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Identification and Ranking of Organizational Factors Affecting the Formation of Deviant Behaviors in the Workplace of Al-Qadisiyah University, Republic of Iraq

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A B S T R A C T

Objective: The present study aimed to identify and rank the organizational factors influencing the formation of deviant behaviors in the workplace at Al-Qadisiyah University, Iraq.

Methodology: This research employed a mixed-method approach (qualitative-quantitative). The participants in the qualitative section included 21 experts and administrative and educational managers from Al-Qadisiyah University, Iraq, who were interviewed using semi-structured interviews until theoretical saturation was reached. Data were analyzed using a three-stage coding process (initial, organizing, and overarching) for thematic analysis. In the quantitative section, the statistical population consisted of 180 managers and employees at Al-Qadisiyah University. Using the Krejcie and Morgan table and stratified random sampling, 120 individuals were selected as the sample. The validity of the questionnaire was confirmed through convergent and discriminant validity, and its reliability was confirmed using Cronbach's alpha (0.862). Data were analyzed using factor analysis and covariance-based structural equation modeling with the AMOS graphical software.

Findings: The findings from the qualitative section identified 101 indicators, 14 components, and 3 dimensions, which included managerial factors, job-related factors, and structural factors. The quantitative findings indicated a good fit for all dimensions and components. The ranking results for organizational factors influencing the formation of deviant behaviors in the workplace were as follows: managerial factors, job-related factors, and structural factors.

Conclusion: It can be concluded that managerial factors play a significant role in the formation of deviant behaviors in the workplace, and therefore, stakeholders should pay attention to these factors.

Keywords: *Deviant employee behaviors, workplace, organizational factors, ranking, Al-Qadisiyah University*

1 Introduction

The most important asset, particularly in a knowledge-based organization, is its human capital, which impacts other organizational investments. One of the major challenges faced by contemporary organizations includes behaviors such as laziness, bullying, stubbornness, aggression, intimidation, and vindictiveness. These behaviors affect both organizational performance and interpersonal relationships, as well as employee cooperation. The emergence of such behaviors, referred to as deviant behaviors, contrasts with organizational citizenship behaviors, which enhance organizational performance, organizational effectiveness, satisfaction, loyalty, social capital, and the like (Gamasiwi, 2023; Othman et al., 2022; Rastgar et al., 2022). Deviant behaviors can lead to dysfunction in organizational operations (Di Stefano et al., 2022), resulting in reduced income or damage to the organization's reputation, with further consequences for society. In the private sector, the negative consequences of such behaviors include employee dismissal, customer loss, and the bankruptcy of small firms. Recently, researchers' attention to these behaviors and their negative social and psychological consequences has increased. According to studies, deviant behaviors occur when internal regulations or current organizational practices are violated by an individual or group, thereby jeopardizing the organization or its employees (Shad, 2021). Good (2018) argues that deviant behaviors are not only law violations but also behaviors that form contrary to social and collective norms, which may lead to dissatisfaction (Malmir et al., 2019). A comprehensive definition of deviant behaviors can be expressed as: "Deviant behaviors are deliberate and voluntary actions that violate and distort organizational norms and accepted ethical principles, threatening the health of the organization and its members" (Robinson & Bennett, 1995, 1997).

Considering that in today's dynamic work environments, where tasks are increasingly performed in teams and flexibility is highly valued, organizations need employees who engage in good citizenship behaviors (Neves & Story, 2013). For instance, employees should collaborate constructively with team members, avoid unnecessary conflicts, volunteer for overtime, and respect rules and regulations as much as they value themselves. Organizations desire such employees because evidence has shown that they enhance organizational productivity (Mach et al., 2024; Magholi & Rudgarnezhad, 2024; Ray Cherry Hill, 2024). However, deviant behaviors, which are at the opposite end of such behaviors, significantly increase the psychological, financial, and social costs in an organization (Everton et al., 2017; Khodabakhshi, 2024).

Deviant behaviors in the workplace are a crucial area of research that influences performance, organizational improvement, and norms. Since these behaviors pose a significant problem for organizations, understanding deviant behaviors in organizations has become an important and emerging research topic. Deviant behaviors in the workplace have been studied under various terms, such as unproductive behaviors, antisocial behaviors, counterproductive behaviors, retaliatory behaviors, workplace sabotage, inefficient behaviors, and inappropriate organizational behaviors (Connor Peter J. O. Stone et al., 2019). According to Griffin and Lopez (2005), all individuals working in organizations can exhibit these destructive behaviors. Deviant behaviors can harm the reputation of the company and the organization and have serious negative effects on employees. Other negative consequences include reduced productivity, overall performance degradation, weak decision-making processes, increased financial costs, negative attitudes and feelings toward the organization, and reduced organizational efficiency (Griffin & Lopez, 2012). In general, deviant behaviors in an organization can jeopardize its survival and threaten its competitive position. Despite some managers attempting to downplay deviant behaviors in the workplace through concealment and ignoring them, an increasing understanding of such behaviors provides an important response to the evolving realities within organizations. Behavioral and organizational researchers argue that in order to prevent the spread of these behaviors and their negative effects, as well as to control them, these behaviors and their causal and antecedent factors should be analyzed and addressed (Bazzy, 2012; Chirasha & Mahapa, 2012).

Regarding studies related to the factors influencing deviant behaviors, researchers tend to separately focus on perceptions of the environment along with personality and cognitive traits. However, as Sackett and Devore (2011) point out, to gain a deeper understanding of these behaviors, both areas, particularly their interaction with each other, should be considered together. It is noteworthy that the causes and antecedents of deviant behaviors, like norms, generally form within the group context in which individuals work (Sackett & Devore, 2011). According to the available evidence, deviant behaviors in the workplace can be precisely predicted. According to Fine et al. (2009), the antecedents of deviant behaviors are categorized into two

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types based on their nature and general characteristics: personality variables and situational variables. This classification suggests that there is a relationship between personality variables, such as integrity, and deviant behaviors. To this end, integrity and honesty tests are employed. Some demographic variables, such as age, gender, work experience, and race, are also related to deviant behaviors. Evidence suggests that newly hired employees and part-time workers, who are in lower job positions and receive fewer rewards, inherently have less commitment, loyalty, and satisfaction compared to other employees (Fine et al., 2009). Situational variables such as job attitudes, organizational norms, and protective controls also influence deviant behaviors. Research by Lee and Allen (2013) and Spector and Fox (2009) indicates that negative emotions act as mediators between job stressors and workplace deviant behaviors. These researchers believe that the relationship between organizational norms, which broadly shape behaviors in the workplace, protective controls, which include normative behaviors and informal directives carried out by colleagues, and formal management controls to prevent deviant behaviors, is of greater importance (Lee & Allen, 2002; Spector & Fox, 2009). However, it must be acknowledged that factors such as the difficulty of developing a comprehensive model to explain deviant behaviors in organizations and the uncertainty regarding which components should be examined make analyzing this concept challenging (Othman et al., 2022).

