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EDUCATING THE DIMENSIONS OF WORK ALIENATION AND DEVIANT BEHAVIORS

EDUCAR LAS DIMENSIONES DE LA ALIENACIÓN LABORAL Y LOS COMPORTAMIENTOS DESVIADOS

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ABSTRACT

In large industrial organizations where work environment is affected by power relations, variety of jobs, large number of employees and numerous and sophisticated devices, deviant behaviors are always a concern in proper management of the organization. The purpose of this study is to educate the concept of dimensions of work alienation and deviant behaviors and their relationship with components of organizational climate. This research is applied in terms of purpose, and descriptive correlational in terms of design. The statistical population of the study was the employees of National Iranian Copper Industries Company (1010 individuals). The sample size was calculated using Cochran formula and 278 individuals were thus selected by simple random sampling. The reliability of the questionnaires was higher than 0.7. Data were analyzed using Pearson correlation coefficient, multiple regression and path analysis. The results of this study indicate that, after educating the concepts,17.4% of variances in job alienation were predictable by variables of conformity on procedures and communication effectiveness (organizational culture dimensions), 29.7% of variances in deviant behaviors by variables of role clarity, reward satisfaction and communication effectiveness, while 36.4% of the changes in deviant behaviors were predictable by dimensions of job alienation. Work alienation can be reduced by improved and effective education. In addition, the lack of economic and intellectual capacity, the inability to enforce coherent laws, lack of social status and its resulting sense of humiliation, and detachment from the values of society and organization lead to increased deviant behaviors.

Keywords: Educating, communication effectiveness, reward satisfaction, deviant behaviors, work alienation, Iran Copper Industries.

RESUMEN

En las grandes organizaciones industriales donde el entorno laboral se ve afectado por las relaciones de poder, la variedad de trabajos, la gran cantidad de empleados y los dispositivos numerosos y sofisticados, los comportamientos desviados son siempre una preocupación en la gestión adecuada de la organización. El propósito de este estudio es educar el concepto de dimensiones de alienación laboral y comportamientos desviados y su relación con los componentes del clima organizacional. esta investigación se aplica en términos de propósito y correlacional descriptiva en términos de diseño. La población estadística del estudio fueron los empleados de la National Iranian Copper Industries Company (1010 personas). El tamaño de la muestra se calculó utilizando la fórmula de Cochran y se seleccionaron 278 individuos por muestreo aleatorio simple. La fiabilidad de los cuestionarios fue superior a 0,7. Los datos se analizaron utilizando el coeficiente de correlación de Pearson, la regresión múltiple y el análisis de ruta. los resultados de este estudio indican que, después de educar los conceptos, el 17.4% de las variaciones en la alienación laboral fueron predecibles por variables de conformidad en los procedimientos y la efectividad de la comunicación (dimensiones de la cultura organizacional), el 29.7% de las variaciones en los comportamientos desviados por las variables de rol claridad, satisfacción de recompensas y efectividad de la comunicación, mientras que 36.4% de los cambios en los comportamientos desviados fueron predecibles por las dimensiones de la alienación laboral. la alienación laboral puede reducirse mediante una educación mejorada y efectiva. Además, la falta de capacidad económica e intelectual, la incapacidad para hacer cumplir leyes coherentes, la falta de estatus social y su consiguiente sensación de humillación, y el desapego de los valores de la sociedad y la organización conducen a un aumento de los comportamientos desviados.

Palabras clave: Educación, efectividad de la comunicación, satisfacción de recompensas, conductas desviadas, alienación laboral, Iran Copper Industries.

INTRODUCTION

One of the problems of today's organizations is the emergence of behaviors such as shirking, aggression, bullying, stubbornness, intimidation and malice. These behaviors affect both the performance of organizations and the interpersonal relationships and employee engagement spirit. The emergence of such behaviors as deviant behaviors can interfere with the seamless operation of the organization, reduce its income or impair its credibility, and even bear consequences for the community. Deviant behaviors in the workplace are defined as a lack of compliance with organizational norms and expectations, which in turn lead to reduced productivity, increased absenteeism and quitting, ultimately undermining employee morale (Chirasha & Mahapa, 2012; Mazana, Montero & Casmir, 2019).

