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Presenting an Appropriate Model of Employees' Deviant Administrative Behaviors in Governmental Organizations of Hormozgan Province

ABSTRACT

The objective of this study was to develop an appropriate model of employees' deviant administrative behaviors in governmental organizations using Grounded Theory. The research methodology was both qualitative and quantitative. Data were collected through interviews. The statistical population consisted of experts, academics, and specialists in the relevant field with an unlimited population size, from which 18 participants were selected until theoretical saturation was achieved. The sampling method was snowball sampling, whereby interviewees were asked to introduce knowledgeable individuals related to the research topic for subsequent interviews. Primary data were gathered through interviews. Following the methodological process, and through three stages of open coding, axial coding, and selective coding, relevant codes were first identified from a large volume of primary data. Subsequently, using the constant comparative method, concepts were extracted from multiple codes, and in the same manner, other codes were transformed into concepts, resulting in a total of 93 concepts. In the next stage, several concepts were grouped into categories, leading to the identification of 20 categories for this study. The results indicated the significance of the relationships and components of the proposed model.

Keywords: model design, deviant administrative behaviors, governmental organizations, grounded theory.

Introduction

Deviant administrative behaviors in organizations, particularly in the public sector, have emerged as a critical concern for both scholars and practitioners due to their pervasive consequences for organizational effectiveness, ethical climate, and public trust. Workplace deviance broadly refers to voluntary behaviors that violate significant organizational norms and threaten the well-being of organizations or their members [1]. These behaviors may manifest in various forms, including interpersonal deviance, such as aggression or incivility toward colleagues, and organizational deviance, such as absenteeism, misuse of resources, or deliberate inefficiency [2]. The increasing complexity of organizational environments, coupled with rising expectations for accountability and transparency in public institutions, has amplified the importance of understanding the antecedents and mechanisms of such behaviors.

In recent decades, the literature on workplace deviance has evolved from descriptive categorizations toward more integrative and explanatory models that examine the interplay between individual, organizational, and environmental

factors. Early studies emphasized personality traits and situational influences as key determinants of deviant behaviors, suggesting that individual dispositions such as conscientiousness, emotional stability, and narcissism significantly shape employees' behavioral responses in organizational contexts [3, 4]. However, subsequent research has highlighted that deviance is not merely a function of individual pathology but is deeply embedded in organizational structures and climates, including leadership styles, organizational justice, and perceived support [5, 6]. This shift reflects a growing recognition that deviant behavior is a systemic phenomenon influenced by multi-level dynamics.

Within the context of governmental organizations, the issue of deviant administrative behavior assumes heightened significance due to its direct implications for public service delivery and institutional legitimacy. Public sector organizations often operate under rigid bureaucratic structures, complex regulatory frameworks, and political pressures, which may inadvertently create conditions conducive to deviant behaviors [7, 8]. Factors such as organizational ambiguity, lack of transparency, and weak supervisory systems have been identified as critical drivers of deviance in such settings. Moreover, the presence of organizational anomie and erosion of social capital further exacerbate the likelihood of deviant conduct among employees [9]. These findings underscore the necessity of developing context-specific models that account for the unique characteristics of public organizations.

Another important stream of research has focused on the role of job attitudes and psychological states in shaping deviant behaviors. Job dissatisfaction, burnout, organizational alienation, and perceived injustice have been consistently linked to higher levels of deviance [10, 11]. The conservation of resources theory further explains that when employees perceive a loss or threat to their valued resources—such as job security, recognition, or autonomy—they may engage in deviant behaviors as a coping mechanism [12]. Similarly, phenomena such as job plateau, organizational jealousy, and perceived inequity have been shown to mediate the relationship between organizational conditions and deviant behaviors [13, 14]. These insights highlight the importance of addressing employees' psychological needs and perceptions in mitigating deviance.

In addition to negative forms of deviance, recent studies have introduced the concept of positive deviant behaviors, which refer to unconventional actions that deviate from norms but ultimately contribute to organizational effectiveness and innovation [15, 16]. For instance, deviant innovation behaviors may challenge existing routines and foster creative problem-solving, particularly in dynamic environments [17]. This dual perspective on deviance suggests that not all norm violations are detrimental; rather, their impact depends on the context, intent, and outcomes of the behavior. Consequently, a nuanced understanding of deviance is required, one that distinguishes between destructive and constructive forms and examines their underlying drivers.

