

Investigating the effect of deviant behaviors in the workplace on organizational indifference with the mediating role of organizational lack of transparency of employees

Mina Seyf

Department of Arts and Humanities, Malayer Branch, Islamic Azad University, Malayer, Iran

ARTICLE INFO

Keywords

Deviant behavior in the workplace, organizational indifference, organizational transparency, lack of organizational transparency

Article history

Received: 11 Jan 2024

Accepted: 20 May 2024

ABSTRACT

In recent decades, deviant behaviors have attracted the attention of many managers and academic researcher. Most of these researches, considering the great importance of the issue of deviant behaviors and the direct and indirect costs that such behaviors impose on organizations, have identified the influencing factors in the occurrence of deviant behaviors in the organization. The current research is a descriptive and survey research in terms population of this research is the employees of Hamedan university of Medical Sciences and the statistical sample of this study includes 110 people. The size if the research sample according to Morgan's table the number of 86 people was determined. The sampling method in this research is a simple random type. The data collection tool is a questionnaire. The general purpose of this research is to investigate the impact of deviant behaviors in the workplace with the mediating role of organizational lack of transparency in employees. Hamedan University of Medical sciences was using the Structural equation model. In this regard and according to the objectives of the research, deviant behaviors in the work environment and organizational indifference with the lack of organizational transparency of Hamedan University of Medical Sciences were investigated. Hamedan participated in the research.

Introduction and statement of the problem

Studying and investigating the behaviors of employees in the workplace is of particular importance. Such behaviors, which are one of the most important issues. It is on many organizations. It is referred to as deviant behavior in the organization. It is considered a threat to

*Corresponding author's E-mail: mina.seyf2022@gmail.com



This work is licensed under a Creative Commons Attribution 4.0 International License

the well-being of the organization or its members. (Bennett and Robinson, 2000). Today, deviant behavior has become a common problem in most organizations. Many factors affect the occurrence of these behaviors, among them are organizational factors and occupational factors. In recent years, researchers have paid attention to organizational justice as a factor affecting the organizational behavior of employees. The term organizational justice is used to describe the role of justice and fairness. (Zoghbi, Lara, 2012) If people do not have a correct examples of work deviance indicators. The occurrence of such behaviors wastes the resources of the organization, weakens the rights and other employees and ultimately causes a decrease in organizational efficiency and productivity. In addition, these deviant behaviors in the work environment are related to the undesirable aspects of individuals, groups and organizations. Losing productivity costs money. The presence of employees with deviant behaviors reduces the productivity of other employees and makes deviant behaviors common in the workplace and increases organizational costs. Employees who have deviant behaviors are a threat to the organization. Are considered because they can lead the rest of the employees and customers to these thoughts. These behaviors are narrow minded and illegal behaviors that the official authority and ideology of the organization do not allow. (Clark & Walsh, 2016). Perception of justice and fairness in their organization, they engage in deviant behaviors. The perception of organizational justice and its dimensions affects the behavior of employees.

Therefore, the organization should try to prevent deviant behavior by increasing people's perception of justice (Nadi, Eslami Herandi, 2016). The most common type of employee deviance is the illegal use of resources and Seizure of government property. (Lablance & Kelloway, 2002) The research conducted abroad shows that despite the occurrence of a lot of work deviation among employees, only 50-30% of cases of deviation have been identified and followed up. Without a doubt, such deviant behaviors are very expensive for the organization.

Antiproduktive behavior, destructive behavior, acceptance of method and waste of resources are some of the examples of work deviance indicators. The occurrence of such behaviors wastes the resources of the organization, weakens the rights of other employees and ultimately. In addition, these deviant behaviors in the work environment are related to the undesirable aspects of individuals, groups and organizations. Losing productivity costs money. The presence of employees with deviant behaviors reduces the productivity of other employees and makes deviant behaviors common in the workplace and increases organizational costs. Employees who have deviant behaviors are a threat to the organization. Are considered because they can lead the rest of the employees and customers to these thoughts. These behaviors are narrow minded and illegal behaviors that official authority and ideology of the organization do not allow. (Clark & Walsh, 2014)

Therefore, it is useful for organizations to pay attention to the increasing prevalence of deviant behaviors in the workplace and the costs associated with them, identify the factors that cause such behaviors to occur.

