

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

Sadeqh. Sarhan Muhammad Sajet¹, Mehraban. Hadi Peykani^{2*}, Zaki. Muhammad Abbas Behiyeh³, Badri. Shahtalebi⁴

¹ PhD student, Department of Public Administration, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

² Assistant Professor, Department of Public Administration, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

³ Assistant Professor, Department of Management, Al-Furat Al-Awsat University, Iraq

⁴ Associate Professor, Department of Educational Management, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

* Corresponding author email address: m.peykani@khuisf.ac.ir

E d i t o r	R e v i e w e r s
Mohammed Abdul Imran Khan  Department of Financial Management and Economics, Dhofar University, Oman mimran@du.edu.om	Reviewer 1: Abbas Monavarian  Professor, Management Department, Tehran University, Tehran, Iran. Email: amonavar@ut.ac.ir Reviewer 2: Rezvan Hosseingholizadeh  Associate Professor, Department of Educational Management and Human Resource Development, Ferdowsi University of Mashhad, Mashhad, Iran. Email: rhgholizadeh@um.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

The phrase "Recently, researchers' attention to these behaviors and their negative social and psychological consequences has increased" needs supporting evidence. Adding citations from recent studies would enhance credibility.

The statement, "high levels of bureaucracy are believed to exacerbate deviant behaviors," should be supported by empirical evidence or theoretical models explaining this relationship.

The qualitative findings are summarized as "101 indicators, 14 components, and 3 dimensions," but a brief example illustrating how themes were categorized would improve clarity.

The mean rank of managerial factors is stated as 4.03, but there is no discussion on the practical significance of this ranking. Consider elaborating on why managerial factors rank highest and their implications for intervention strategies.

The statement "Given the structural consequences of deviant behaviors in educational institutions such as universities, it is essential to examine the organizational factors influencing deviant behaviors in the workplace" should explicitly reference prior studies on higher education institutions.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The definition of deviant behaviors, quoted from Robinson & Bennett (1995), should be critically discussed in the context of modern workplace challenges. Consider incorporating more recent definitions to reflect contemporary research.

The claim "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" would benefit from references distinguishing these terms and their nuances.

The discussion on situational and personality variables influencing deviant behaviors cites Fine et al. (2009) but lacks discussion on how these variables interact. A more detailed explanation of this interaction would strengthen the argument.

The assertion that "ambiguity in job performance and role ambiguity can lead to turnover, stress, and deviant behaviors" is well-supported, but citing empirical studies on role ambiguity would strengthen this argument.

The claim "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" would benefit from evidence showing how these mechanisms mitigate deviance.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.