Social and cultural factors also play a pivotal role in shaping deviant behaviors within organizations. Perceived social support, organizational culture, and ethical climate have been identified as significant predictors of employees' behavioral tendencies [18, 19]. In cultures characterized by high power distance, collectivism, or tolerance for rule-breaking, deviant behaviors may be normalized or even reinforced. Conversely, strong ethical values, spiritual well-being, and organizational commitment can act as protective factors that reduce the likelihood of deviance. Furthermore, external societal influences, such as economic pressures and technological changes, may introduce new forms of deviant behavior, including cyberloafing and misuse of digital resources [20]. These considerations highlight the need to incorporate broader contextual variables into models of deviant behavior.

Recent empirical studies have increasingly emphasized the role of leadership and management practices in either facilitating or mitigating deviant behaviors. Leadership styles, particularly abusive or tyrannical leadership, have been shown to significantly increase employees' propensity toward deviance by creating a climate of fear, injustice, and dissatisfaction [21]. Conversely, supportive and ethical leadership can foster trust, enhance job satisfaction, and reduce deviant tendencies. Organizational interventions such as transparent communication, fair performance evaluation systems, and employee empowerment have also been identified as effective strategies for managing deviance [22]. These findings suggest that managerial practices are critical levers for influencing employee behavior and shaping organizational culture.

Despite the extensive body of research on workplace deviance, several gaps remain, particularly in the context of developing comprehensive and integrative models that capture the complexity of deviant behaviors in governmental organizations. Many existing studies have focused on isolated variables or specific contexts, limiting their generalizability and practical applicability. Moreover, there is a need for methodological approaches that combine qualitative insights with quantitative validation to provide a more holistic understanding of the phenomenon. Exploratory mixed-methods designs, particularly those grounded in qualitative theorizing, offer a promising avenue for addressing these limitations by enabling the identification of context-specific factors and their subsequent empirical testing [19, 23].

Furthermore, the rapid transformation of organizational environments due to globalization, digitalization, and evolving workforce expectations necessitates a re-examination of traditional models of deviant behavior. Emerging trends such as remote work, digital surveillance, and changing employment relationships may introduce new forms of deviance and alter existing dynamics. For example, cyberloafing and digital misconduct have become increasingly prevalent, requiring updated theoretical frameworks and managerial strategies [20]. Additionally, the integration of psychological, organizational, and societal perspectives is essential for developing robust models that can effectively inform policy and practice.

In the Iranian context, and specifically within governmental organizations, the study of deviant administrative behaviors is particularly relevant due to ongoing efforts to enhance organizational efficiency, accountability, and ethical standards. Previous studies have identified a range of factors influencing deviance in Iranian organizations, including organizational injustice, weak supervisory systems, and cultural norms [11, 22]. However, there remains a need for comprehensive models that integrate these factors and provide actionable insights for policymakers and practitioners. Such models can contribute to the development of targeted interventions aimed at reducing deviant behaviors and promoting organizational health.

In light of the above, the present study seeks to address these gaps by adopting a grounded theory approach to identify and model the factors influencing deviant administrative behaviors in governmental organizations, followed by quantitative validation of the proposed model. The integration of qualitative and quantitative methods allows for a more comprehensive understanding of the phenomenon, capturing both the depth of individual experiences and the generalizability of empirical relationships.

Therefore, the aim of this study is to identify and develop an appropriate model of employees' deviant administrative behaviors in governmental organizations based on grounded theory and to validate the model using quantitative analysis.

Methodology

Given that the present study aims to "identify and develop an appropriate model of employees' deviant administrative behaviors in governmental organizations using Grounded Theory (a case study of employees in governmental offices of

Hormozgan Province),” it is considered a developmental study in terms of its objective. In addition, with respect to data collection and analytical approach, this research adopts an exploratory mixed-methods design (qualitative followed by quantitative), as the researcher in such designs seeks to conduct literature reviews, interviews with selected individuals regarding their experiences, focus groups, and case studies. Furthermore, in exploratory mixed-methods designs, the researcher attempts to explore an uncertain context. Accordingly, qualitative data are first collected, followed by a quantitative phase. Ultimately, in terms of nature and type of study, the present research is classified as a cross-sectional survey. The qualitative research population consisted of employees of governmental organizations in Hormozgan Province in July 2021 who were able to provide accurate and relevant information in this domain. Purposeful sampling with maximum variation was employed for conducting interviews. Additionally, the statistical population in the quantitative phase included all employees of governmental organizations in Hormozgan Province. Using cluster and convenience sampling methods, five organizations were selected from among 20 governmental organizations: the Governorate (334 individuals), Municipality (328 individuals), Regional Water Authority (152 individuals), Tax Affairs Organization (92 individuals), and Department of Environment (132 individuals). Based on the Krejcie and Morgan sampling table, and given the total population size (1,038 individuals), a sample size of 278 participants was determined.