The emergence of deviant behaviors in organizations and public institutions, given their widespread significance, may lead to major crises. The spread of such behaviors among employees in organizations that should be trusted by the public can undermine public trust and disrupt the functions of these organizations. Therefore, it is necessary to trace the roots of deviant behaviors to identify their drivers and strengthen organizational citizenship behaviors, thereby improving organizational efficiency and effectiveness. Recognizing the driving factors and causes of deviant behaviors can help managers avoid them whenever possible. In Iraq, the transparency and organizational health indices indicate the country's poor standing in various sectors, including higher education. For example, in 2022, Transparency International ranked Iraq 160th out of 180 countries in its Administrative Health Index. Based on this index, Iraq scored 21, indicating very high levels of administrative misconduct. Furthermore, empirical evidence from executive managers in universities shows an increase in indifference, lack of motivation, absenteeism, procrastination, property damage to university assets, flattery, aggression, rudeness, verbal and non-verbal conflicts, failure to follow management directives, and misuse of work resources (Kareem et al., 2023).

Recent studies have explored various organizational, psychological, and demographic factors influencing workplace deviant behaviors. Kareem et al. (2023) examined workplace incivility as a predictor of deviant behaviors in higher education institutions in Zamfara State, with work engagement serving as a mediating factor. Their findings revealed a significant negative relationship between workplace incivility and deviant behaviors, moderated by employees' level of engagement (Kareem et al., 2023). Similarly, Peltzer et al. (2023) conducted a meta-analytical study on age and workplace deviance, concluding that changes in the Big Five personality traits over time were associated with decreased engagement in deviant behaviors among older employees (Pletzer et al., 2023). The role of organizational culture in fostering workplace deviance was highlighted by Ghaedamini Harouni et al. (2023), who found that organizational culture positively influenced workplace deviance both directly and indirectly through work-family conflict ($\beta = 0.170$) and personality traits ($\beta = 0.130$), with an overall direct effect of ($\beta = 0.200$) (Ghaedamini Harouni et al., 2022). Toxic leadership as a driver of counterproductive work behaviors was investigated by Menaa (2022), who demonstrated a significant direct relationship between toxic leadership and five dimensions of counterproductive behaviors, including abuse, production deviance, sabotage, theft, withdrawal, and turnover intentions (Manaa et al., 2022). Liao et al. (2022) further examined self-serving leadership and its impact on workplace deviance in China, finding a positive correlation between self-serving leadership and employees' deviant behaviors, with organizational identity and ethical identity playing moderating roles (Liao et al., 2022). Abbaspour et al. (2022) used a meta-synthesis approach to identify key determinants of workplace deviance in university administrative staff, classifying them into individual, group, and organizational dimensions. Subcategories included organizational injustice, inadequate compensation structures, insufficient supervision, poor performance evaluation, lack of organizational support, weak regulations, job dissatisfaction, lack of spirituality, and destructive leadership (Abbaspour et al., 2022). Finally, Zakipour et al. (2020) conducted a meta-synthesis on strategies for reducing workplace deviance in the healthcare sector, identifying 68 influential factors categorized into three main domains and

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11 core codes. Their findings emphasized psychological, demographic, and religious background as individual factors, communication, reward systems, and deterrent behaviors as group-level factors, and organizational climate, strategic measures, and situational perception as key organizational determinants (Zekipour et al., 2020).

Given the structural consequences of deviant behaviors in organizations and the lack of a unified model addressing the organizational factors influencing the formation of deviant behaviors among university employees, identifying these factors seems essential. Considering the importance of universities and higher education institutions in educating and developing a large portion of society, employee negligence in adhering to defined laws, norms, and values poses a serious threat to the administrative health of universities. Thus, any deviant behavior by employees in this system could lead to the waste of valuable human resources, reduced efficiency and productivity, and ultimately hinder the achievement of the core missions of higher education. On the other hand, such behaviors could also disrupt the financial health of universities and ultimately have negative impacts on cultural, social, political, and economic aspects of society. Based on the above discussions, this study aims to answer the following questions: What are the organizational factors influencing the formation of deviant behaviors among employees at Al-Qadisiyah University in Iraq? And how should these factors be prioritized?

2 Methods and Materials

This research is of a mixed-methods (qualitative-quantitative) type and is applied in terms of its objective. The qualitative section used thematic analysis, and the participants (study population) were administrators and educational experts at Al-Qadisiyah University in Iraq. Given their involvement in the implementation and training systems at the university and their familiarity with human resources matters, they possessed comprehensive knowledge about the research topic. The sample size, selected using theoretical purposive sampling, consisted of 21 individuals, with in-depth semi-structured interviews continuing until data saturation was achieved. Data collection was carried out using two methods: library research and survey studies. The data collection tool was the semi-structured in-depth interview. The data analysis method was thematic analysis using coding (basic themes, organizing themes, and overarching themes). Three stages of analysis were conducted using the thematic analysis method, through which the dimensions and components of the antecedents of deviant behavior in the workplace at Al-Qadisiyah University were identified.

In this research, the rigor and accuracy of the study were examined using criteria of credibility, reliability, and objectivity as measures of validity and reliability. For credibility, the researchers of this study re-visited the interviewees after analyzing each interview, reviewed the accuracy of the statements with their feedback, and made corrections where necessary. Reliability refers to the consistency of recorded events with what actually occurred; to ensure this, the findings of the study, including codes and concepts, were discussed with experts and scholars. The methods and decisions were also thoroughly documented for review by other researchers. Objectivity was ensured by setting aside prior assumptions and biases, and excerpts from the texts, along with the corresponding codes, were included with examples, ensuring that the findings reflected the analysis rather than the researcher's personal biases. To assess the validity of the qualitative phase of this research, the "peer auditing" method was used. To determine the credibility of the findings in the thematic analysis, the network of themes was provided to key experts, and after receiving their feedback, corrective actions were taken, followed by final revisions.

