted item is "overstaying a semester break longer than is permitted at the polytechnic." Gill et al (2011) used a similar combined measure in a different context, with significant reliability of 0.85 and 96, respectively. The OE was measured using ten composite measures of onboarding levels developed by Bauer (2010) and validated several times when various behavioural and job outcomes were studied(Meyer & Bartels, 2017; Scholar & Bowers, 2019). In the two studies, internal consistency coefficient alphas of 0.75 and 0.836 were achieved, respectively. Example of such adapted items include "Upon arrival at my first academic job position, I was directly educated on basic organisational policies."

Meyer et al. (1993) used an 8-item Affective Commitment scale to measure AC. One of the examples included, ``I would be very happy to spend the rest of my career with this organization.'' This scale's alpha coefficient of 0.85 was reported for it, and two items were reverse scored. Studies like (Meyer & Bartels, 2017) and (Ugwu, 2017) in similar contexts used the same measure and reported internal consistency coefficient alpha of 0.90 and 0.89, respectively**.**

Results
Before the analysis, we ensured that none of the data had any problems, such as missing values, non-response bias, common method variance, multicollinearity, or normality (Sekaran & Bougie, 2016). Subsequently, we ran a PLS-SEM analysis using SmartPLS 3.2.7. In this study, we chose PLS-SEM because it is a reliable technique for estimating multivariate causal relationship models in management science (Hair et al., 2014). Complex models, including those with many different components, indicators, and structural interactions, can be used for the PLS-SEM analysis to solve (Hair et al., 2020). Moreover, PLS-SEM allows for the investigation of constructs and interactions in an intricate structural model, making it ideally suited for use in the early stages of theory creation and testing (Hair & Alamer, 2022). Furthermore, because of the importance of the bootstrapping technique in validating mediation models (Preacher & Hayes, 2008), it was used to test indirect effects for our mediation hypotheses. Hence, PLS-SEM is considered useful for testing mediating effects (Hair et al., 2014).

To evaluate our two models, we used a two-stage procedure to achieve model parsimony and address multicollinearity issues (Afshari & Gibson, 2016; Hair et al., 2020). Initially, we used compliance, clarification, culture, and connection as low-order constructs to represent the aspects of the OE in the measurement model. Subsequently, in line with Crocetta et al. (2021), we used latent variable scores to replace the lower-order constructs with the higher-order OE.

Measurement Model

A measurement model was used to determine the validity and reliability of the indicators and constructs(Table 1). First, except for CWB01, CWB02, and AC06 loadings of =0.353, 0.332, and 0.417, respectively, which were deleted due to low loadings below acceptable levels (Hair & Alamer, 2022) and the desire to improve the average variance extracted (AVE), all construct items in the model have factor loadings that are greater than the minimum acceptable value of 0.50(Hair et al., 2017). Indicator loadings should be close to.70 and statistically significant at the.05 level or lower (Hair et al., 2020). However, if sufficient values are acquired for composite reliability, Cronbach's alpha, AVE, and HTMT, values between.40 and.70 can be supported (Hair & Alamer, 2022).

When reliability was measured using Cronbach's alpha and composite reliability, the statistics for both were higher than the recommended value of 0.7 (Hair et al., 2020), indicating good reliability (Hair & Sarstedt, 2019). Moreover, because AVE was greater than 0.50, convergent validity was considered acceptable (Hair et al., 2017). We used heterotrait-monotrait (HTMT) analysis to assess discriminant validity based on Hair and Alamer's (2022) recommendation. The HTMT ratio measures how well a construct accounts for the variation in its own indicators compared with the variation in other constructs (Hair & Alamer, 2022; Henseler et al., 2015)

Table 1
Reliability and validity analysis.

Constructs	Items	Loadings	Alpha	CR	AVE
Compliance			0.900	0.952	0.909
	COM01	0.956			
	COM02	0.951			
Clarification			0.830	0.922	0.854
	CLR01	0.919			
	CLR02	0.930			
Culture			0.770	0.896	0.812
	CUL01	0.915			
	CUL02	0.887			
Connection			0.948	0.962	0.864
	CON01	0.902			
	CON02	0.933			
	CON03	0.943			
	CON04	0.941			
Affective Commitment			0.792	0.833	0.505
	AC01	0.832			
	AC02	0.828			
	AC03	0.559			
	AC04	0.654			
	AC05	0.639			
Counterproductive Workplace Behaviour			0.887	0.910	0.534
	CWB03	0.560			
	CWB04	0.666			

CWB05	0.797
CWB06	0.777
CWB07	0.847
CWB08	0.837
CWB09	0.609
CWB10	0.609
CWB11	0.809

Table 2
Discriminant validity (Heterotrait-Monotrait Ratio of Correlation)