The methods and instruments for data collection in the present study included library-based methods to obtain general information about the research population as well as theoretical foundations, conceptual framework, and indicators. In addition, field studies were conducted in which data were collected based on theoretical studies and interviews with experts and specialists. In the second phase, to test the model, a questionnaire was used for data collection and analysis. Therefore, both interviews and questionnaires were employed to describe the perspectives of the target population. A five-point Likert scale was used for scoring the questionnaire items. Moreover, to ensure validity, face validity was applied. For this purpose, the questionnaire was provided to experts and specialists, including the academic supervisor and advisor, and their opinions were solicited regarding each item and its relevance to the research objectives. After minor revisions, the questionnaire was approved. In addition, to determine the reliability of the measurement instrument, Cronbach’s alpha method was used. In this study, based on the responses of 30 participants and using SPSS software, the reliability of the questionnaire was estimated using Cronbach’s alpha. The results indicated a value above the acceptable threshold of 0.70, demonstrating that the questionnaire possessed high reliability.

Following the development of the model, which constituted the output of the qualitative phase and was derived from interviews and grounded theory-based theorizing, the quantitative phase—namely model testing (theory testing)—was conducted using structural equation modeling. It should be noted that, in this phase, a questionnaire was first designed based on the indicators, components, concepts, and categories of the proposed model, comprising 93 items. To evaluate the research model, covariance-based structural equation modeling was initially employed, and confirmatory factor analysis was used to assess the validity of the items and indicators. For this purpose, LISREL 8.80 software was utilized. Furthermore, to test the main research hypotheses, partial least squares structural equation modeling was applied; accordingly, SmartPLS 3.0 software was used.

Findings and Results

As shown in Table 1, causal conditions had a mean of 3.56 and a standard deviation of 0.83. The mean and standard deviation for the core category were 3.34 and 0.78, respectively; for strategies, 4.03 and 0.65; for contextual factors, 4.16 and 0.85; for intervening conditions, 4.49 and 0.77; and finally, for outcomes, the mean and standard deviation were 3.23 and 0.93, respectively.

Table 1

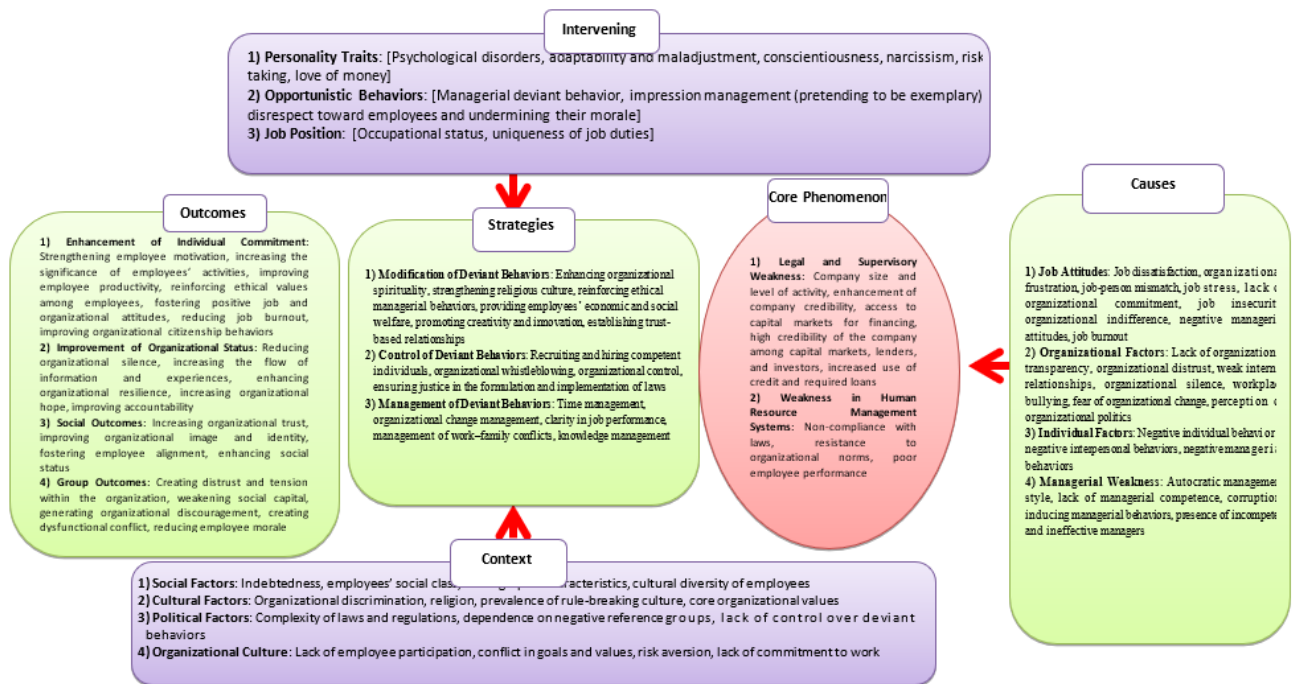
Overall Statistics of Research Variables