The quantitative section of the research used a descriptive survey method. The research population consisted of 180 managers and staff at Al-Qadisiyah University. Stratified sampling was employed, which included three categories: educational, research, and administrative departments. Questionnaires were distributed among the members of each category on a convenient basis. To calculate the sample size, the Krejcie and Morgan table was used, which indicated a sample size of 120 participants. The data collection tool was a questionnaire derived from the qualitative section of the research (researcher-developed), which, after revisions, resulted in a final version containing 101 items. To determine the validity of the questionnaire, content validity, face validity, and confirmatory factor analysis were used. The content validity coefficient (Lawshe’s CVR) for all dimensions and categories was above the acceptable threshold of 0.62. The Cronbach's alpha coefficient for the research questionnaire and its components was calculated, with all values exceeding 0.70, indicating high reliability of the measurement instrument used in this study. The analysis of the quantitative data from the questionnaire was performed using descriptive and inferential statistics. For inferential data analysis, factor analysis and covariance-

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based structural equation modeling were employed. The structural equation model was tested using Amos software. Additionally, to rank the organizational factors and components of each factor, the Friedman ranking test was used.

3 Findings and Results

Qualitative Findings: In this research, initially, after the primary coding of the interviews, 244 initial codes were identified. After merging and combining concepts with similar meanings, the findings were categorized using thematic analysis with the consultation of a focus group into 101 basic themes (indicators), 14 organizing themes (components), and 3 overarching themes (dimensions), as shown in Table 1.

Table 1

Overarching Themes, Organizing Themes, and Basic Themes

Overarching Themes	Organizing Themes	Basic Themes	Frequency
Managerial Factors	Manager's Personality Traits	- Autocratic and arbitrary nature of the manager - Manager's ambition - Low work commitment of the manager - Preference for personal interests over those of employees and the organization - Individualism of managers and reluctance to collaborate with employees	4-2-3-2-3
	Manager's Behavior	- Breaking promises by managers - Lack of sincere follow-up on employee and organizational affairs by managers - Failure to delegate authority to employees - Managers' personal use of employees' services and organizational resources - Disrespect towards employees and demoralizing them - Dishonesty of managers - Lack of planning by managers - Bribery and corruption among managers - Managers acting outside the law - Competency gaps in job performance - Unfair behavior by managers towards employees - Ignoring employees' complaints - Dividing employees by managers - Silence of managers in response to employees' success and high performance - Managers' refusal to accept responsibility for mistakes and errors - Bullying and abuse of power	2-2-3-2-4-3-1-2-1-5-2-1-2-1-3-4
	Leadership Style	- Excessive control over employees - Disruption in the leader-follower relationship - Destructive leadership - Toxic leadership - Authoritarian and autocratic leadership - Poisonous leadership	4-3-1-1-4-2
Occupational Factors	Nature of the Job	- Lack of growth opportunities in some job structures - Lack of independence in the job - Lack of job task variety - Low job status - Task interdependence - Lack of meaningfulness and insignificance of work	4-2-4-2-1-2
	Job Conflicts	- Misalignment between person and job - Job insecurity - Work-family conflict - Role conflict - Unclear job expectations - Unmet job needs	3-4-5-2-2-1
	Work Environment	- Unsafe work environment - Overcrowding in the work environment - Work environment size - Empty workspace - Poor physical conditions of the work environment - Inadequate job equipment and facilities	2-3-1-2-4-3
	Workload	- Excessive pressure on employees to deliver more services - Long working hours - Mandatory overtime - Overwork - Multiple tasks assigned to individuals	3-3-2-4-3
Structural Factors	Injustice and Discrimination at the University	- Violation of distributive justice principles at the university - Violation of organizational justice principles at the university - Violation of procedural justice principles at the university - Existence of unjust laws - Perception of unfairness in the organization - Ethnicism at the university - Lack of an employee rights charter at the university - Gender discrimination at the university - Discrimination among employees based on employment status	2-1-3-4-2-1-2-4-3
	Negative and Political Atmosphere at the University	- Employees' perception of political manipulation in promotion and reward systems - Organizational disregard for employee well-being - Mismatch between employees' and university's goals - Silence culture at the university - Existence of cliques at the university - Presence of mafia and power networks at the university - Culture of pretense and artificial behavior at the university - Lack of financial transparency - Nepotism in enforcing regulations - Lack of appropriate disciplinary measures for deviant employee behaviors - Presence of informal powers at the university - Lack of creativity and innovation space at the university - Culture of gift-giving and bribery - Formation of political groups at the university to pressure employees	3-2-3-1-4-3-2-2-3-3-1-1-2
	Bureaucratic Issues	- Decision-making concentration at the university level - Hierarchical structure - Lack of flexibility in the existing structure - High formality - Existence of complex rules and regulations at the university	2-3-1-2-2
	Ineffective Compensation System	- Low employee income at the university - Weak provision of benefits to employees - Mismatch between salaries and living costs - Weak compensation system at the university compared to neighboring organizations such as research institutes - Unfair distribution of bonuses and rewards among employees	3-2-1-2-2
	Weak Employee Performance Evaluation System	- Ambiguous and opaque performance evaluation criteria - Result-oriented performance evaluations - Lack of diversity in evaluation sources - Performance evaluation by only the direct manager - Delayed feedback from performance evaluations	2-1-3-3-1

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Weak Employee Recruitment and Development System	- Surplus of human resources at the university - Hiring of unprofessional employees - Failure to recruit competent employees with job interest - Disregard for competency development - Lack of attention to managerial appointment sensitivities - Weak socialization process for new employees - Ineffective employee skills development - Weak employee training system	2-3-2-2-4-2-3-2
Problems in University Information and Technology Systems	- Slow systems used at the university - Newness of the information technology at the university - Delays in information dissemination from university officials - Ambiguity in university news - Information not clear and understandable for all organizational levels - Lack of awareness among lower-level employees about critical system-related issues	3-2-2-3-1-2

To assess the construct validity of the research questionnaire, AMOS26 software was used. As shown in the software output, the main confirmatory factor analysis model presented is depicted in Figure 1, which illustrates the relationships between the observed variables (indicators) and the latent variable (managerial factors), along with the standardized coefficients (factor loadings) for each of the questions. As observed, all factor loadings for the dimensions of the questionnaire were found to be higher than 0.30, which were considered acceptable.