2. Theoretical literature and research background

2-1- Deviant behavior in the workplace

The workplace is a place where a set of behaviors occur, each with different effects on individuals and the entire organization's rules. Organizational rules are a group of behaviors, times, rules and laws that are predicted to help that organization to act in the right direction and move forward. Therefore, when ever a behavior outside this framework occurs, its effects are widespread and include are organizational levels, from decision- making and production to financial issues. (Applebaum et al. , 2007: 588) Researchers have mentioned different names for these behaviors, suchas: deviance in the work environment, anti-productive behaviors in the work environment, anti-productive behavior and anti-social behaviors in the work environment that have these three main Criteria: are intentional and voluntary, acceptable organizational customs, rules , regulations and norms are ignored and violated in them, endonagering the health of individuals and organizations, imposes significant open and hidden costs on the organization and thus becomes effective and jeopardize individual and organizational performance (Robinson and Bennett, 1995:57)

2-2- Types of deviant behaviors in the workplace

Negative deviant behaviors: production deviation occurs when employees violate quality and quantity standards in production, service or product and can increase production costs and reduce inventory control. Such as leaving work early, taking too many vacations, deliberately working slowly, wasting resources , absenteeism, Underwork, resting too much, cominglate.

Political deviation: it happens when employees support certain beneficiaries, in which case others are expensed to harm.

Dissatisfaction and feeling of injustice. Such as blaming colleagues, gossiping about colleagues, showing favoritism, inhelpful competition. Financial diversion: including making or losing money,vandalizing equipment, accepting birbes, lying about working hours. Personal deviation: it includes hostility and aggressive behavior towards others that can jeopardize the reputation of the company and have serious negative consequences for the people concerned. Such as sexual harassment, verbal abuse, stealing from colleagues, arguments and physical violence. Other cases include unethical decisions, character assassination, using the organization's equipment for personal purposes, creating dissatisfaction among customers, vandalism, Breaking rules, behaving counter productively, belittling, putting each other down.(Litzicki et al , 93: 2005)

Production deviation	Financial diversion
<ul style="list-style-type: none"> - Leaving work early - Too many holidays - Deliberate slowness - Waste of resources 	<ul style="list-style-type: none"> - Tampering with equipment - Accepting bribes - Lies about working hours - Theft from the company

Political deviation	Personal aggression
<ul style="list-style-type: none"> - Show favoritism - Gossip about others - Bully others - Unhelpful competition 	<ul style="list-style-type: none"> - Sexual harassment - Verbal abuse - Stealing from colleagues - Creating danger for colleagues

2-3- Factors related to work deviance

2-3-1- The role of individual factors

Investigations have been conducted on the role of individual factors in the occurrence of deviant behaviors. In this research, the effect of genetic and biological factors on the mental and mental health of people has been studied. An important person is mentioned here: Many researches show the relationship between the personality of conscientious, success-oriented, and honest people, and there is no possibility of deviant behavior in them. Also, in other researches, they pay attention to other factors such as family background and life situation and their effect on personality and examine its relationship with deviant behaviors. (Everton et al , 2007)

2-3-2- The role of group agents

Research shows that the patterns of deviant behaviors in the people of a group significantly affect other people in the group. People's history, dependence and job duties are among the effective factors in the occurrence of deviant behavior in a group. The group plays an important role in influencing its members as well as the organization. Aggressive people in the group affect the individual consequences of mental and physical health and organizational commitment, and this is due to their closeness and proximity to the victims of these behaviors, which will make them share in the results. (Bradley, Konai, 2009)

2-3-3- The role of organizational factors and managers

The organization plays an important organizational factors are under the control of the manager. Organizational factors can also be considered as managerial factors. Here are some of these factors that affect deviant behaviors: formal and in formal control: official control has a significant effect on reducing deviant behaviors and regulations and includes three types of control: behavior control (is done through rules and regulations in the workplace, which must be fair) control of inputs (selections, training and socialization of people and control of outputs, through goal setting, goal based management and comprehensive quality management).