Variable	Mean	Standard Deviation	Variance	Minimum	Maximum
Causal Conditions	3.56	0.83	0.64	1.00	5.00
Core Category	3.34	0.78	0.49	1.00	5.00
Strategies	4.03	0.65	0.36	3.00	5.00
Contextual Factors	4.16	0.85	0.64	1.00	5.00
Intervening Conditions	4.49	0.77	0.49	2.00	5.00
Outcomes	3.23	0.93	0.81	1.00	5.00

In this study, 18 experts, academics, and specialists in the relevant field—whose opinions regarding the projects were considered credible—were selected. Interview questions were developed after reviewing previous studies related to causal conditions of the development and improvement model of financial structure, the core category, interactive strategies, contextual and environmental factors, intervening conditions, as well as the outcomes and consequences of employees' deviant administrative behaviors in governmental organizations. After transcribing one interview, open coding began. The data obtained from the interviews were carefully examined, reviewed, and analyzed. Similar data were assigned appropriate concepts, and in this way, all categories and concepts were extracted and identified, resulting in a total of 20 categories and 93 concepts. The results of selective coding led to the extraction of the proposed model. Based on these explanations, the selective coding model and theory generation are presented in Figure (1).

Figure 1

Structural Model Design of Employees' Deviant Administrative Behaviors in Governmental Organizations