	1	2	3	4	5	6
1. Affective Commitment	-					
2. Clarification	0.212	-				
3. Compliance	0.343	0.525	-			
4. Connection	0.247	0.372	0.376	-		
5.Counterproductive workplace Behaviour	0.299	0.288	0.356	0.122	-	
6. Culture	0.274	0.747	0.408	0.806	0.29	-

An HTMT level below 0.90 indicates that all constructs are different or not the same or similar constructs (Henseler et al., 2015). As shown in Table 2, there was no collinearity between the variables; therefore, the correlations between the latent constructs were acceptable (Azim et al., 2020). The results in Tables 1 and 2 indicate good reliability and validity of the construct, making it suitable for further analysis (Hair & Alamer, 2022)

Structural Model
The structural model was evaluated based on the paths hypothesized in the research framework and the R^2, Q^2, and significance of the paths. According to Latif et al. (2020), the strength of each structural path is assessed using the R^2 value of the dependent variable, which should be greater than or equal to 0.1. The findings in Table 4 demonstrate that all R^2 values were greater than 0.1, thus establishing predictive potential. The predictive relevance of endogenous constructs is also established by Q^2 (Hair et al., 2020). These findings demonstrate the significance of the constructs' predictive power. Table 4 reveals that the Q^2 values for CWB were 0.061 and 0.052 for AC, demonstrating the predictive usefulness of the model (Henseler et al., 2009).
Furthermore, the standardised root mean square residual (SRMR) was used to evaluate model fit. The SRMR value was 0.09, which is slightly higher than the conservative threshold of 0.08. Although SRMR values up to 0.10 are considered a fair fit (Anderson & Gerbing, 1988). However, the threshold was probably too low for the PLS-SEM analysis. This is because covariance-based SEM and PLS-SEM play different roles in the variation between observed correlations and model-implied correlations (Latif et al., 2020).
To assess the significance of the paths, the total, direct, and indirect effects were analyzed. We followed Hair and Alamer (2022); Hair et al (2014); Henseler et al (2009) recommendations. A bootstrapping procedure with 5000 bootstrapped samples and 318 cases was used to evaluate the significance of the path coefficients in generating the beta

values, standard errors, t-values, and p-values of the estimates to determine the precision of the model.

As Table 3 reveals, we found support for H1: OE relates directly and negatively to employees' CWB (β = -0.312, t = 5.189, p = 0.002). Supporting H2, OE had a positive and direct relationship with AC (β = 0.344, t = 6.385, p = 0.000). AC was negatively related to CWB (β =-0.191, t = 3.095, p =0.000), which is consistent with H3. With the inclusion of the mediating variable (AC), the impact of OE on CWB was also significant (β= -0.246 t= 3.771, p = 0.000). The indirect effect of OE on CWB via AC was statistically significant (β = -0.066, t = 2.482, p = 0.013). Table 3 indicates that the indirect effect of OE on CWB via AC (mediator) was significant and predicted CWB in a negative direction, thus supporting H4. This shows that the relationship between OE and CWB is partially mediated by AC. Table 4 summarizes the findings and indicates that all study hypotheses have been supported.

Table 3
Mediating Results

Total effect (OE->CWB)		Direct effect (OE->CWB)		Indirect Effect of OE on CWB						
Coefficient	p-value	Coefficient	p-value		Coefficient	SD	t value	p-value	B1[2.5%;97.5%]	
-0.312	.000	0.246	.000	H: OE->AC->CWB	-0.066	0.026	2.428	.000	-0.118; -0.016	

Abbreviations: CWB, counterproductive workplace behaviour; OE, onboarding experience; AC, affective commitment.

Table 4
Summary of findings

Hypotheses	Beta	SD	t-value	p-value	Findings
H1: OE ->CWB	**-0.312**	**0.060**	**5.189**	**0.002**	**supported**
H2: OE->AC	**0.344**	**0.054**	**6.385**	**0.000**	**supported**
H3: AFC ->CWB	**-0.191**	**0.062**	**3.095**	**0.000**	**supported**
H4: OE ->AC →CWB	**-0.066**	**0.026**	**2.428**	**0.000**	**supported**
R² CWB = 0.129	**Q2-CWB = 0.061**				
R² AFC = 0.118	**Q2-AC = 0.052**				

Abbreviations: CWB, counterproductive workplace behaviour; OE, onboarding experience; AC, affective commitment.