In formal control that includes norms may have a stronger effect on employee deviance. (Everton et al 2007). These norms can create a positive organizational atmosphere and thereby reduce the possibility of deviant behaviors. (Ofcourse, an official controls from the managers control can only affect them). Also, the absence of a supervisor or manager the possibility of deviation. With the presence of a strong guard or support, people can not obtain security arrangements and special skills for diversion. (Everton et al 2007)

2-4- Trust in the organization

People's attitude about the existence of trust in the organization is reflected through the employees expectation that they feel counted in the organization they will be taken care of and their needs will be met in the present and in the future. Over a period of time, organizational trust can be the result of a two-way agreement between the individual and the organization, to ensure how each will act. When employees feel that their trust is being eroded deviant practices will intensify. For example, research shows that when managers repeatedly scold or reprimand employees in front of customers or their peers. Their deviant behaviors intensify in these situations, the trust between managers and subordinates is broken, and the most common answer is this. That the employees do not follow what the manager, tells them, and a negative attitude will arise in the environment of the organization and a negative feeling will appear. (Tairi, Kabili, 1389)

2-5- organization culture

Culture is one of the influencing factors in people's behavior and values and can play a role in deviant behavior. Culture includes the pattern of organizational failures and successes, the history of the organization and its policies. Culture should give people organizational identities, it provides the possibility of people's participation and directs how to express feelings, reactions and attention of people in the organization. Regarding organizational culture and its effect on deviant behaviors.

2-6- Organizational apathy

Apathetic people do not worry about the future. Because no matter what they worry about, there is not difference between the present, the future and the past. These people have a low level of self-confidence, and making themselves look simple and unintelligible is their defense cover. They think that talking to their superior no result because their superior did not listen and if he listens, the result will be to their detriment, so they do not show any reaction.

Sometimes indifference destroys any interest. The results of this research show that the neglect of management causes organizational ignorance to employees and organizational ignorance to employees also causes poisoning of the organizational atmosphere. This in turn causes organizational atmosphere. This in turn causes organizational indifference. (ahangar et al 2015). Organizational indifference refers to a situation where a person is completely indifferent the following features should be noted: it should explicitly show and support the organization's policies and implicitly the norms of all employees. Ensure that reward programs are distributed equally and each payment has a clear and justified reason. (Ashos, Dachon, 2000)

Multi-dimensional. Sometimes this process caused by phenomena such as the catastrophe of globalization and growing distrust in previously trusted institutions such as governments and political parties.

2-7- Transparency approaches

Muglan (2012) proposes two different approaches regarding transparency: 1- traditional approach: in this approach, it is tried that the information should not be available, unless a member of the society demands it, 2- pressure model or new: in this model, government information is available to everyone unless there is a logical reason to keep it confidential.

Transparency can be divided into two categories: internal and external transparency. The external transparency, the external transparency. The external transparency of the government refers to the information that government provides to the society (Gregoso et al, 2013). Transparency is a very broad concept that is used in many fields:

2-8- Organizational transparency

Berenshtin stated that when transparency is studied as disclosure, it can be defined as the act of creating new information by recognizing previously hidden information. This definition of Albo and Flavrium (2016), who reviewed the literature related to the transparency of organizations. Political scientist Alan Field (2015) rightly characterizes normative claims for transparency as the constant promotion of an imaginary world in which organizations and people share information transparently and knowingly. (Hosseini Tash, Wathiq 1393).

The reasons for the increase in transparent expectations are multi-dimensional. Sometimes this process caused by phenomena such as the catastrophe of globalization and growing distrust in previously trusted institutions such as governments and political parties.