Factor loadings represent the correlations between the variables and the factors. If these correlations exceed 0.60 (regardless of whether they are positive or negative), they are considered high factor loadings. If the factor loading is above 0.30 but below 0.60, it is considered a moderately high factor loading. Factor loadings below 0.30 can be disregarded. Given that the factor loadings for questions 78, 80, and 83 were below 0.30, these questions were removed, and the remaining questions were confirmed. The fundamental question raised is whether this model is an appropriate model. To answer this, the chi-square statistic and other fit indices for the model's goodness-of-fit need to be examined. Table 2 presents the indices for the goodness-of-fit for the second-order confirmatory factor analysis model for managerial factors.

Table 2

Goodness-of-Fit Indices for the Confirmatory Factor Analysis Model of Managerial Factors

Index Name	Standard Index Value	Model Value	Conclusion
x^2/df	Less than 5	2.597	Model fit is adequate
IFI	Close to or greater than 0.90	0.902	Model fit is adequate
NFI	Close to or greater than 0.90	0.911	Model fit is adequate
TLI	Close to or greater than 0.90	0.909	Model fit is adequate
CFI	Close to or greater than 0.90	0.974	Model fit is adequate
RMSEA	Less than 0.10	0.078	Model fit is adequate

In AMOS23 software, five indices (NFI, RFI, IFI, GFI, CFI) are reported based on the comparison of the chi-square value for the model with the chi-square value for the baseline model. These indices fall between 0 and 1, and the closer they are to 1, the more acceptable the model is. One general index for considering the free parameters in the calculation of the fit index is the normalized or relative chi-square, which is calculated by dividing the chi-square value by the degrees of freedom of the model. Values between 2 and 3 are generally considered acceptable for this index. However, there are differing views on this. Schumacher and Lomax (2009) consider values between 1 and 5, Karminser and McIver (1981) suggest values between 2 and 3, Ullman (2001) considers values between 1 and 2, and Kline (2005) deems values between 1 and 3 acceptable.

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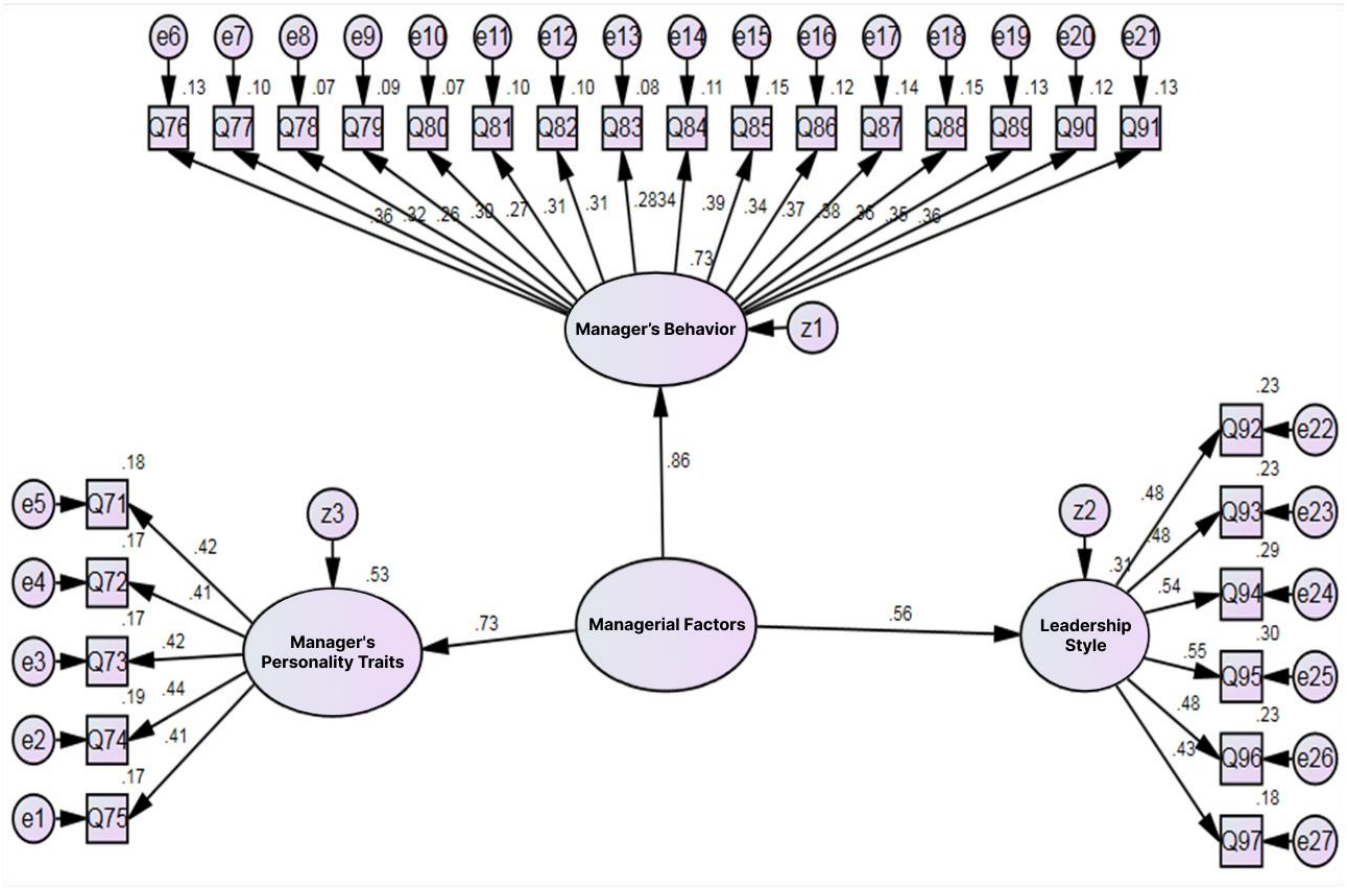
Figure 1

Second-Order Confirmatory Factor Analysis Model for Managerial Factors



For assessing the construct validity of the questionnaire, AMOS26 software was utilized. As seen in the software output, the primary confirmatory factor analysis model is presented in Figure 2, which shows the relationships between the observed variables (indicators) and the latent variable (occupational factors), along with the standardized coefficients (factor loadings) for each of the questions. As noted, all factor loadings for the dimensions of the questionnaire were higher than 0.30 and were accepted.

Factor loadings represent the correlations between the variables and the factors. If these correlations exceed 0.60 (regardless of whether they are positive or negative), they are considered high factor loadings. If the factor loading is above 0.30 but below 0.60, it is considered a moderately high factor loading. Factor loadings below 0.30 can be disregarded.