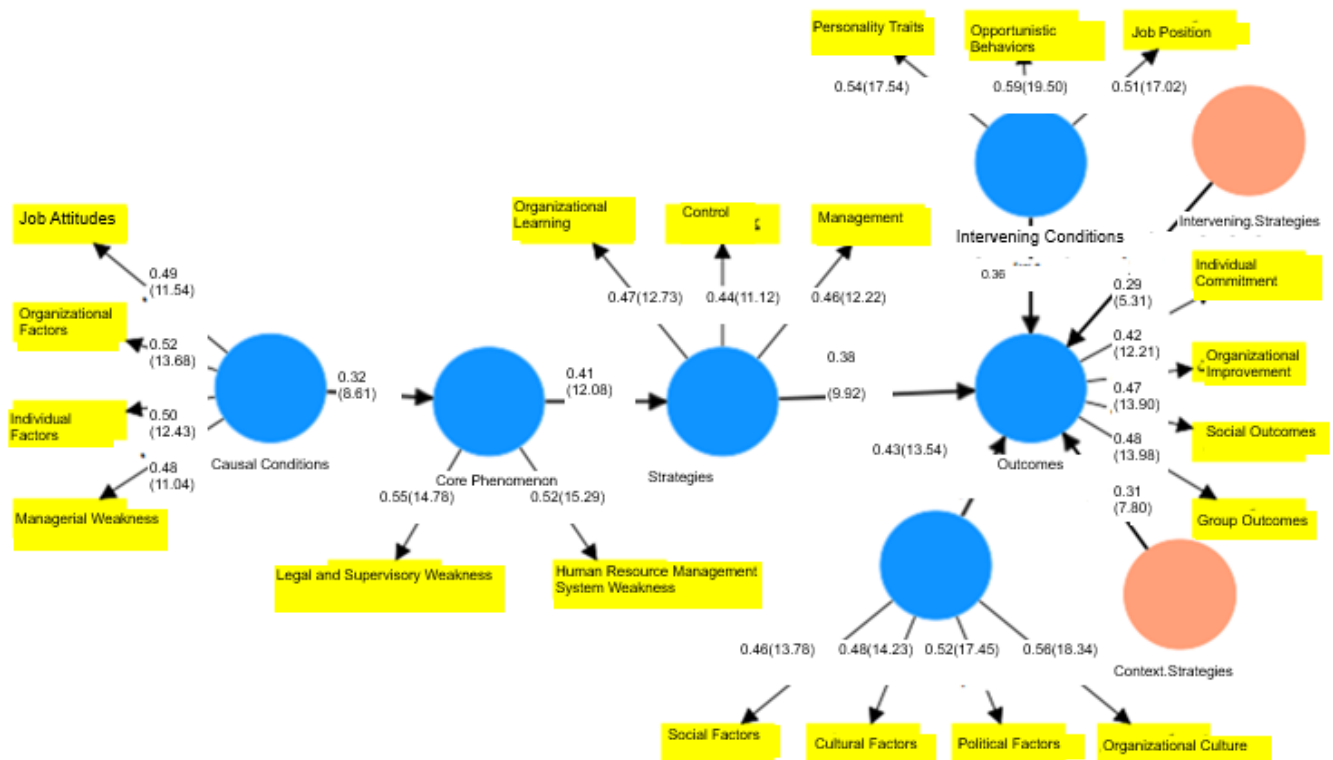


At this stage, after testing and evaluating the questionnaire items in terms of the goodness-of-fit of the measurement model through confirmatory factor analysis using LISREL software—which is a powerful method for testing measurement models—the researcher can proceed to examine the structural relationships within the research model. Due to factors such as the relatively small sample size, the use of second-order variables, and the presence of moderating relationships in the model, structural equation modeling using SmartPLS software was employed to test the conceptual model of the study.

Figure (2) presents the standardized estimation output of the structural equation model for the conceptual model of the research. It should be noted that Figure (3) displays the path coefficients among all variables and categories. The highest path coefficient among causal conditions is related to organizational factors, equal to 52%, while the lowest path coefficient among causal conditions is associated with managerial factors, equal to 48%. Furthermore, the highest path coefficient within the core category pertains to legal weakness, equal to 55%, and the lowest path coefficient within this category relates to system weakness, equal to 52%. In addition, the highest path coefficient among intervening conditions is related to opportunistic behavior, equal to 59%, whereas the lowest path coefficient within intervening conditions corresponds to job position, equal to 51%. Among contextual (background) factors, the highest path coefficient is associated with organizational culture, equal to 56%, and the lowest path coefficient is related to social factors, equal to 46%. Among strategic factors, the highest path coefficient is related to behavioral change, equal to 0.47, and the lowest path coefficient is associated with behavioral control, equal to 44%. The highest and lowest path coefficients for outcomes are respectively related to group outcomes and individual commitment, equal to 51% and 42%. It is also noteworthy that the relationships among the research variables indicate that causal conditions have a 32% effect on the core category, and the core category, in turn, has a 41% effect on strategies. Additionally, the path coefficient of strategic factors on outcomes is equal to 0.38. Overall, the path coefficient of intervening factors on outcomes is equal to 36%, and the path coefficient of contextual conditions on outcomes is equal to 43%.

Figure 2

Structural Model in Standardized Estimation Mode with (T-Values)



Based on the results of confirmatory factor analysis presented in the structural model in standardized estimation mode with significance coefficients (Figure 2), since all significance values of the model parameters are greater than 1.96, the overall results of the confirmatory factor analysis indicate that the proposed model has an acceptable fit with the data and demonstrates an appropriate measurement model fit.

Given that the present study seeks to design a comprehensive or indigenous model of “developing an appropriate model of employees’ deviant administrative behaviors in governmental organizations” using grounded theory-based theorizing, the researcher initially addressed and articulated the existing problem within the target population and presented the main research problem based on scientific principles. In the subsequent step, in order to provide a comprehensive theoretical framework, an in-depth review of theoretical foundations, prior studies, and existing research was conducted. Based on library studies, theoretical literature, and both domestic and international research backgrounds, relevant indicators and categories were identified, and through coding techniques, a total of 20 categories were ultimately extracted.

Table 2

Structural Relationships of the Final Research Model

Research Model Test	Component	Sub-component	Path Coefficient	t-value	Result
Causal Conditions	Job Attitudes	Job dissatisfaction	0.46	5.46	Confirmed
		Organizational frustration	0.46	5.57	Confirmed
		Job-person mismatch	0.47	5.79	Confirmed
		Job stress	0.45	5.77	Confirmed
		Lack of organizational commitment	0.45	6.02	Confirmed
		Job insecurity	0.58	6.25	Confirmed
		Organizational indifference	0.50	6.16	Confirmed
		Negative managerial attitudes	0.44	6.13	Confirmed
	Organizational Factors	Job burnout	0.49	6.16	Confirmed
		Lack of transparency	0.49	6.70	Confirmed
		Organizational distrust	0.45	9.70	Confirmed
		Weak internal relationships	0.66	10.12	Confirmed