2-9- Transparency approaches

Mulgan (2012) proposes two different approaches regarding transparency: 1-traditional approach: in this approach, it is tried that the information should not be available, unless a member of the society demands it. 2- pressure model or new: in this model, government information is available to everyone unless there is a logical reason to keep it confidential. Transparency can be divided into two categories: internal and external transparency. The external transparency of the government refers to the information that the government provides to the society (Gregorso et al, 2013). Transparency is a very broad concept that is used in many fields:

The statistical population of research consisted of all the employees of Isfahan Azad University, numbering 320 people. The random sampling method was simple. Hoveyda (1997) are search on the topic of investigation the relationship between organizational structure and organizational indifference of employees (case study: Isfahan University employees). The purpose of this research is to investigate the relationship between organizational structure and organizational indifference of Isfahan University administrative staff. The research method is descriptive and correlational and the statistical population includes all the administrative staff of Isfahan University vice-chancellors in the number of 344 people in 1394-1395. Two types of organizational structure and indifference questionnaires were used to collect data. Data analysis was done at two levels of descriptive and inferential statistics.

- 1- Organizational transparency.
- 2- Accounting and budget transparency.
- 3- Transparency of government activities and responsibilities and also mastery transparency. (Mohammadi kia, 1390).

Contrary to all arguments about transparency, companies do not want to be completely transparent.

3-The empirical background of the research

Pirayesh and Akbarian (1997) conducted a search on the effect of the perception of ethical leadership on organizational deviant behaviors of university employees. This study was conducted with the effect of the perception of ethical leadership on the organizational deviant behaviors of university employees. This research has been done with the purpose of determining the impact of the perception of ethical leadership on organizational deviant behaviors using a correlational descriptive method.

3-1- Findings of interetial statics

I line with this research and according to the objectives of the research, deviant behaviors in the work environment in the organizational indifference and lack of organizational transparency of the employees of Hamedan University of Medical Science were investigated. After completing the questionnaire, the information obtained from the questionnaire was analyzed.

