

Impact of Deviant Workplace Behavior in The Internal Organizational Crises: An Empirical Study

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Abstract: *The research aims to explore the extent of Deviant workplace behavior in internal organizational crises, in the General Directorate of Education of Najaf. To achieve the objectives of the research, influence and correlation relationships between the dimensions of the variables were studied. Using the descriptive-analytical method, (99) questionnaires were distributed directly to the target community. (94) Forms were retrieved, and the number of valid questionnaires for statistical analysis was (90). After presenting the collected data and analyzing it by identifying the consistency of the sample responses on the questionnaire paragraphs and selecting hypotheses using the statistical programs represented by (SPSS.V.20, SMART PLS). The results show the validity of the research hypotheses. Therefore, a number of conclusions were reached and a set of recommendations was developed.*

Keywords: *Deviant workplace behavior, internal organizational crises, the Directorate of Education for Najaf*

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Introduction:

Recently, deviant employee behavior has become a prevailing and costly problem for organizations. Studies have documented not only their financial impact but also the social and psychological effects of negative behavior in the workplace on organizations (Zoghbi & Verano, 2007: 715). Deviant behavior in the workplace is pervasive and has harmful effects for individuals, groups, and organizations. Given the massive effects of resources and products lost due to deviant behaviors, determining predictions of deviant behaviors in the workplace is essential to research and practice (Alias et al., 2013: 161). The deviation of employees such as theft, reduced effort, waste of time and poor treatment of co-workers is an urgent issue for most organizations (595: et al, 2011 O'Neill). The work problems facing organizations are not new, and they motivate researchers in various fields to study the behaviors that lead to deviation in the workplace, and the directorate under study is one of them, which reflects negatively on the performance of managers in general. Deviant workplace behavior at work as a serious issue raises concern for all organizations because of their negative and devastating consequences, especially in creating internal organizational crises that may lead to threatening the organization's existence and collapse.

One of the most prominent problems facing governmental institutions and business organizations in the Iraqi business environment, Deviant workplace behavior. It is a problem that directly affects the educational sector, especially the General Directorate of Education in Najaf because it has adverse consequences for employees (such as low morale, increased absenteeism from work, and deliberately working slowly) and the organization as damaging the organization's reputation and property and financial losses so organizations should pay Close attention to preventing deviant behavior in the workplace. Because these behaviors can be expensive and harmful to the organization. Therefore, managers must understand the determinants of this behavior in order to limit its spread, as it is a growing concern in organizations. Deviant workplace behavior is a very serious problem, so it must be addressed and minimized, so that employees can perform their jobs efficiently. Given these painful consequences of delinquent behavior, organizations need to know the reasons for these behaviors. Only then, can it find the appropriate solution and through it it can increase its efficiency and limit or prevent these deviant behaviors, and thus reduce and address internal organizational crises.

I. Literature Review

The concept of deviant workplace behavior

The history of workplace deviation research has evolved from a focus on individual behaviors such as theft or withdrawal in the 1970s and 1980s to a broader focus on a set of behaviors in the 21st century (Aldag, 2016). The concept of deviation in the workplace has received a great deal of attention in the past two decades, and deviant workplace behavior has become a prevailing and costly problem for organizations. These are deviations from the official regulatory standards (Yıldız & Alphan, 2015). Deviant behavior is common in the workplace and this has negative consequences for individuals, groups, and organizations (Alias, Rasdi, Ismail, & Samah, 2013). In addition, researchers have given these behaviors many different names, including workplace deviation, countermeasures, and antisocial behavior. In essence, behavior is considered deviant when the organization's customs, policies, or bylaws are violated by an individual or group that may jeopardize the welfare of the organization or its employees (Appelbaum, Iaconi, & Matousek, 2007). Deviant workplace behavior poses a widespread problem for organizations due to the severe harmful consequences associated with them (Pletzer, Oostrom, Bentvelzen, & de Vries, 2019). Some researchers argue that deviant behaviors in the workplace can be as follows:

- 1) 1- Not to follow the instructions of the manager, deliberate slowdown in the work cycle, late arrival, or simple theft, as well as not treating co-workers with respect and acting rudely with co-workers (Appelbaum & Roy-Girard, 2007).
- 2) 2- Workplace deviation involves many negative workplace behaviors that range from separate behaviors such as taking unaccredited breaks to more destructive actions such as aggression and violence (O'Connor, Stone, Walker, & Jackson, 2017).
- 3) 3- Workplace deviation includes negative behavior in the workplace, such as theft, late work, or rude or aggressive actions towards co-workers (Bourdage, Goupal, Neilson, Lukacik, & Lee, 2018).
- 4) 4- Deviant behavior includes lying, spreading rumors, withholding effort and absenteeism (Appelbaum, Deguire, & Lay, 2005).

Jawahar (2002) identifies three factors of deviant behavior at work:

- 1- The first factor includes expressions of hostility: verbal or symbolic behaviors in the first place, such as talking behind the back of people, spreading false rumors, using negative and obscene gestures, and speaking ill of the organization.
- 2- The second factor includes obstructing procedures: that aim to impede the individual's ability to perform his job or interfere with the organization's ability to achieve its goals such as refusing to provide the resources needed by work and unnecessarily consuming resources and slowing deliberate work.
- 3- The third factor is public aggression: it includes behaviors usually associated with violence in the workplace, such as (physical assaults, theft, and property sabotage).

Dimensions of deviant Workplace Behavior

O'Neill, Lewis, and Carswell (2011) and O'Connor et al. (2017) show that deviation in the workplace has two dimensions: (organizational deviation, personal deviation. Robinson and Bennett (1995) scale has been adopted to measure the dimensions of deviant workplace behavior toward the organization and the deviant workplace behavior of colleagues and to measure the dimensions of deviant workplace behavior toward the immediate superior (Mitchell & Ambrose, 2007), 2007). The dimensions of deviant workplace behavior can be illustrated as follows:

1- Deviant Workplace Behavior Towards the Organization

Deviant behavior directed directly to the organization is often referred to as organizational deviation. Organizational deviation includes deviation of production and deviation of property. Deviant behavior in the workplace can be expressed as excessive delay or absence. Some researchers have cited these behaviors as withdrawal behaviors, which allow employees to withdraw physically and emotionally from the organization (Kong, 2018).

2- Deviant Workplace Behavior Toward Colleagues

Perversion of colleagues indicates deviant behaviors directed at other members of the organization such as political perversion, gossip, and aggression. Personal deviation is a behavior that is presented among individuals in the workplace and includes behaviors such as belittling others, joking with others and physical aggression (Appelbaum et al., 2007).

3- Deviant Workplace behavior Towards the Direct Supervisor

They are deviant behaviors directed at individuals in the workplace like supervisors and include behaviors such as mockery of others, banter and brazen behavior (Robinson & Bennett, 1995).

The Concept of Internal Organizational Crises

Faced with the reality of the ongoing, rapid and seemingly unprecedented change resulting from crises, organizations are seeking to create regulatory environments that will withstand the waves of turmoil and severe disasters that each type of crisis brings to the human capital of organizations (Eliadis, 2019). Internal organizational crises affect the management of the organization, the employees, stakeholders, and the society in which the organization operates. Crises vary depending on the type of crisis, the degree of responsibility of the organization, the extent of damage, the number of stakeholders involved, the type of industry involved, the reputation and history of the current organization (Marsen, 2020). The unpredictable, highly charged events surrounding a crisis severely affect people in the organization and threaten the very existence of the organization (Klann, 2003). Light (2008) indicates that an internal organizational crisis is defined in the following way:

1. Sudden, sharp and require timely response.
2. Requires responses outside the organization's model frameworks.
3. It is seen as a serious threat to the ability of the organization to be effective.

It also indicates that there are human and social crises that have a fundamental impact on the people who work for the organization. Brown, (2019) asks: What makes the crisis? Is it the situation in which the organization does not have sufficient or accurate information to make decisions or lack of resources to control the situation and the situation develops with an escalating flow of events that need to be managed? The behavior and attitude of people in responding to a crisis is affected not only by the accountability of the crisis but also by the information they receive during the crisis (Bakker, van Bommel, Kerstholt, & Giebels, 2018). Snyder, Hall, Robertson, Jasinski, and Miller (2006) show that internal crises are the most predictable type of timing and size and occur frequently and the effects of these crises are limited to the organization and its stakeholders. Because internal crises arise from within the organization, they have a high degree of predictability and organizations are able to develop a strategy to address crises that arise from within.

