

**Designing a model for managing deviant behaviors in the workplace at Isfahan Islamic Azad University (Khorasgan) using a mixed exploratory approach**

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Vol. 4  
Spring 2023



Research Paper

Received:  
16 August 2022  
Accepted  
16 August 2022  
P.P: 185-206

Print ISSN: 2717-4484  
Online ISSN: 2717-4492



DOI: 20.1001.1.26454262.1401.5.3.2.0

**Abstract**

The purpose of the current research is to design a model for deviant behavior management in Isfahan Islamic Azad University (Khorasgan). The current research is one of the exploratory mixed research. which is done in two qualitative and quantitative stages. In the qualitative part (first phase) the foundation data approach was used and in the quantitative part (second phase) the survey approach was used. In the qualitative part, samples were selected through in-depth semi-structured interviews with 20 experts, specialists and senior managers of Isfahan Islamic Azad University (Khorasgan) using theoretical sampling method. In the quantitative part of the research, a sample of 445 employees of Isfahan Islamic Azad University branch (Khorasgan) was conducted using a stratified method according to the volume, and the results of the qualitative part were analyzed using a researcher-made questionnaire. Finally, the data was analyzed with structural equations and through SPSS 22, Lisrel 80/8 and Warp PLS 7 software. The results of the quantitative part of the research showed that individual factors and occupational factors (280 0.270), process factors (0.270), management factors (0.260), structural factors (0.250) and group factors (0.220) respectively have the greatest impact on the management strategies of deviant behavior strategies in the environment. have work and political factors and personality characteristics played a moderating role, but organizational characteristics and demographic characteristics did not have a moderating role, and behavior change with an impact factor (0.550) is the most effective strategy on the consequences of deviant behavior management in the workplace.

**Keywords:** Deviant behaviors in the work environment, organizational factors, occupational factors, individual factors, managerial factors

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## Introduction

The reason for choosing Azad University of Isfahan branch (Khorasgan) as the statistical population in this research was that 1- the evidence and conditions that the senior managers showed us in their behavior in the reality of some deviant behaviors that are caused by different policies within the organization and are possible. Some of them are the results of the regulations and instructions created by the central organization, which has caused an increase in deviant behaviors in the workplace. , indifference, lack of motivation, less effort to achieve organizational goals and more importantly bully behaviors, reduction of organizational moral atmosphere and many job conflicts that may cause problems and issues that are one of the consequences of this phenomenon and on the other hand some. The evidence shows that absenteeism and excessive displacement may be the consequences of deviant behaviors within the university, which are of great importance for Isfahan Azad University (Khorasgan). And the changes and poisonous organizational atmosphere that exists in reality, and the employees try to reach a higher position with behaviors such as self-sweetness, flattery, and flattery, which means that the employees instead of being more based on their performance to this. There is a position based on the behaviors that management perceives and can include deviant behaviors in Isfahan Islamic Azad University (Khorasgan). Deviant behaviors in the workplace can be a negative factor in effectiveness and productivity. , efficiency, performance and development have a role in the organization. Therefore, in this research, it has been tried to design a model based on the foundational data approach, based on which the causes, consequences, underlying and intervening factors of the behaviors can be determined. Investigated deviant work environment? And what strategies can be effective in managing deviant behaviors in the workplace? For this purpose, the researcher tries to identify the components (causal factors, background factors, intervenors, strategies and consequences) of deviant behaviors in the workplace through the research method combined with the exploratory approach of model design, using the foundation data approach, and then. From carrying out exploratory and confirmatory analysis, identify the final components and, in the form of a conceptual model, identify strategies for managing deviant behaviors in the workplace in Isfahan Islamic Azad University (Khorasgan), and design a model to improve or solve the problem. Based on this, research questions are proposed as 1- What are the main factors of deviant behavior in the work environment? 2- Does the identified pattern have a suitable fit?

## Methodology

This type of research was a mixed type of research that was conducted in two qualitative and quantitative phases. In the qualitative part (first phase) the foundation data approach was used and in the quantitative part (second phase) the survey approach was used. In the qualitative part, the foundation data method was used with the Strauss and Corbin approach. Based on this method, all data should be presented in the form of a conceptual model, which includes 6 sections: causal conditions, background and intervening conditions, strategies and consequences around the central phenomenon. The participants of this research are 20 experts and specialists in the field of management and organization. and they were university professors and senior managers of the university. The sampling of this research is based on the theoretical sampling method. The sample

size continued until reaching the saturation state, and in the quantitative part, the present research method is a descriptive survey. The statistical population investigated in this research is managers, employees and academic staff members of Isfahan Islamic Azad University (Khorasgan), whose number was reported to be 660 in 1400. 445 people were selected using the stratified sampling method. To measure the variables of the foundation's data model, a researcher-made questionnaire was used, which is based on the data extracted from the qualitative phase, which has 16 main categories and There are 150 items.