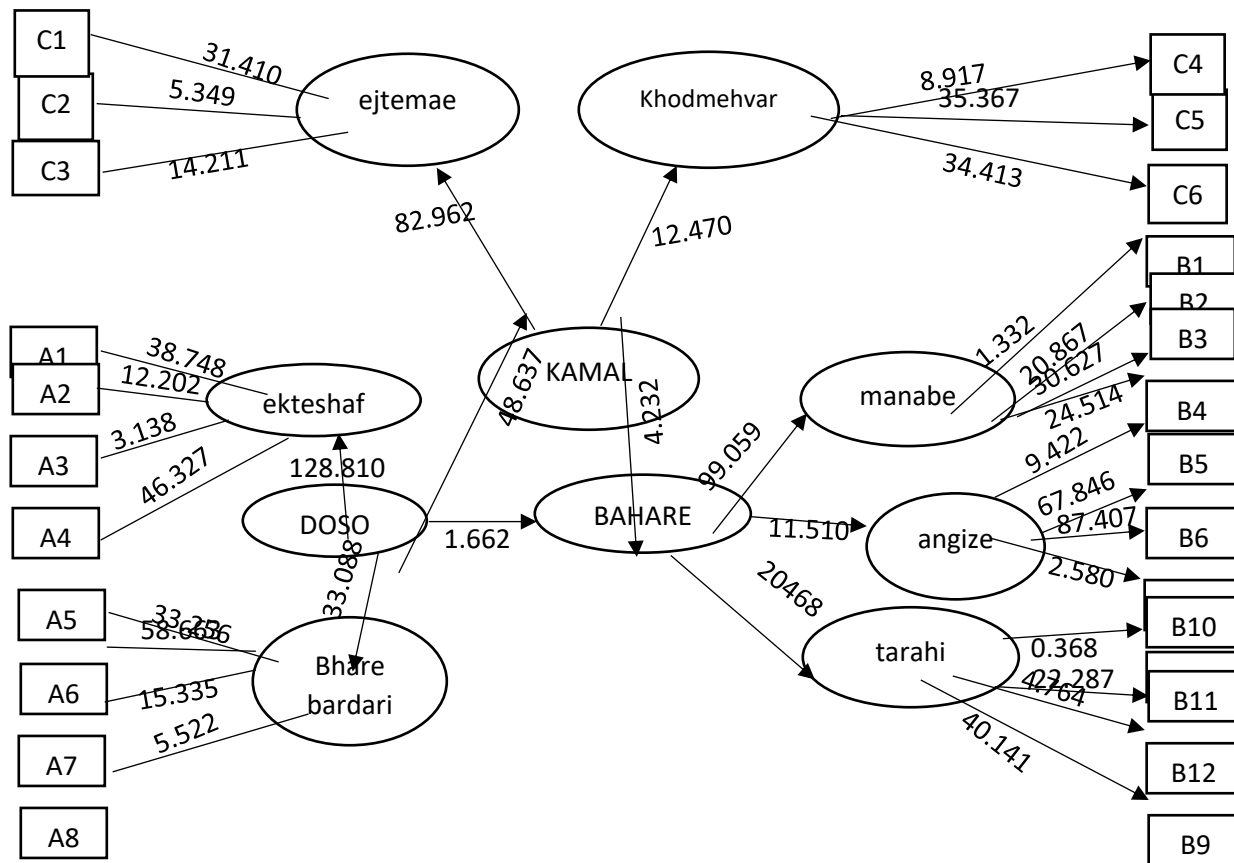


Chart 1: significant coefficients of the fulfilled model of the main hypotheses of the research.