Employees exhibit deviant behaviors voluntarily when they have no incentive to comply with normative expectations. Moreover, any behavior that violates norms is not deemed deviant and the qualifying criterion is to threaten the organization, for example, wearing non-dress code clothing usually does not harm organizational performance and is thus not considered as a deviant behavior (Salman & Radmand, 2014; Baraei, Mirzaei & Bidabadi, 2018; Dehdar, et al, 2019).

Deviant behaviors in the workplace are subject to many variables in the organization, one of which is organizational climate. Organizational climate is one of the main precursors of deviant behaviors in the organization, as research indicates that positive organizational climate reduces deviant behaviors (Chirasha & Mahapa, 2015). More than a few decades have passed since the first definition of the organizational climate which was first introduced by Chanya & Dawruang (2016), many definitions have emerged, the essence of which is consisted of two elements:

1. The cognitive system (mental element), which represents the value systems of the organization.

2. The collective perception (emotional element) that comes from the organization's policies, practices and procedures.

While the former is more related to the culture of the organization; the latter reflects the climate with which leadership is associated. The climate is the visible element of the organization while the culture is its invisible element (Chanya & Dawruang, 2016). Alipour (2015), argues that the climate is defined as a shared understanding of the quality of the phenomenon nature in one place, which is itself an aspect of culture. The climate is a mental instrument for assessing the dynamics of an organization. The climate or the organizational environment evaluates the extent to which individuals' demands are met in the organization. Research evidence suggests that organizational climate and stress are among the most important situational and organizational factors associated with the emergence of deviant behaviors (Bazzy, 2018).

In addition to organizational climate, several researchers have reported a positive relationship between work alienation and deviant behaviors in their studies (Bhui , et al, 2017). The concept of work alienation at the psychological level is rooted in mental states during which individuals feel that they have become psychologically detached from their job duties and responsibilities, and thus feel reluctant to establish and maintain social relationships with others.

In large industrial organizations where work environments are affected by power relations, variety of jobs, large numbers of employees, and numerous and sophisticated devices, deviant behaviors are always a challenge in the proper management of the organization. The purpose of this study is to investigate and explain the role of dimensions of work alienation and deviant behaviors and their relationship with organizational climate components.

MATERIALS AND METHODS

This research is applied in terms of purpose, and descriptive correlational in terms of design. The statistical population of the study is consisted of all the 1010 officially employed workers under direct contract of National Copper Industries Company of Iran (Sarcheshmeh Copper Mines and Midok Copper Complex of Babak City and East Azarbaijan Sungun Copper Complex).

The sample obtained was calculated to be 279 by Cochran formula. Of the sample, 264 completed the questionnaire. In this study, three standard questionnaires were used for data collection: Sussmaan and Deep's Organizational Climate Standard Inventory (1989) has 20 items regarding five dimensions (clarity of purpose, clarity of role, reward satisfaction, conformity on procedures, and communication effectiveness). Sedaghati-Fard Questionnaire of job alienation is consisted of 22 items addressing 5 dimensions, namely powerlessness, frivolity, anomy, self-hatred, and social isolation). The deviant behaviors questionnaire was developed by Applebaum et al. (2007), being itself an adaptation from Robinson and Bennett (1995). T

his inventory is a 22-item questionnaire addressing 4 dimensions, namely production deviation, financial deviation, political deviation, personal aggression). The validity of all three questionnaires, although confirmed in previous research, was reconfirmed by guidance and counselor professors and the reliability of all three questionnaires by Cronbach's alpha was higher than 0.7. Data were analyzed by Pearson correlation coefficient and multiple regression tests using SPSS software.

RESULTS AND DISCUSSION

Test Hypothesis 1: There is a significant relationship between the dimensions of organizational climate and work alienation.

Table 1. Correlation coefficient between dimensions of organizational climate and work alienation.