The key question raised is whether this model is an appropriate model. To answer this, the chi-square statistic and other fit indices for the model's goodness-of-fit need to be examined. Table 3 presents the indices for the goodness-of-fit for the second-order confirmatory factor analysis model for occupational factors.

Table 3

Goodness-of-Fit Indices for the Confirmatory Factor Analysis Model of Occupational Factors

Index Name	Standard Index Value	Model Value	Conclusion
x^2/df	Less than 5	3.223	Model fit is adequate
IFI	Close to or greater than 0.90	0.951	Model fit is adequate
NFI	Close to or greater than 0.90	0.922	Model fit is adequate
TLI	Close to or greater than 0.90	0.919	Model fit is adequate
CFI	Close to or greater than 0.90	0.950	Model fit is adequate
RMSEA	Less than 0.10	0.072	Model fit is adequate

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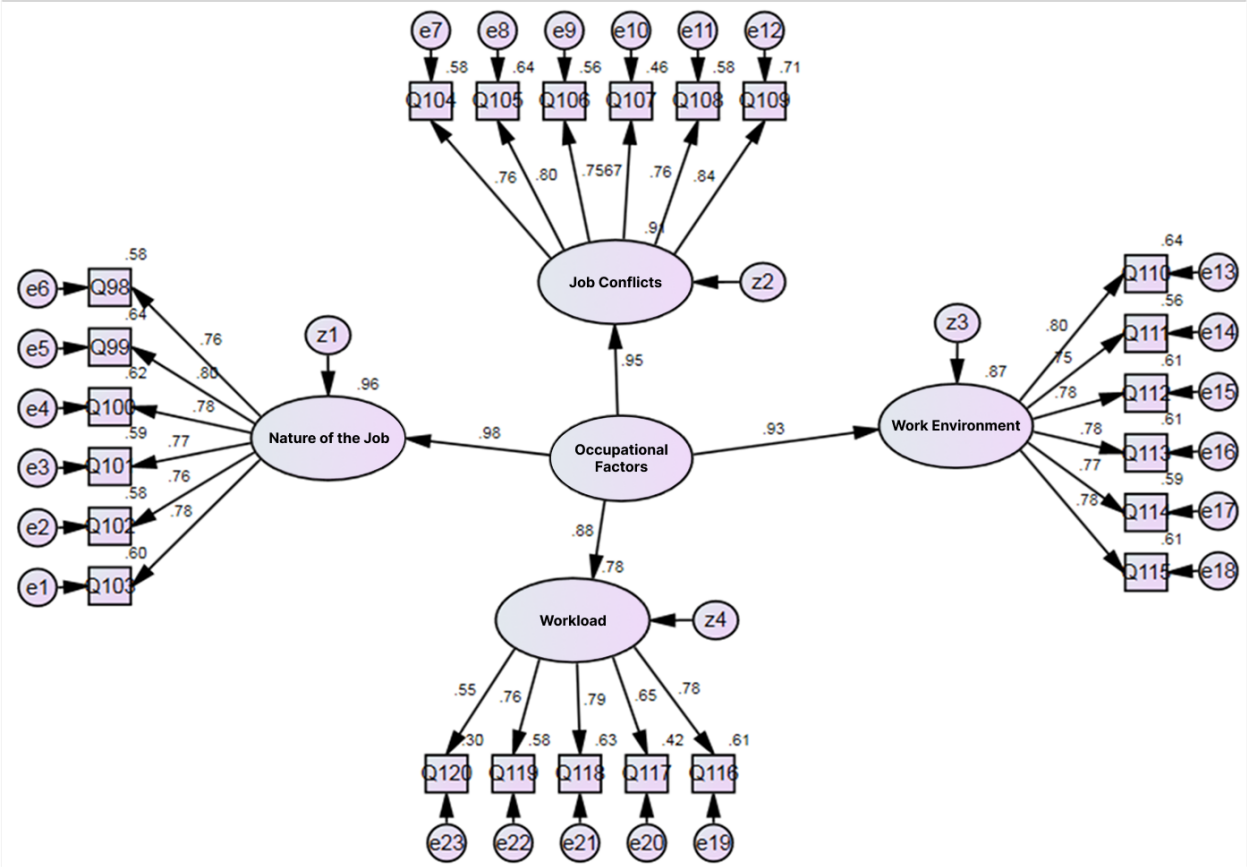
In AMOS23 software, five indices (NFI, RFI, IFI, GFI, CFI) are reported based on the comparison of the chi-square value for the model with the chi-square value for the baseline model. These indices fall between 0 and 1, and the closer they are to 1, the more acceptable the model is.

One general index for considering the free parameters in the calculation of the fit index is the normalized or relative chi-square, which is calculated by dividing the chi-square value by the degrees of freedom of the model. Values between 2 and 3 are generally considered acceptable for this index. However, views on this differ. Schumacher and Lomax (2009) consider values between 1 and 5, Karminser and McIver (1981) suggest values between 2 and 3, Ullman (2001) considers values between 1 and 2, and Kline (2005) deems values between 1 and 3 acceptable.

Figure 2

Second-Order Confirmatory Factor Analysis Model for Occupational Factors



To assess the construct validity of the research questionnaire, AMOS26 software was used. As observed in the software output, the primary confirmatory factor analysis model presented is shown in Figure 3, which illustrates the relationships between the observed variables (items) and the latent variable (organizational structural factors), along with the standardized coefficients (factor loadings) for each question. As seen, all factor loadings for the questionnaire dimensions were above 0.30, confirming their validity.

Factor loadings represent the correlations between variables and factors. If these correlations exceed 0.60 (regardless of whether they are positive or negative), they are considered high factor loadings. If the factor loading is above 0.30 but below 0.60, it is considered a moderately high factor loading. Factor loadings below 0.30 can be disregarded.

The key question raised is whether this model is an appropriate model. To answer this, the chi-square statistic and other fit indices for the model's goodness-of-fit need to be examined. Table 4 presents the indices for the goodness-of-fit for the second-order confirmatory factor analysis model for organizational structural factors.