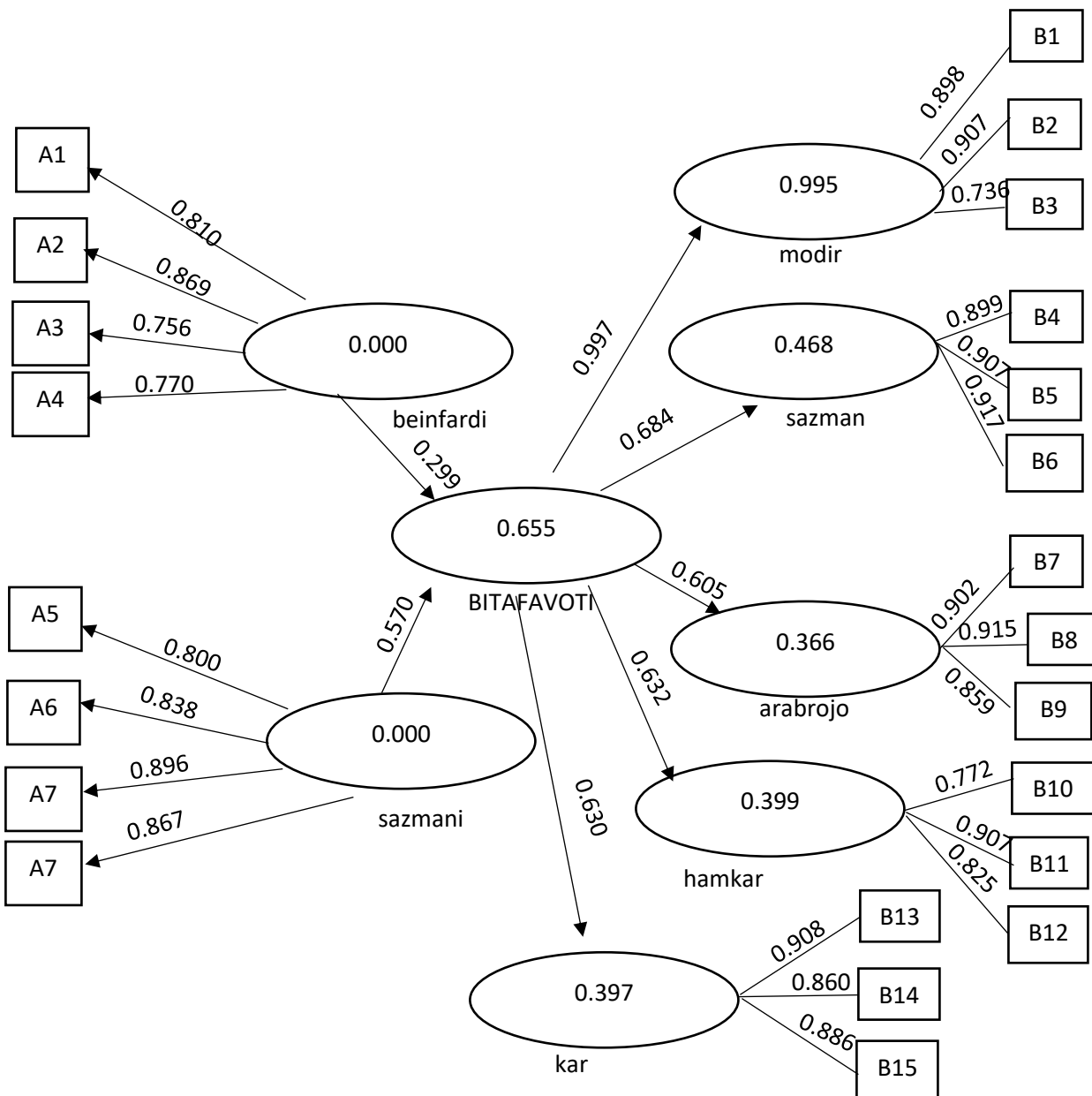


Chart 2: The fulfilled of the sub-hypotheses of the research in the case of path coefficients.

Table 1 : evaluation of indicators of internal. External models, and all the main hypotheses of the research.

Variables	External model indicators			Internal model indicators		Model quality indicators		
	a	p	AVE	r ²	Q ²	Com	Red	Gof
Deviant behaviors at work	1,000	1,000	1,000	-	0,992	1,000	-	
Organizational apathy	1,000	1,000	1,000	0,554	0,994	1,000	0,029	0,847
Lack of organizational transparency	1,000	1,000	1,000	0,879	0,993	1,000	0,879	

4- The results of research sub-hypotheses

The results of the research showed that according to the direct effects of the indices (0.299) and (0.570) , it is clear that the impact of organizational deviant behaviors on the organizational of the employees of Hamedan University of Medical sciences in positive and the hypotheses/ H₀ is rejected.

References

- 1-Navman,S. , Tariq , A. 8 Saleem , M. (2021) , Effect of workplace Bullying on workplace Deviance and project success: Mediating Role of perception of politics.
- 2- Al-jabri,Ibrahim M. Rotoki , Nancy. (2015) , Adaption of ERP systems: Docs information transparency matter telematics and Informatics 32 (2015) 300310.
- 3- Ahmadi , S.A.A. , & Rafiee , A. (2015) . A study on Emotional Intelligence strategies to Reduce organizational Indifference. International Journal of management Research and Business strategy, 4 (3) , 163-178.
- 4- Dehghan , Kh , ghodraticovarem , A ., Norozi , M. , & Dehghan, M.(2021) Investigating the Role of Accountants, Ethical Behavior Tendencies, Auditor Independence on Auditors' professional Attitudes, Management and Accounting studies , 7 (1), 33-46 (inpersian).
- 5- Javed , B. Fatima. T., Yasin , R.M. , Jahan Zeb, S., & Rawwas, m.y. (2019). Impact of abusive supervision on deviant work behavior: therole of Islamic work ethic. Business ethics: a European review, 28 (2) , 221-223. (Inpersian).

6- Mai, Y. phics on workplace deviant beZhang , W,. & Wang,L.(2019). The effects of entrepreneurs' moral a wareness and ethical behavior on product innovation of new ventures: Evidence from china , Chinese managemen eut studies , 13 (2), 421-446.

7- Colbert Amy E.; Mount , Michael K: Harter , James K.; witt , L.A; Barrick , Murray R. (2204) Intractive Effects of personality and perception of the work situation on work place Deviance. Journal of Applied psychology, vol 89 , No 4 pp.599-609.

8- Adekanmbi , F.P., & Ukpere, W. (2021) Influence of frugality, materialism and employee demographics on workplace deviant behaviors. Problems and perspectives in management, 19 (22) , 183-193.

9- Jiang, H., Jiang, X., & sun, P.Li, X. (2020). Coping with workplace ostracism: theroles of emotional emotional enhsustion and resilience in deviant behavior, Management Decision, 59 (2), 358-371.

10- Aghighi A. Investigating the Role of Moral Intelligence on Humility Leadership Components. (2020)

11- Malik, A., Sinha, S. & Goel, S. (2021). A Qualitative Review of 18 years of Research on workplace Deviance: New Vectors and Future Research Directions. Human Performance, 34 (3), 271-297.