There are many examples of crises that occur within the organization such as mergers and acquisitions, leadership failure, diversification of production lines and cultural and technological changes.

Dimensions of Internal Organizational Crisis

Hafez, (2014) indicates that the dimensions of internal organizational crises are: (traditional crises, unexpected crises, fundamental crises) which can be indicated as follows:

1- **Traditional crises:** traditional crises mean that they are expected crises that organizations can influence. Usually, the means to confront them are available and result from a classic assessment of proven risks. Since crises are predictable, organizations have plans in place to deal with and train staff on these interventions. Such as fires and small natural disasters (Lalonde & Roux-Dufort, 2013).

2- **Unexpected crises:** are crises that can influence and control them, but its sudden occurrence could hinder solution (Björck, 2016). While these crises are easily resolved, but difficult to predict (Light, 2008). Racherla and Hu (2009) argue that unexpected crises are types of events that are difficult to predict, given that their probability is low and a low level of control.

3- **Substantive crises:** They are those crises that go beyond administrative levels, sectors and ministerial domains, and at the same time they are unique, mysterious and complex and require a lot of uncertainty (Christensen, Lægred, & Rykkja, 2016). Intrinsic crises are unpredictable and difficult to influence, as they are the most dangerous types. Such as natural disasters and terrorist attacks (Björck, 2016), (Light, 2008).

II. Materials and Method

The current research sought to answer the following questions:

- Is there an impact of deviant workplace behavior in internal organizational crises?
- What is the extent of the impact of deviant workplace behavior on the internal organizational crises?
- Is there a relationship between deviant workplace behavior and internal organizational crises?
- What is the extent of the relationship between deviant workplace behavior and organizational crises?

In the light of the research problem and its objectives, a research model has been reached by studying the relationship identified by the study problem. The default search diagram shows the nature of the relationship between search variables, as shown in Figure 1.

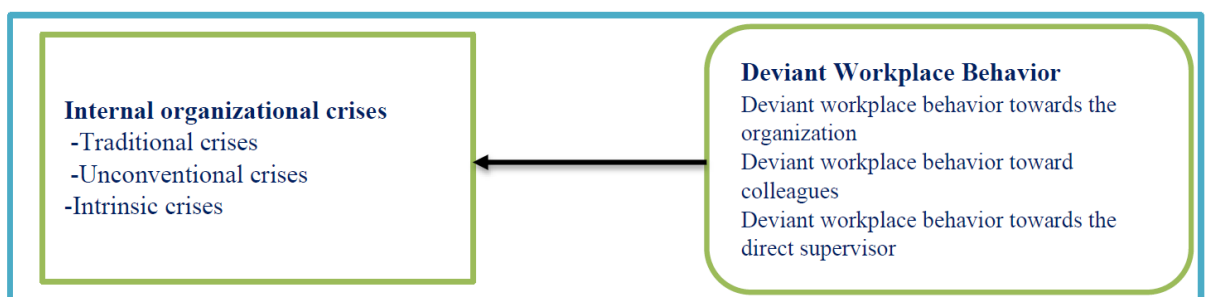


Figure 1. Research Model

According to the research model, and in order to develop an accurate answer to the current research questions, the research hypothesis has been formulated, as follows:

The main hypothesis:

- 1- The presence of a significant positive effect of deviant workplace behavior in internal organizational crises. From this hypothesis, the following sub-hypotheses are derived:
 - 1- There is a positive effect relationship of deviant workplace behavior towards the organization in internal organizational crises.
 - 2- There is a positive effect relationship of deviant workplace behavior towards colleagues in internal organizational crises.
 - 3- There is a positive effect relationship of deviant workplace behavior towards the direct supervisor in the internal organizational crises.