### Results

1- Causal conditions: 1- Job factors (job stress, job dissatisfaction, job monotony, ambiguity and conflict in job performance, lack of job attachment, work pressure, job insecurity, job and work-family conflicts, job characteristics (2- Individual factors), individual moral factors, lack of spirituality in the work environment (3- Group factors (lack of employee participation, destructive leadership, poisonous leadership)) 4- Managerial factors (Ethical management factors, negative and pessimistic attitudes of managers) - Organizational factors (perception of organizational politics, fear of changes, organizational frustration, inappropriate punishment for those who violate the rules of organizational injustice, toxic organizational atmosphere, lack of organizational commitment, lack of perceived organizational support, information technology, organizational silence, unhealthy competition within organizational, organizational bullying, organizational trauma, non-adherence to administrative rules, dealing with organizational norms, organizational unethical atmosphere, poor performance of employees, organizational indifference, lack of organizational transparency, character assassination, lack of meritocracy, regulatory and legal weakness, distrust employees) 2- Background conditions: 1- Organizational characteristics 2- Cultural characteristics 3- Demographic characteristics 3- Intervening conditions: 1- Political factors 2- Personality factors 3- Internal factors of the organization 4- Strategies: 1- Management of deviant behaviors (creating and promoting Ethical organizational culture, attracting and hiring capable people, continuous performance evaluation of employees, information channels, management of work and family conflicts, management of organizational changes, clarity in job performance, meritocracy, professionalism, talent management, organizational communication management, time management , severe punitive policies and laws, organizational coaching, knowledge management) 2- Changing deviant behaviors (strengthening the ethical behaviors of managers, strengthening the ethical behaviors of employees, creativity and innovation, organizational transparency, building relationships based on trust, improving organizational support, strengthening the atmosphere ethics in the university, promotion of organizational spirituality, strengthening of religious culture, providing economic and social welfare of employees) 3-control of deviant behaviors (organizational control, organizational whistle-blowing, observance of justice in the establishment and implementation of laws) 5-consequences: 1- organizational consequences 2-consequence 3- Cultural consequences 4- Individual consequences. The effects of individual factors and occupational factors (0.280), process factors (0.270), managerial factors (0.260), structural factors (0.250) and group factors (0.220) respectively have the greatest impact on strategy. management strategies of deviant behaviors in the workplace, and political factors and personality characteristics played a moderating role, but organizational characteristics and

demographic characteristics did not have a moderating role, and behavior change with an impact factor (0.550) is the most effective strategy on the consequences of behavior management. It is a deviation in the work environment.

### **Discussion and conclusion**

The presence of deviant behaviors in the workplace, if they are not constructive, may impose a lot of costs on organizations; Loss of organizational resources, reduction of employee productivity, reduction of organizational performance, disorganization, occurrence of injustice, tension generation, etc. are part of the adverse consequences of deviant behaviors, which if we pay attention to these cases and identify solutions to eliminate this such behaviors or even turning into constructive behaviors, one can hope for health, productivity and creativity throughout the organization; Conditions that will make the organization much more active to compete with other organizations. Now that more than a few decades have passed since the beginning of research on deviant behaviors in the workplace, its importance is becoming stronger day by day. Designing a model for managing deviant behaviors. In the work environment at Islamic Azad University, Isfahan Branch (Khorasgan), there is an attempt to extract the shaping factors, strategies and consequences of deviant behaviors in the work environment, and by reviewing the literature on the subject, we find that previous studies in determining the indicators and dimensions of deviant behaviors in the work environment Consensus has not been reached, and each of the researches has specified a number of indicators and dimensions, and the strategy of managing and changing deviant behaviors in the work environment has not been mentioned, so the current research aims to design a model of change and management of deviant behaviors in the work environment in Islamic Azad University. Isfahan unit and with the qualitative data method of the foundation examines and extracts causal conditions, central phenomenon, strategies, background conditions, intervening conditions and consequences. In the current research, 666 common concepts and 120 main categories were identified. A semi-structured interview was used to collect the required data, and foundational data theory was used to identify the causes, backgrounds and factors that create the basis of deviant behaviors in the workplace. The analysis of the interviews led to the identification of six main categories, which include causal conditions, central phenomenon, background conditions, intervening conditions, strategies and consequences. In order to arrive at these categories, the interviews were first analyzed individually, the codes extracted from the interviews were categorized in the form of open and central coding, and the central codes were included in the form of six categories of foundation data method. The research findings include the identification of causal factors, contextual factors, intervening factors, central phenomenon, strategies and consequences of deviant behaviors in the workplace. This finding is consistent with the researches of Mahmoud Roshan Zamir et al. (2016), Yazdani et al. (2016), Vaezi et al. Cheno et al. (2018), Gatling et al. (2017), Turell (2017), Conner et al. (2017), Lee et al. (2016), Exo (2016) have a straight line.