Main Variables	Coefficient	1	2	3	4	5	6
1. Work alienation	Correlation	1	-.278**	-.343**	-.134*	-.230**	-.369**
	Significance Level	-	0.000	0.000	0.030	0.000	0.000
2. Clarity of goals	Correlation	-	1	0.708**	0.251**	0.144*	0.374**
	Significance Level	-	-	0.000	0.000	0.019	0.000
3. Clarity of Roles	Correlation	-	-	1	.284**	.186**	.526**
	Significance Level	-	-	-	.000	.002	.000
4. Reward satisfaction	Correlation	-	-	-	1	.541**	.344**
	Significance Level	-	-	-	-	.0000	.000
5. conformity on procedures	Correlation	-	-	-	-	1	.313**
	Significance Level	-	-	-	-	-	.000
6. Communication effectiveness	Correlation	-	-	-	-	-	1
	Significance Level	-	-	-	-	-	-

*P <0.05 **P <0.0

Based on the results from (Table 1), all the significant levels of the Pearson test are lower than the minimum significance level of 0.05, thus rejecting the null hypothesis. The correlation coefficients between all dimensions of the organizational climate and work alienation are significant at $p \leq 0.01$ (1% error). Therefore, there is a significant and negative relationship between dimensions of organizational climate and work alienation. Communication effectiveness has the highest correlation (r = -0.369), while reward satisfaction had the lowest correlation (r = -0.113) with work alienation.

Test Hypothesis 2: The dimensions of organizational climate can predict work alienation.

Table 2. Multiple regression analysis statistics and fitted regression model summaries.

Model	Coefficients
The correlation coefficient	0.435
The coefficient of determination	0.190
Adjusted coefficient of determination	0.174
Standard error	0.0378
Sig	0.0001

Table 3. Multiple regression analysis of variance.

Model	Sum of squares	Degree of freedom	Mean of squares	F	Sig.
Regression effect	8.648	5	1.730	12.075	0.000
residual	36.954	258	0.143		
Sum	45.602	263			

Test the significance of the model and explain the analysis of variance (Table 2 and 3). Given that the significance level at variance analysis table is Sig <0.5, it can be concluded that the model is statistically significant, and the dimensions of organizational climate are linearly correlated with work alienation.

Table 4. The predictive variable beta coefficient for work alienation.

Main variable	Predicting variable	Non-standard coefficients	Standard error	Standard coefficient	t-test	Significance level
		Beta coefficient		Beta coefficient		
Work Alienation	Constant Value	3.780	.161		23.458	.000
	Clarity of goals	-.041	.043	-.076	-.950	.343
	Clarity of Roles	-.077	.041	-.162	-1.871	.062
	Reward satisfaction	.056	.037	.106	1.531	.127
	Conformity on procedures	-.096	.038	-.172	-2.542	.012
	Communication effectiveness	-.146	.042	-.238	-3.463	.001

According to the results from Tables 2 and 4, the adjusted coefficient of determination in the above analysis shows that 17.4% of the variations in work alienation are predictable by variables of conformity on procedures and communication effectiveness. Among the dimensions of the organizational climate, only conformity on procedures and communication effectiveness are capable of predicting work alienation. Using the results from (Table 4), the equation of the regression line can be formulated as follows:

$Y = 3.780 - 0.096X_1 - 0.146X_2$

In which Y is Work alienation, X_1 is conformity on procedures, and X_2 is communication effectiveness.

Test Hypothesis 3: There is a significant relationship between the dimensions of organizational climate and deviant behaviors.

Table 5. Correlation coefficient between dimensions of organizational climate and work alienation.

Main Variables	Coefficient	1	2	3	4	5	6
1. Deviant behaviors	Correlation	1	-.327**	-.440**	-.365*	-.321**	-.455**
	Significance Level	-	0.000	0.000	0.000	0.000	0.000
2. Clarity of goals	Correlation	-	1	.708**	.251**	.144*	.374**
	Significance Level	-	-	.000	.000	.019	.000
3. Clarity of roles	Correlation	-	-	1	.284**	.186**	.526**
	Significance Level	-	-	-	.000	.002	.000
4. Reward satisfaction	Correlation	-	-	-	1	.541**	.344**
	Significance Level	-	-	-	-	.0000	.000
5. Conformity on procedures	Correlation	-	-	-	-	1	.313**
	Significance Level	-	-	-	-	-	.000
6. Communication effectiveness	Correlation	-	-	-	-	-	1
	Significance Level	-	-	-	-	-	-

*P <0.05 **P <0.01

Based on the results from (Table 5), all the significant levels of the Pearson test are lower than the minimum significance level of 0.05, thus rejecting the null hypothesis. The correlation coefficients between all dimensions of the organizational climate and deviant behaviors are significant at p≤ 0.01 (1% error). Therefore, there is a significant and negative relationship between dimensions of organizational climate and work alienation. Communication effectiveness has the highest correlation (r = -0.455), while conformity on procedures has the lowest correlation (r = -0.321) with deviant behaviors.