The study population included all the employees in the General Directorate of Education of Najaf, which is 1150 employees. However, not all workers are directly related to the nature and goals of the present study variables. According to what indicated by Saunders, Lewis, and Thornhill (2016), the researcher can choose a subset of the community called the (target community). Accordingly, the researcher identified the target community with the administrative staff of the directorate, the sample of the research represented by (department heads, people officials, and unit officials) in the General Directorate of Education of Najaf (99 employees) because they are the most appropriate individuals for the variables of the study. Depending on the five-degree Likert scale, which is formed from the phrases (agree completely, agree, neutral, do not agree, do not completely agree) and with degrees (5, 4, 3, 2, 1) to measure the search variables. Deviant workplace behavior was measured by relying on the Robinson and Bennett (1995) scale to measure the dimensions of deviant workplace behavior toward the organization and the deviant workplace behavior toward colleagues and measuring Mitchell and Ambrose (2007) to measure the dimensions of deviant workplace behavior toward the immediate head. Measuring internal organizational crises through reliance on the scale (Hafiz, 2014).

III. Results

3.1. Normal distribution of data

The normal distribution in many statistical literatures is known as the "arc distribution". It is the most commonly used distribution in statistics. Its importance stems from the fact that most variables are linked to natural distributions. This can be illustrated by the results shown in the tables indicating the results of the normal distribution of data for my agencies:

1. Results of the test of the normal distribution of the data of the deviant workplace behavior: Table (1) shows that the number of observations analyzed is (90) observations, meaning that all values are valid for statistical analysis. The values of the coaxial and torsional coefficient are close to zero. This indicates that all the paragraphs and dimensions of the independent variable (deviant workplace behavior) are naturally distributed.

Table 1. Results of normal distribution (Deviant Workplace Behavior)

#	Symb ol	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Items of deviant workplace behavior towards the organization							
1	OD1	90	0	-.345	.254	-.015	.503
2	OD2	90	0	-.202	.254	-.825	.503
3	OD3	90	0	.096	.254	-.158	.503
ت	Items of deviant workplace behavior towards the organization						
4	OC1	90	0	-.147	.254	-.936	.503
5	OC2	90	0	.005	.254	-.032	.503
6	OC3	90	0	.267	.254	-.033	.503
#	Items workplace behavior paragraphs towards the direct supervisor						
7	OM1	90	0	.667	.254	8.598	.503
8	OM2	90	0	.193	.254	-.055	.503
9	OM3	90	0	.355	.254	-.865	.503

2. Results of testing the normal distribution of the data of the internal organizational crises: Table (2) shows that the number of observations analyzed is (90) observations, this mean that all values are valid for statistical analysis. The values of the Skewness and Kurtosis coefficient are close to zero. This indicates that all the paragraphs and dimensions of the dependent variable (internal organizational crises) are distributed naturally.

Table 2. Results of normal distribution (Internal Organizational Crises)

#	Symb ol	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Items of traditional crises							
1	CC1	90	0	-.642	.254	.144	.503
2	CC2	90	0	-.762	.254	.984	.503
3	CC3	90	0	-.090	.254	.088	.503
4	CC4	90	0	-.357	.254	-.372	.503
Items of unexpected crises							
#							
5	UC1	90	0	-.499	.254	-.414	.503
6	UC2	90	0	-.094	.254	-.649	.503
7	UC3	90	0	-.848	.254	.831	.503
8	UC4	90	0	-.095	.254	-.670	.503
Items of fundamental crises							
#							
9	EC1	90	0	-.627	.254	.184	.503
10	EC2	90	0	-.441	.254	-.199	.503
11	EC3	90	0	-.573	.254	-.075	.503
12	EC4	90	0	-.709	.254	.447	.503

3.2 Effect Hypotheses Testing

After the normal distribution of the study data has been tested and confirmed that the data are distributed naturally, as well as to ensure that the sample responses were consistent and consistent, a simple and multiple regression analysis will be tested using the SMART PLS program. Results will be tested as hypotheses are mentioned in the study methodology:

The main hypothesis: This research assumes that there is a significant positive effect of deviant behavior in internal organizational crises. That is, the source of internal organizational crises is deviant workplace behavior. We will know the percentage of deviant workplace behavior by (R²) which shows the extent of the independent variable explanation from the variance in the dependent variable. Whereas, the extent of deviant workplace behavior will be determined by one unit that leads to an increase in internal organizational crises through the regression coefficient (Beta) and their significance will be tested by the level of significance of the influence factor and the calculated (f) and compared to its tabulation for the limiting factor. The test results are shown in Figure 2 and Table 3 as follows:

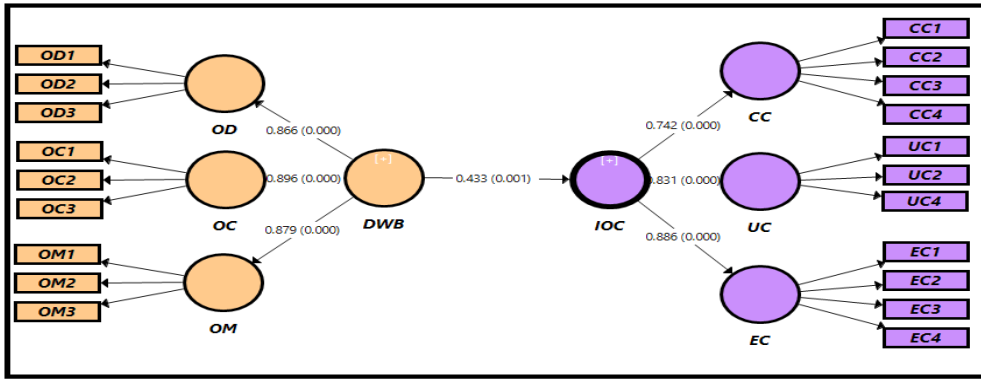


Figure 2. Effect coefficient of deviant workplace behavior in internal organizational crises

Table 3. Statistics of the effect of deviant workplace behavior on internal organizational crises

Independent variable	Dependent variable	Internal Organizational Crises				
		B	T	R ²	F	P. Value
Deviant workplace behavior		0.433	2.819	0.19	20.87	0.001

Figure 2 and Table 3 show results of simple regression analysis. The results show that deviant workplace behavior affects the internal organizational crises by (0.43) and positive. This means that any increase in deviant workplace behavior will lead to an increase in internal organizational crises of 0.43. It is also of significant significance because the achieved level of significance is (0.001) and it is less than (0.05). The coefficient of determination is (0.19). This means that the source of organizational crises is determined by (0.19) of the deviant and remaining workplace behavior of variables not covered by the research. And it is significant when compared to the calculated (f) of (20.87) and it is greater than its (0.00) tabulation. On the basis of these results, this hypothesis is accepted at the level of this research.

Sub-Hypotheses: This research assumes that there is a significant positive effect of the dimensions of deviant workplace behavior (deviant workplace behavior toward the organization (OD), deviant workplace behavior toward colleagues (OC), deviant workplace behavior toward direct supervisor (OM)) in internal organizational crises. That is, the source of internal organizational crises is the dimension of deviant workplace behavior, and we will learn about the percentage performed by the deviation of deviant workplace behavior through (R²), which shows the extent to which the independent variable's dimensions are explained by the variance in the dependent variable. Also, the extent of the deviation from the deviant workplace behavior will be tested by one unit that leads to an increase in internal organizational crises through the regression coefficient (Beta) by the level of significance of the influence factor and the calculated (f) and its comparison with its tabulation for the limiting factor, as shown in Figure 3 and the table (4):