Core Category	Individual Factors	Organizational silence	0.53	9.62	Confirmed
		Workplace bullying	0.47	8.22	Confirmed
		Fear of organizational change	0.44	8.07	Confirmed
		Perceived organizational politics	0.40	8.21	Confirmed
		Negative individual behavior	0.43	8.45	Confirmed
		Negative interpersonal behavior	0.47	7.68	Confirmed
		Negative managerial behavior	0.40	9.13	Confirmed
		Job dynamism	0.54	8.92	Confirmed
	Managerial Weakness	Autocratic management	0.48	9.76	Confirmed
		Lack of managerial competence	0.59	8.99	Confirmed
		Corruption-inducing behaviors	0.54	9.72	Confirmed
		Ineffective managers	0.58	9.16	Confirmed
	Legal and Supervisory Weakness	Rapid legal changes	0.59	10.59	Confirmed
		Restrictions on continuing education	0.62	10.75	Confirmed
		Complexity of laws and regulations	0.61	12.01	Confirmed
		Misalignment of laws with employee needs	0.60	10.95	Confirmed
	HR System Weakness	Non-compliance with laws	0.64	8.64	Confirmed
		Resistance to organizational norms	0.44	8.70	Confirmed
Contextual Factors	Social Factors	Poor employee performance	0.49	7.90	Confirmed
		Indebtedness	0.46	8.85	Confirmed
		Social class	0.41	7.99	Confirmed
	Cultural Factors	Demographic characteristics	0.50	7.97	Confirmed
		Cultural diversity	0.62	8.19	Confirmed
		Organizational discrimination	0.58	8.85	Confirmed
		Religion	0.73	10.85	Confirmed
		Culture of rule violation	0.58	9.49	Confirmed
	Political Factors	Core organizational values	0.79	10.82	Confirmed
		Legal complexity	0.42	11.66	Confirmed
		Negative reference group influence	0.66	6.81	Confirmed
	Weak Organizational Culture	Lack of deviance control	0.66	6.91	Confirmed
		Lack of participation	0.66	6.66	Confirmed
		Value conflict	0.80	8.99	Confirmed
		Risk aversion	0.61	8.96	Confirmed
Strategies	Organizational Learning	Lack of commitment to work	0.57	9.12	Confirmed
		Spiritual development	0.55	9.55	Confirmed
		Strengthening religious culture	0.45	9.64	Confirmed
		Ethical managerial behavior	0.60	12.03	Confirmed
		Employee welfare improvement	0.52	11.99	Confirmed
		Promoting creativity and innovation	0.50	10.83	Confirmed
	Behavior Control	Trust-based relationships	0.45	10.48	Confirmed
		Recruiting competent staff	0.42	3.12	Confirmed
		Organizational whistleblowing	0.44	2.33	Confirmed
		Organizational control	0.78	4.70	Confirmed
		Justice in law enforcement	0.90	4.71	Confirmed
		Time management	0.86	14.33	Confirmed
Intervening Conditions	Behavior Management	Change management	0.89	18.22	Confirmed
		Job clarity	0.92	19.92	Confirmed
		Work-family conflict management	0.71	11.26	Confirmed
		Knowledge management	0.94	16.19	Confirmed
		Psychological disorders	0.93	11.03	Confirmed
		Adaptability	0.93	12.65	Confirmed
	Personality Traits	Conscientiousness	0.59	9.73	Confirmed
		Narcissism	0.55	13.20	Confirmed
		Risk-taking	0.89	13.39	Confirmed
		Love of money	0.94	12.37	Confirmed
		Managerial deviance	0.55	7.05	Confirmed
		Impression management	0.93	7.82	Confirmed
Outcomes	Opportunistic Behavior	Disrespect toward employees	0.82	7.43	Confirmed
		Occupational status	0.63	8.63	Confirmed
		Task exclusivity	0.93	9.08	Confirmed
	Job Position	Motivation enhancement	0.41	2.94	Confirmed
		Job importance	0.48	3.42	Confirmed
		Productivity improvement	0.43	3.38	Confirmed
		Ethical values reinforcement	0.49	3.59	Confirmed
	Individual Commitment	Positive attitudes	0.48	3.65	Confirmed

Organizational Improvement	Burnout reduction	0.46	3.63	Confirmed
	Organizational citizenship behavior	0.55	3.62	Confirmed
	Reduced silence	0.51	2.21	Confirmed
	Knowledge sharing	0.43	9.39	Confirmed
	Organizational resilience	0.51	9.47	Confirmed
Social Outcomes	Organizational hope	0.44	8.84	Confirmed
	Accountability	0.45	6.77	Confirmed
	Organizational trust	0.62	3.11	Confirmed
	Organizational reputation	0.57	9.40	Confirmed
	Employee alignment	0.49	8.91	Confirmed
Group Outcomes	Social status improvement	0.41	8.29	Confirmed
	Organizational distrust	0.48	2.77	Confirmed
	Social capital erosion	0.52	2.80	Confirmed
	Organizational discouragement	0.40	2.77	Confirmed
	Dysfunctional conflict	0.42	2.68	Confirmed
	Reduced morale	0.46	2.11	Confirmed

The results presented in the table 2 indicate that all structural relationships associated with causal conditions were statistically significant, as all t-values exceeded the critical threshold of 1.96. Within this domain, job attitudes and organizational factors demonstrated relatively strong path coefficients, particularly job insecurity and weak internal organizational relationships, suggesting that both psychological and structural dimensions play a crucial role in shaping deviant administrative behaviors.