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Table 4

Goodness-of-Fit Indices for the Confirmatory Factor Analysis Model of Organizational Structural Factors

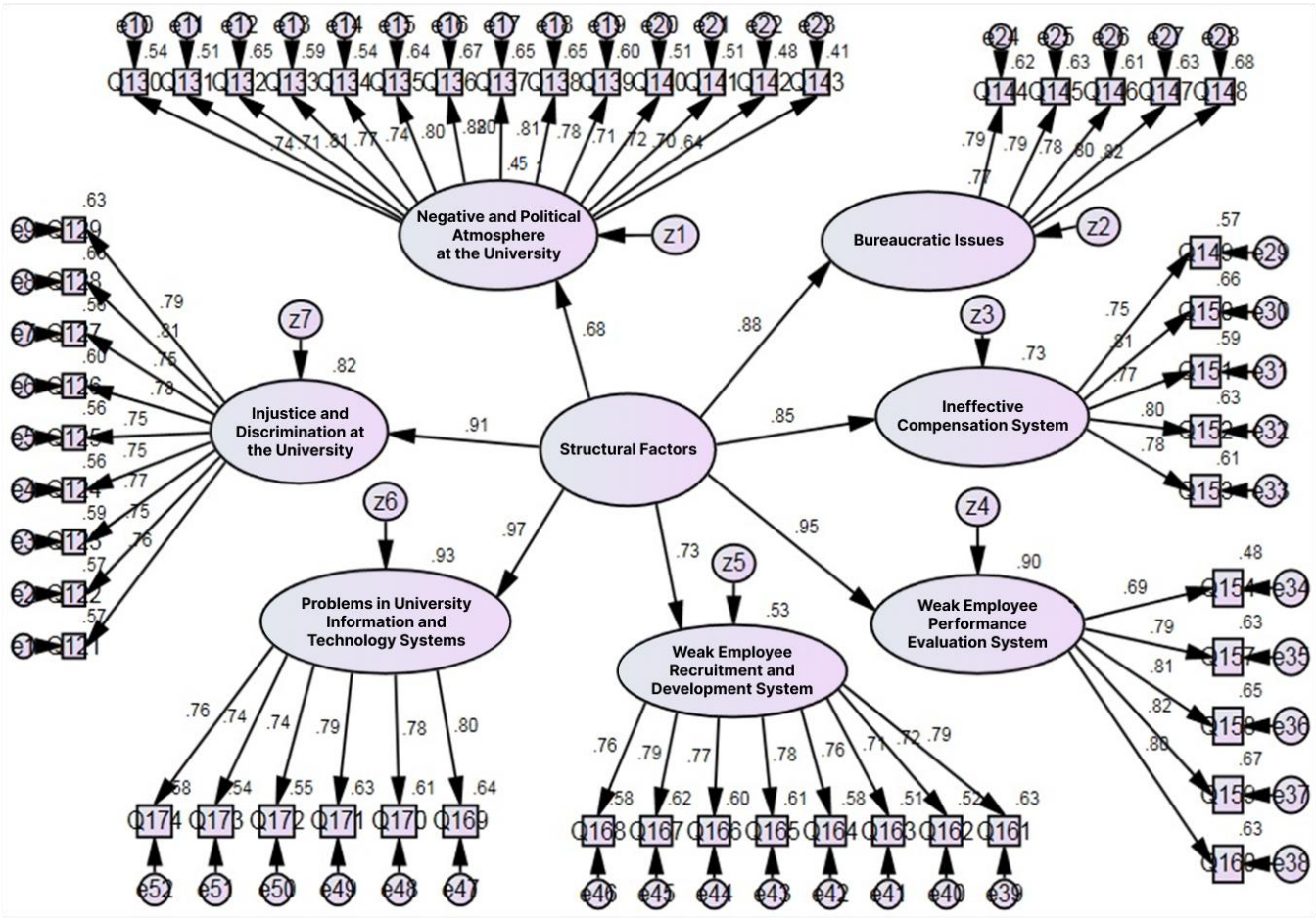
Index Name	Standard Index Value	Model Value	Conclusion
x^2/df	Less than 5	3.667	Model fit is adequate
IFI	Close to or greater than 0.90	0.902	Model fit is adequate
NFI	Close to or greater than 0.90	0.911	Model fit is adequate
TLI	Close to or greater than 0.90	0.901	Model fit is adequate
CFI	Close to or greater than 0.90	0.899	Model fit is adequate
RMSEA	Less than 0.10	0.078	Model fit is adequate

In AMOS23 software, five indices (NFI, RFI, IFI, GFI, CFI) are reported based on the comparison of the chi-square value for the model with the chi-square value for the baseline model. These indices range between 0 and 1, and the closer they are to 1, the more acceptable the model is considered.

One general index for accounting for free parameters in the calculation of the fit index is the normalized or relative chi-square, which is calculated by dividing the chi-square value by the degrees of freedom of the model. Values between 2 and 3 are generally considered acceptable for this index. However, different perspectives exist on this matter. Schumacher and Lomax (2009) consider values between 1 and 5, Carmine and McIver (1981) suggest values between 2 and 3, Ullman (2001) considers values between 1 and 2, and Kline (2005) deems values between 1 and 3 acceptable.

Figure 3

Second-Order Confirmatory Factor Analysis Model for Structural Factors



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Identification and Ranking of Organizational Factors Influencing the Formation of Deviant Behaviors

H0: The mean rankings are equal among the dimensions of organizational factors influencing the formation of deviant behaviors.

H1: The mean rankings are not equal among the dimensions of organizational factors influencing the formation of deviant behaviors.

Table 5

Friedman Test Results (Mean Rankings of Variables) for Dimensions of Organizational Factors Influencing Deviant Behaviors

Dimension	Mean Rank
Managerial Factors	4.03
Occupational Factors	3.69
Structural Factors	3.21

Table 6

Friedman Test Results (Significance)

Chi-Square (χ^2)	Degrees of Freedom	Significance (p-value)	Error Rate	Test Conclusion
30.135	5	0.001	0.05	H0 Rejected

The first output of the Friedman test is shown in Table 5. This table presents the mean ranks of each variable. The higher the mean rank, the greater the importance of the component. Therefore, "Managerial Factors" has the highest mean rank (4.03) compared to other dimensions of organizational factors influencing the formation of deviant behaviors, making it the most significant. Similarly, "Occupational Factors" and "Structural Factors" are ranked second and third, respectively. Table 6 presents the second output of the Friedman test, displaying the chi-square statistic, degrees of freedom, and significance level. Given that the p-value is less than the error rate of 0.05 ($p < 0.05$), the hypothesis of equal mean rankings of the components is not supported, leading to the rejection of the null hypothesis.