Discussion and Implications of the Findings
The primary goal of this study was to demonstrate that SET (Blau, 1964), founded on the principle of reciprocity (Cropanzano & Mitchell, 2005), may be used to explain CWB. This theory suggests that employees who believe their employers support them will feel obliged to be loyal, and this sense of obligation encourages their emotional connection to the organisation (Eisenberger et al., 2001). Hence, the current findings confirm the results of earlier studies that established a positive correlation between effective OE and AC (Klein & Heuser, 2008; Meyer & Bartels, 2017). The findings, therefore, support the major assumptions of the social exchange theory, mainly as they apply to the workplace. The results further appear to corroborate the claims made by Meyer and Bartels (2017); Clouse (2020) that an

employee's perception of the organisation's care and appreciation (perceived organisational support) for them through the outlined Bauer onboarding framework (Bauer, 2010) will cause them to develop affections for the organisation, develop emotional attachment, and subsequently have positive reciprocal feelings toward the organisation (Kim et al., 2016), lowering the likelihood of engaging in deviant behaviour (Baysal et al., 2020; Gill et al., 2011). These claims offer compelling support for the significant mediating role of AC in the relationship between OE and CWB found in this study. Similarly, as demonstrated in this study, AC has long been documented as a predictor of employee deviance (Tian et al., 2014; Wu et al., 2020).

Empirically, a direct link between OE and CWB has not been conclusively demonstrated in previous studies. However, we found that OE is significantly and negatively linked to workplace deviance, corroborating Meyer and Bartels (2017); Salau et al (2014); Sani et al (2022), who established a negative relationship between onboarding training and some negative job-related outcomes. Thus far, an important step forward in the literature on deviant workplace behavior has been achieved.

In addition to the study's theoretical solid contribution, which is a result of the paucity of prior research on the relationship between OE and CWB, the findings of this research are helpful for policymakers and the management of public higher education institutions in Nigeria, particularly in managing CWB. The outcome showed that onboarding training, specifically for new hires, based on the validated Bauer (2010) 4cs model must be introduced or improved. Studies reveal that many organisations, particularly public institutions in Nigeria and other African countries, adopt a swim-or-sink strategy, leaving their employees to fend for themselves while employed. This is demonstrably the cause of inefficiency and frequent unproductive behaviour among employees, particularly in educational institutions (Adejare et al., 2014; Ssempebwa et al., 2016). As the higher institutions in Nigeria are characterised by student and staff diversity (Mustapha et al., 2022), new technology, and expanding faculty workloads (Adeoti et al., 2021), there is a need for a radical departure from the current swim or sink practice to reduce CWB among academics.

Limitations and Suggestions for Future Research

Even though the outcomes of the present study are informative, they must be understood in light of the following constraints: First, the Covid-19 pandemic's constraints on the movement made it necessary to conduct this research via an online survey. Online surveys give researchers access to a sizable participant pool and provide a sense of privacy that encourages participants to be honest when sharing sensitive information (such as counterproductive workplace behaviour) (Duarte et al., 2017). However, this methodology has some flaws, such as sampling bias, self-selection problems, or under-representation of the population (Kumar et al., 2021), which restricts the ability to generalize the study's findings. Secondly, the longitudinal data that demonstrate causality over time would have been used in this study for a deeper understanding of the problem; however, due to financial and time constraints, a cross-sectional design was used to collect data even though causal implications cannot be inferred from its use. To substantiate the results of the current study more accurately, a longitudinal design needs to be considered in the future to measure the theoretical constructs at various times (Cook et al., 2002). In addition, due to financial limitations, the present study was conducted in Nigeria and covered only the polytechnic sector. Therefore, the model

should be tested across cultures and contexts, considering the swim-or-sink approach in other sectors and African countries (Ssempebwa et al., 2016), to enable comparisons of findings. Furthermore, many different onboarding models have been developed over the years (Chillakuri, 2020; Meyer & Bartels, 2017), which are beyond the scope of this paper to test; therefore, future researchers may want to consider testing these models in light of CWB. Consequently, this model may be further improved and refined in the future.

Conclusion

Counterproductive workplace behaviour is a global phenomenon that wreaks havoc on public and private organisations' efficiency in Nigeria(Aborisade, 2020; Adeoti et al., 2021). However, employee deviance in academic workplaces nowadays draws much media and scholarly attention. This study focuses on public polytechnics in Nigeria because of claims of deviant behaviour's negative consequences on quality education (Jacob et al., 2021; Okeke, 2010) and the threat to Nigeria's drive to meet the UN 2030 Agenda on quality education (Owens, 2017). Results from this study suggest that CWB can be reduced by implementing the Bauer four-stage onboarding strategy (Bauer, 2010). Therefore, a significant shift from the current status quo of "swim or sink" practices in Nigeria's high schools is required. This can be accomplished through the introduction or creation of onboarding training based on the proven Bauer's 4cs onboarding framework.

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