Regarding the core category, the findings reveal that legal and supervisory weaknesses, along with inefficiencies in human resource management systems, significantly contribute to the emergence of deviant behaviors. High path coefficients for variables such as complexity of laws and non-compliance with regulations indicate that institutional and regulatory deficiencies are central drivers in the model, reinforcing the importance of governance mechanisms in public organizations.

In the context of environmental or contextual factors, cultural and organizational dimensions exhibited the highest explanatory power. Specifically, core organizational values and value conflicts showed strong path coefficients, highlighting the critical role of organizational culture in either facilitating or constraining deviant administrative behaviors. Social and political factors also contributed meaningfully, indicating that broader socio-environmental conditions influence organizational conduct.

The analysis of strategic factors demonstrates that behavioral management and organizational learning are the most influential mechanisms for mitigating deviant behaviors. Variables such as knowledge management, job clarity, and change management exhibited the highest path coefficients, suggesting that strategic interventions focused on capability development and organizational transparency are highly effective in addressing such behaviors.

With respect to intervening conditions, personality traits and opportunistic behaviors were found to significantly moderate the relationships within the model. High coefficients for variables such as love of money, adaptability, and impression management indicate that individual-level characteristics substantially influence the manifestation of deviant administrative behaviors, emphasizing the need for psychological and behavioral screening in organizational settings.

Finally, the outcomes of the model illustrate both positive and negative consequences at individual, organizational, social, and group levels. While improvements in motivation, organizational trust, and resilience were observed, negative group-level outcomes such as reduced morale and increased organizational distrust were also evident. Overall, the consistent significance of all path coefficients confirms the robustness of the proposed model and supports the validity of the qualitative findings through quantitative evidence, indicating a well-fitted structural model.

Discussion and Conclusion

The findings of the present study provide strong empirical support for the proposed structural model of employees' deviant administrative behaviors in governmental organizations, demonstrating that all hypothesized relationships among causal conditions, core categories, contextual factors, strategies, intervening conditions, and outcomes are statistically significant and theoretically meaningful. The results indicate that causal conditions—particularly job attitudes, organizational factors, individual characteristics, and managerial weaknesses—play a foundational role in shaping deviant administrative behaviors. Among these, organizational factors such as lack of transparency, weak internal relationships, and organizational silence exhibited relatively high path coefficients, highlighting the structural roots of deviance. This finding is consistent with prior research emphasizing that organizational environments characterized by ambiguity, distrust, and weak governance mechanisms are more likely to foster deviant behaviors [7, 8]. Furthermore, the strong influence of job attitudes, including job dissatisfaction, burnout, and lack of organizational commitment, aligns with earlier studies suggesting that negative psychological states significantly increase the likelihood of deviant conduct [10, 11]. These results reinforce the notion that deviance is not merely an individual-level phenomenon but is deeply embedded in organizational structures and climates.

The analysis of the core category revealed that legal and supervisory weaknesses, along with deficiencies in human resource management systems, constitute central mechanisms through which deviant behaviors are manifested. High path coefficients associated with variables such as complexity of laws, rapid regulatory changes, and non-compliance with organizational norms indicate that institutional inefficiencies significantly contribute to behavioral deviations. This finding corroborates previous research that has identified weak regulatory frameworks and inconsistent enforcement as key drivers of deviance in public sector organizations [8, 22]. Moreover, the observed relationship between human resource management system weaknesses and deviance supports the argument that ineffective HR practices—such as lack of meritocracy, inadequate performance evaluation, and poor alignment between employee competencies and job requirements—can exacerbate deviant tendencies [24]. These insights highlight the critical importance of institutional and administrative reforms in mitigating deviant behaviors.

The role of contextual or background factors was also found to be significant, with cultural, social, political, and organizational context variables exerting substantial influence on deviant administrative behaviors. Among these, cultural factors—particularly weak organizational values and the normalization of rule-breaking—demonstrated strong explanatory power. This finding is consistent with studies indicating that organizational culture plays a pivotal role in shaping employees' behavioral norms and ethical orientations [6, 19]. Additionally, the influence of social factors such as employees' socioeconomic status and demographic characteristics suggests that external conditions can interact with organizational environments to produce deviant outcomes. Political factors, including complexity of regulations and lack of enforcement, further underscore the broader systemic context within which deviance occurs. These findings align with the perspective that deviant behavior is a multi-level phenomenon influenced by both internal organizational dynamics and external environmental conditions [7, 21].