Identification and Ranking of Dimensions of Managerial Factors

H0: The mean rankings are equal among the dimensions of managerial factors.

H1: The mean rankings are not equal among the dimensions of managerial factors.

The results of the Friedman test are presented in Tables 9 and 10.

Table 7

Friedman Test Results (Mean Rankings of Variables) for Dimensions of Managerial Factors

Dimension	Mean Rank
Manager's Personality Traits	2.39
Manager's Behavior	1.92
Leadership Style	1.69

Table 8

Friedman Test Results (Significance)

Chi-Square (χ^2)	Degrees of Freedom	Significance (p-value)	Error Rate	Test Conclusion
34.544	2	0.001	0.05	H0 Rejected

The Friedman test has two outputs. The first output, shown in Table 7, presents the descriptive statistics indicating the mean rankings of each variable. The larger the mean rank, the greater the importance of the variable. Therefore, "Manager's Personality Traits" has the highest mean rank (2.39) among the dimensions of managerial factors, making it the most significant. Similarly, "Manager's Behavior" and "Leadership Style" are ranked second and third, respectively. The second output, shown in Table 8, presents the chi-square statistic, degrees of freedom, and significance level. Since the p-value is less than the error rate of 0.05 ($p < 0.05$), the claim that the mean rankings of

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the variables are equal is not supported, leading to the rejection of the null hypothesis.

Identification and Ranking of Occupational Factors

H0: The mean rankings are equal among the dimensions of occupational factors.

H1: The mean rankings are not equal among the dimensions of occupational factors.

Table 9

Friedman Test Results (Mean Rankings of Variables) for Dimensions of Occupational Factors

Dimension	Mean Rank
Job Nature	2.85
Work Environment Condition	2.50
Presence of Job Conflicts	2.42
High Workload	2.22

Table 10

Friedman Test Results (Significance)

Chi-Square (χ^2)	Degrees of Freedom	Significance (p-value)	Error Rate	Test Conclusion
17.676	3	0.001	0.05	H0 Rejected

The Friedman test produces two outputs. The first output, shown in Table 9, presents descriptive statistics indicating the mean rankings of each variable. The larger the mean rank, the greater the importance of the variable. Therefore, "Job Nature" has the highest mean rank (2.85) among the dimensions of occupational factors, making it the most significant. Similarly, "Work Environment Condition," "Presence of Job Conflicts," and "High Workload" are ranked in descending order of importance. The second output, shown in Table 10, presents the chi-square statistic, degrees of freedom, and significance level. Since the p-value is less than the error rate of 0.05 ($p < 0.05$), the hypothesis of equal mean rankings of the variables is not supported, leading to the rejection of the null hypothesis.

Identification and Ranking of Structural Factors

H0: The mean rankings are equal among the dimensions of structural factors.

H1: The mean rankings are not equal among the dimensions of structural factors.

Table 11

Friedman Test Results (Mean Rankings of Variables) for Dimensions of Organizational Structural Factors

Dimension	Mean Rank
Injustice and Discrimination at the University	4.47
Negative and Political Atmosphere at the University	4.22
Inefficient Compensation System	4.17
Bureaucratic Issues and Deficiencies	4.20
Weak Employee Recruitment and Development System	3.67
Weak Employee Performance Evaluation System	3.77
Problems in University Technology and Information Systems	3.50

Table 12

Friedman Test Results (Significance)

Chi-Square (χ^2)	Degrees of Freedom	Significance (p-value)	Error Rate	Test Conclusion
21.792	6	0.001	0.05	H0 Rejected

The Friedman test produces two outputs. The first output, shown in Table 11, presents descriptive statistics indicating the mean rankings of each variable. The larger the mean rank, the greater the importance of the variable. Therefore, "Injustice and Discrimination at the University" has the highest mean rank (4.47) among the dimensions of

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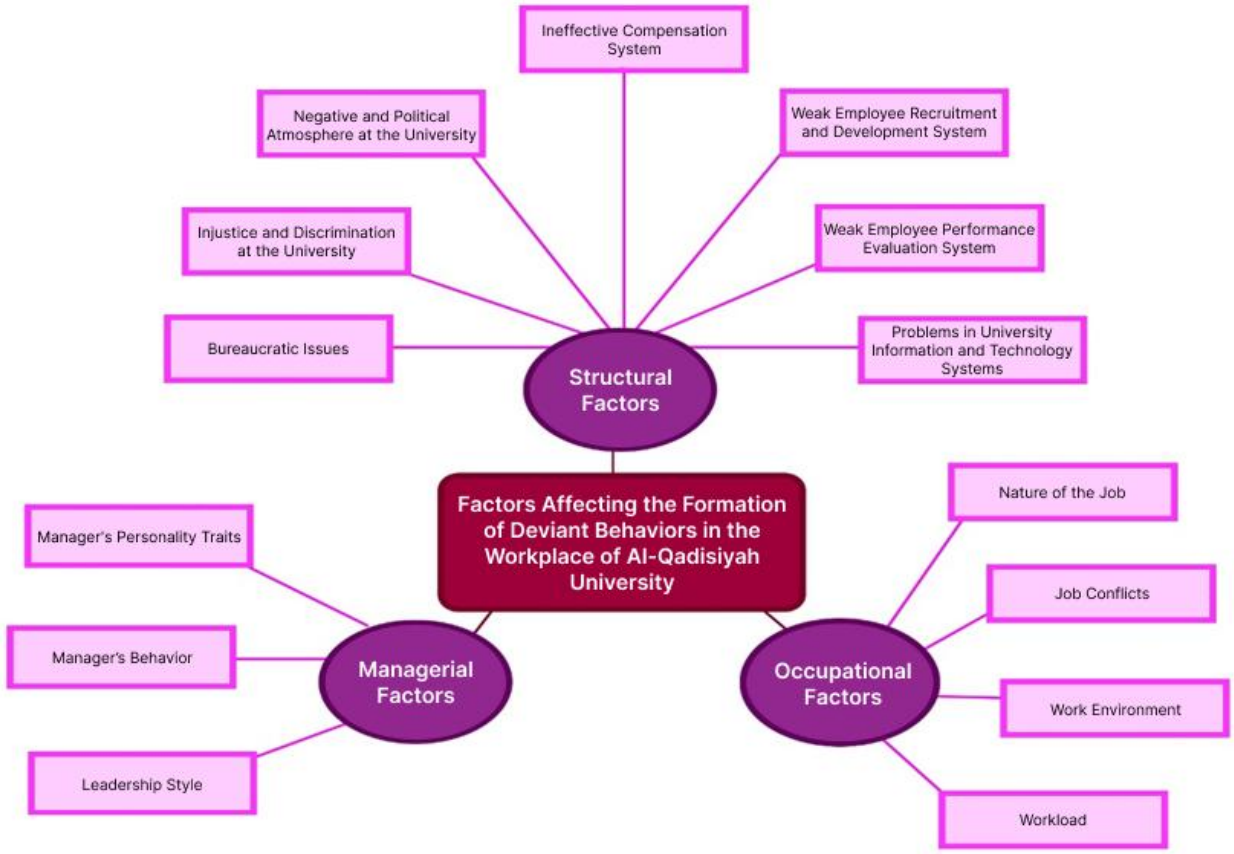
organizational structural factors, making it the most significant. Similarly, "Negative and Political Atmosphere at the University," "Inefficient Compensation System," "Bureaucratic Issues and Deficiencies," "Weak Employee Recruitment and Development System," "Weak Employee Performance Evaluation System," and "Problems in University Technology and Information Systems" follow in descending order of importance. The second output, shown in Table 12, presents the chi-square statistic, degrees of freedom, and significance level. Since the p-value is less than the error rate of 0.05 ($p < 0.05$), the hypothesis of equal mean rankings of the variables is not supported, leading to the rejection of the null hypothesis.