Test Hypothesis 4: The dimensions of organizational climate can predict deviant behaviors.

Table 6. Multiple regression analysis statistics and fitted regression model summaries.

Model	Coefficients
The correlation coefficient	0.557
The coefficient of determination	0.311
Adjusted coefficient of determination	0.297
Standard error	0.34429
Sig	0.00

Table 7. Multiple regression analysis of variance.

Model	Sum of squares	Degree of freedom	Mean of squares	F	Sig.
Regression effect	13.788	5	2.758	23.265	0.000
Residual	30.581	258	0.119		
Sum	44.370	263			

Test the significance of the model and explain the analysis of variance (Table 6 and 7). Given that the significance level at variance analysis table is Sig <0.5, it can be concluded that the model is statistically significant, and the dimensions of organizational climate are linearly correlated with deviant behaviors.

Table 8. The predictive variable beta coefficient for deviant behaviors.

Main variable	Predicting variable	Non-standard coefficients	Standard error	Standard coefficient	t-test	Significance level
		Beta coefficient		Beta coefficient		
	Constant Value	4.91	.147		27.910	.000
Deviant behaviors	Clarity of goals	-.006	.039	-.011	-.152	.880
	Clarity of Roles	-.114	.037	-.245	-3.69	.002
	Reward satisfaction	-.077	.034	-.147	-2.300	.022
	Conformity on procedures	-.067	.034	-.122	-1.953	.052
	Communication effectiveness	-.141	.038	-.234	-3.690	.000

According to the results from Tables 6 and 8, the adjusted coefficient of determination in the above analysis shows that 29.7% of the variations in deviant behaviors are predictable by variables of clarity of role, reward satisfaction and communication effectiveness. Among the dimensions of the organizational climate, clarity of role, reward satisfaction and communication effectiveness are able to predict deviant behaviors.

Moreover, using the results from (Table 8), the equation of the regression line can be written as follows:

$Y= 4.091 - 0.114X_1 - 0.077X_2 - 0.141X_3$

In which Y is the main variable of deviant behaviors, X_1 is clarity of role, X_2 is reward satisfaction, and X_3 is communication effectiveness.

Test Hypothesis 5: There is a significant relationship between the dimensions of job alienation and deviant behaviors.

Table 9. Correlation coefficient between dimensions of work alienation and deviant behaviors.

Main Variables	Coefficient	1	2	3	4	5	6
1. Deviant behaviors	Correlation	1	0.275**	0.273**	.255**	.392**	.481**
	Significance Level	-	.000	.000	.000	.000	.000
2. Powerlessness	Correlation	-	1	.226**	-.010	-.013	.054
	Significance Level	-	-	.000	.866	.829	.385

3. Frivolity	Correlation	-	-	1	.506**	.211**	.050
	Significance Level	-	-	-	.000	.001	.422
4. Anomy	Correlation	-	-	-	1	.298**	.061
	Significance Level	-	-	-	-	.000	.323
5. Social isolation	Correlation	-	-	-	-	1	.433**
	Significance Level	-	-	-	-	-	.000
6. Self-hatred	Correlation	-	-	-	-	-	1
	Significance Level	-	-	-	-	-	-

*P <0.05 **P <0.01

Based on the results from (Table 9), all the significant levels of the Pearson test are lower than the minimum significance level of 0.05, thus rejecting the null hypothesis. The correlation coefficients between all dimensions of work alienation and deviant behaviors are significant at $p \leq 0.01$ (1% error). Therefore, there is a significant and positive relationship between dimensions of work alienation and deviant behaviors. Self-hatred has the highest correlation (r=0.481) with deviant behaviors, while anomy has the lowest correlation (r =0.255).

Test Hypothesis 6: The dimensions of work alienation are able to predict deviant behaviors.

Table 10. Multiple regression analysis statistics and fitted regression model summaries.

Model	Coefficients
The correlation coefficient	0.613
The coefficient of determination	0.376
Adjusted coefficient of determination	0.364
Standard error	0.03275
Sig	0.00

Table 11. Multiple regression analysis of variance.