The results related to strategic factors indicate that organizational learning, behavioral control, and behavior management are critical mechanisms for addressing deviant administrative behaviors. Notably, variables such as knowledge management, job clarity, and change management exhibited high path coefficients, suggesting that proactive and structured interventions can effectively mitigate deviance. These findings are supported by prior research emphasizing the role of organizational

learning and ethical leadership in fostering positive workplace behaviors and reducing misconduct [19, 22]. Furthermore, the importance of behavioral control mechanisms, such as fair enforcement of rules and whistleblowing systems, aligns with studies highlighting the deterrent effect of accountability and transparency on deviant actions [5]. The findings also suggest that strategic interventions should not only focus on control but also on empowering employees through skill development and supportive organizational practices.

The examination of intervening conditions revealed that personality traits, opportunistic behaviors, and job position significantly moderate the relationships within the model. High path coefficients for variables such as risk-taking, love of money, and impression management indicate that individual-level characteristics play a crucial role in determining how employees respond to organizational conditions. This finding is consistent with research demonstrating that personality traits and individual differences significantly influence workplace deviance [3, 4]. Moreover, the role of opportunistic behaviors and managerial misconduct suggests that deviance can be reinforced through social learning processes, where employees model behaviors observed in their leaders or peers. This aligns with previous studies emphasizing the impact of leadership behavior on employee conduct, particularly in environments characterized by weak ethical standards [21]. The influence of job position further indicates that structural factors such as role ambiguity and task exclusivity can shape employees' behavioral choices.

The outcomes of the model provide a comprehensive view of the consequences of deviant administrative behaviors, encompassing individual, organizational, social, and group-level effects. The findings indicate that deviance can lead to both negative and positive outcomes, depending on the context and nature of the behavior. For instance, improvements in individual motivation, organizational trust, and resilience were observed alongside negative consequences such as reduced morale, increased conflict, and erosion of social capital. This duality reflects the emerging distinction between destructive and constructive forms of deviance in the literature [15, 25]. In particular, the concept of positive deviance suggests that certain norm-violating behaviors may contribute to innovation and organizational improvement, as supported by recent studies on deviant innovation behavior [16, 17]. However, the predominance of negative outcomes in the present study underscores the need for effective management strategies to prevent harmful forms of deviance.

Furthermore, the significant relationships among the main constructs of the model—such as the influence of causal conditions on the core category, and the subsequent effects on strategies and outcomes—highlight the dynamic and interconnected nature of deviant administrative behaviors. The strong path coefficients between these constructs suggest that interventions targeting upstream factors, such as organizational culture and management practices, can have cascading effects on downstream outcomes. This finding is consistent with systems-based approaches to organizational behavior, which emphasize the importance of addressing root causes rather than symptoms [12]. Additionally, the integration of qualitative and quantitative findings in the present study enhances the robustness and validity of the proposed model, providing a comprehensive framework for understanding and managing deviant behaviors in governmental organizations.

Despite the contributions of this study, several limitations should be acknowledged. First, the use of cross-sectional data limits the ability to establish causal relationships among the variables, and longitudinal studies are needed to examine the temporal dynamics of deviant behaviors. Second, the reliance on self-reported data may introduce response biases, such as social desirability or common method variance, which could affect the accuracy of the findings. Third, the study was conducted within a specific geographical and organizational context, which may limit the generalizability of the results to

other settings. Finally, although the mixed-methods approach enhances the depth and breadth of the analysis, further triangulation with additional data sources could strengthen the validity of the conclusions.

Future research should focus on expanding the scope of the model by incorporating additional variables and examining their interactions across different organizational contexts. Longitudinal and experimental designs could provide deeper insights into the causal mechanisms underlying deviant behaviors and the effectiveness of various interventions. Additionally, comparative studies across different sectors and cultural settings could enhance the generalizability of the findings and identify context-specific factors influencing deviance. The integration of emerging topics, such as digital deviance and remote work behaviors, also represents a promising avenue for future investigation. Furthermore, the application of advanced analytical techniques, such as multilevel modeling and machine learning, could provide more nuanced insights into the complex dynamics of deviant administrative behaviors.

From a practical perspective, the findings of this study offer valuable implications for policymakers and organizational leaders seeking to reduce deviant behaviors and promote ethical conduct in governmental organizations. Interventions should focus on strengthening organizational transparency, improving leadership practices, and fostering a supportive and ethical work environment. The implementation of comprehensive training programs, performance management systems, and accountability mechanisms can help mitigate the risk of deviance. Additionally, organizations should prioritize employee well-being and job satisfaction to address the underlying psychological factors contributing to deviant behaviors. By adopting a holistic and proactive approach, organizations can enhance their effectiveness, integrity, and public trust.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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