The results of the present study indicate that the model of organizational factors influencing the formation of deviant behaviors in the workplace at Al-Qadisiyah University consists of three overarching themes (dimensions), including managerial factors, occupational factors, and structural factors. These factors, in accordance with the three dimensions of the research model, are structured as follows:

Figure 4

Thematic Network of Organizational Factors Influencing the Formation of Deviant Behaviors in the Workplace at Al-Qadisiyah University



4 Discussion and Conclusion

The present study was conducted to identify and rank the organizational factors influencing the formation of deviant behaviors in the workplace at Al-Qadisiyah University, Iraq. Given the structural consequences of deviant behaviors in educational institutions such as universities, which play a significant role in providing educational services and consequently in the development and advancement of society, it is essential to examine the organizational factors influencing deviant behaviors in the workplace to enable better control and management of such behaviors.

The first-ranked factor is managerial factors, which include the following components in order of importance: (1) manager's personality traits, (2) manager's behavior, and (3) leadership style. Managers are among the key influences on employees' behaviors, as they define values and norms and shape the organizational image. Leaders play a crucial role in establishing trust within the organization, fostering mutual respect, identifying and addressing issues, and

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administering rewards or disciplinary measures. Furthermore, a leader's skills in managing change, handling conflicts, overseeing communication, and managing time significantly contribute to regulating deviant behaviors.

The second-ranked factor is occupational factors, which consist of the following components in order of importance: (1) job nature, (2) work environment condition, (3) presence of job conflicts, and (4) high workload. In professional activities, two types of work structures exist: structured and unstructured activities. Unstructured activities, which lack clear time allocation guidelines, are more prone to deviation, whereas structured activities provide fewer opportunities for deviant behaviors. When individuals lack opportunities for deviation and are subject to oversight, the likelihood of deviant behaviors decreases (Othman et al., 2022). Ambiguity in job performance and role ambiguity, defined as a lack of information about a role and uncertainty about related expectations, can lead to negative job-related responses such as turnover, job departure, stress, and the expression of various forms of deviant behaviors.

The third-ranked factor is structural factors, which include the following components in order of importance: (1) injustice and discrimination at the university, (2) negative and political atmosphere at the university, (3) inefficient compensation system, (4) bureaucratic issues and deficiencies, (5) weak employee recruitment and development system, (6) weak employee performance evaluation system, and (7) problems in university technology and information systems. Structural factors conceptually related to workplace deviance include control processes or formalization methods such as bureaucracy and human resource management practices like performance evaluations and job descriptions. High levels of bureaucracy are believed to exacerbate deviant behaviors, whereas flatter, less hierarchical, and decentralized organizations that allow for self-regulation tend to be more effective in preventing them. However, formal processes, such as workplace policies and procedures, contracts, written evaluations, and job descriptions, tend to limit autonomy and thereby reduce opportunities for deviant behaviors.

The findings of this study align with previous research on workplace deviant behaviors, including Abbaspour et al. (2022), in identifying issues such as the lack of delegation of authority to employees, lack of job diversity, and exclusion of employees from decision-making processes (Abbaspour et al., 2022); Malmir et al. (2019), in identifying conflicts between employees and managers, negative attitudes toward work, lack of individual success and career advancement, and employees' emotional exhaustion (Malmir et al., 2019); Wech et al. (2022), in highlighting the absence of career success and advancement, and organizational injustice (Wech et al., 2022); Hashish (2023), in identifying role conflicts and low work quality (Hashish, 2020); and Yadav et al. (2019), in recognizing weak ethical and professional behavior in the organization and low job perception as key factors influencing deviant behaviors in various organizations (Yadav et al., 2019).

This study presents a highly practical framework of organizational factors influencing the formation of workplace deviant behaviors at Al-Qadisiyah University in Iraq, which can be utilized to develop practical and executable strategies for managing deviant and counterproductive workplace behaviors within the studied population. Therefore, it significantly contributes to the literature in this field. Based on the study's findings, it is recommended that the management at Al-Qadisiyah University in Iraq, considering the diversity of specializations and job roles within universities and the varying needs of human resources, engage a broad spectrum of employees in the development of strategies and operational guidelines by conducting surveys and seeking their input. Furthermore, it is necessary to revise human resource management functions, particularly within the compensation system, to enhance employees' perception of organizational justice and foster fairness within the organization. Additionally, appropriate strategies should be developed for employee recruitment, development, and career progression to promote a merit-based system. Managerial appointments should strictly adhere to established regulations and guidelines, and employee satisfaction with managers should be continuously monitored to ensure managerial factors are effectively controlled. Moreover, considering the role of information technology systems in universities, all available resources should be utilized to modernize processes, and training and awareness programs should be implemented to ensure proper use of these systems by employees. It is also recommended that appropriate reward and punishment mechanisms be employed to regulate deviant behaviors in the workplace.

The limitations of this study include the caution required when generalizing the research findings to other populations and future timeframes, the use of interviews as the data collection tool for extracting concepts in the qualitative phase, and the use of questionnaires for measuring the extracted concepts in the quantitative phase.

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Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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