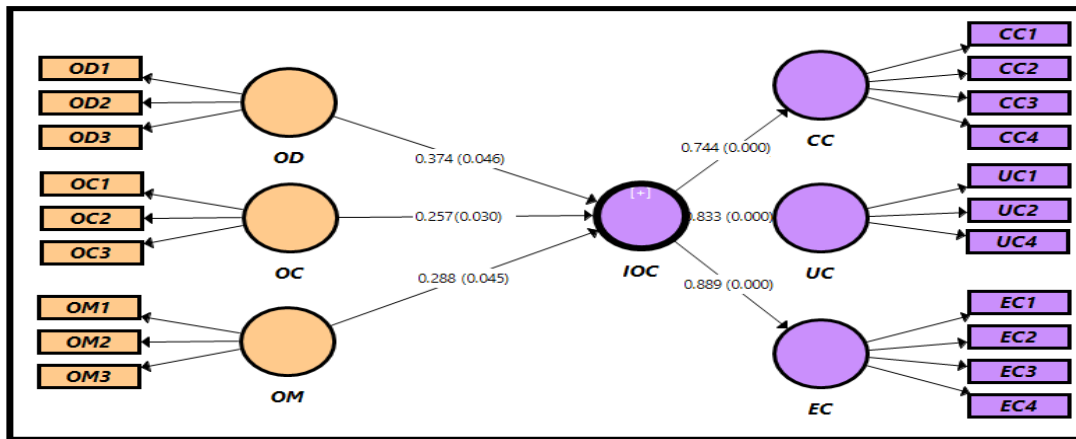


Figure 3. Effect coefficient of the dimensions of deviant workplace behavior in internal organizational crises

Table 4. Statistics of the effect of dimensions of deviant workplace behavior on internal organizational crises

Independent variable	Dependent variable	Internal Organizational Crises				
		B	T	R ²	B	T
Deviant workplace behavior (OD)		0.37	2.047	0.26	10.18	0.046
Deviant Business Conduct (OC)		0.26	2.508			0.030
Deviant workplace behavior toward direct supervisor (OM)		0.29	2.008			0.045

Figure (3) and Table (4) show that the determination factor only is (0.26), which means that the source of organizational crises is determined by a ratio of (0.26) by removing the deviant and remaining workplace behavior of variables not covered in the study. It is significant when compared to the calculated (f) of (10.18) and is greater than the tabular value of (3.10). Sub-effect hypotheses will be tested as follows:

1. **The first sub hypothesis:** The research assumes that there is a positive effect relationship for the deviant workplace behavior towards the organization (OD). The results of the multiple regression analysis show that the deviant workplace behavior towards the organization affects the internal organizational crises by (0.37) and positive. This means that any increase in deviant workplace behavior towards the organization will lead to an increase in internal organizational crises of (0.37), as it is of significant significance because the level of significance achieved (0.046) is less than (0.05). On the basis of these results, this hypothesis is accepted.

2. **The second sub-hypothesis:** The research assumes that there is a positive effect relationship for the deviant workplace behavior towards colleagues (OC). The results of the multiple regression analysis show that deviant workplace behavior towards colleagues affects internal organizational crises by (0.26) and positive. This means that any increase in deviant workplace behavior towards colleagues will lead to an increase in internal organizational crises of (0.26). It is also of significant significance because the achieved level of significance is (0.030) and it is less than (0.05). On the basis of these results, this hypothesis is accepted.

3. **The third sub-hypothesis:** The research assumes that there is a positive effect relationship for the deviant workplace behavior towards the direct supervisor (OM). The results of the multiple regression analysis show that deviant workplace behavior towards the direct supervisor positively affects internal organizational crises by (0.29). This means that any increase in deviant workplace behavior towards the direct supervisor will lead to an increase in internal

organizational crises of (0.29). It is also of significant significance because the level of significance is (0.045) and it is less than (0.05). On the basis of these results, this hypothesis can be accepted.

IV. CONCLUSIONS

The results of the statistical analysis and testing of research hypotheses show that the variables of this research, which are (deviant workplace behavior, internal organizational crises) have great importance at the level of organizations and have a relationship with many administrative, organizational and human variables that indicate their importance. In addition, studies that dealt with the study and interpretation of the relationship between current research variables and in the business environment and in particular Iraqi organizations are rare in theory and in practice. This study also shows that any increase in deviant workplace behavior will lead to an increase in the internal organizational crises in the directorate. The results show a positive effect of deviant behavior on internal organizational crises. In addition, the results of the statistical analysis show the existence of influence relationships for the dimensions of deviant workplace behavior (individually) in internal (crises) internal crises as follows:

- 1) There is a positive effect relationship of deviant workplace behavior towards the organization.
- 2) There is a positive effect relationship of deviant workplace behavior towards colleagues.
- 3) There is a positive effect relationship of deviant workplace behavior towards the direct supervisor.

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