Model	Sum of squares	Degree of freedom	Mean of squares	F	Sig.
Regression effect	16.683	5	3.336	31.089	0.000
Residual	27.688	258	0.107		
Sum	44.370	263			

Test the significance of the model and explain the analysis of variance (Table 10 and 11). Given that the significance level at variance analysis table is Sig <0.5, it can be concluded that the model is statistically significant, and the dimensions of work alienation are linearly correlated with deviant behaviors.

Table 12. The predictive variable beta coefficient for deviant behaviors.

Main variable	Predicting variable	Non-standard coefficients	Standard error	Standard coefficient	t-test	Significance level
		Beta coefficient		Beta coefficient		
Deviant behaviors	Constant Value	1.161	.136		8.526	.000
	Powerlessness	.124	.027	.237	4.620	.000
	Frivolity	.060	.037	.097	1.629	.104
	Anomy	.072	.031	.135	2.283	.023
	Social isolation	.113	.038	.169	2.945	.004
	Self-hatred	.213	.031	.382	6.957	.000

According to the results from Tables 10 and 12, the adjusted coefficient of determination in the above analysis shows that 36.4.7% of the variations in deviant behaviors are predictable by dimensions of work alienation, among which only Frivolity is unable to predict deviant behaviors and the rest can predict deviant behaviors.

Moreover, using the results from (Table 12), the equation of the regression line can be written as follows:

$Y = 1.161 + .124 X_1 + .72 X_2 + .113 X_3 + 0.213 X_4$

In which Y is the main variable of deviant behaviors, X_1 is Powerlessness, X_2 is Anomy, and X_3 is Social isolation, and X_4 is Self-hatred.

According to the results, the correlation coefficients between all dimensions of organizational climate and work alienation were significant at the level of $p \leq 0.01$ (1% error). Thus, there was a significant and negative relationship between the dimensions of organizational climate and work alienation. Communication effectiveness was the dimension with the highest correlation (r = -0.369) with work alienation, while reward satisfaction, had the lowest correlation (r = -0.113).

These findings are consistent with the result ,Súarez & Zoghbi-Manrique (2018); and Nisha Nair & Neharika (2019). Given that the level of significance in the variance analysis table was Sig <0.05, the model was deemed statistically significant and the dimensions of organizational climate and work alienation were linearly correlated. Among the dimensions of the organizational climate only focusing on procedures and communication effectiveness are able to predict work alienation. According to the results, the adjusted coefficient of determination in the above analysis showed that 17.4% of changes in work alienation were predictable by variables of conformity on procedures and communication effectiveness.

These results are also in line with those of Sharifi, Mehdad & Fazeli (2017). In explaining these findings, it can be said that if there are more permissive and supportive climates in the organization than the limiting and humiliating ones, the employees are not reluctant to undertake tasks assigned to them, and their performance thus improves. The organizational climate is employees' understanding of the environment in which they work. In fact, the organizational climate measures the extent to which individuals' demands are met in the organization. If managers and employees concur on a timetable for future activities of the organization and that their communication is enhanced and effective, reduced work alienation would be well within reach.

Based on the results, the correlation coefficients between all dimensions of organizational climate and deviant behaviors were significant at the level of $p \leq 0.01$ (1% error). Therefore, there was a significant and negative relationship between all dimensions of organizational climate and deviant behaviors. Communication effectiveness had the highest correlation (r = -0.455) with deviant behaviors, while the dimension of conformity on procedures had the least correlation (r = -0.321). the results are in line with those of Dalal (2005), which showed that dimensions of organizational climate and deviant behaviors were negatively correlated. As in the variance analysis table, the significance level was set to be $p \leq 0.01$, the model was found to be significant and the dimensions of organizational climate and deviant behaviors were linearly correlated. Among the dimensions of the organizational climate, clarity of role, rewards satisfaction and communication efficiency are able to predict deviant behaviors. According to the results, the adjusted coefficient of determination in the above analysis shows that 29.7% of deviant behaviors are predictable by the variables of clarity, reward satisfaction and communication efficiency. Based on the aforementioned discussion, one can argue that by creating a positive organizational climate, employees do not violate standards of quality and quantity in production, service or product, and thus the costs of production, as well as the hostility and violent behavior toward others are reduced. If the goals and roles are clear and apparent to employees, rewards are proportionate and fair, everyone in the organization is given the chance to present their views, and employees are be able to pass on information and receive feedback, their abusive behaviors would be reduced. Lack of effective communication can lead to more obscure goals, which in turn leads to staff diversion. Effective communication in the organization has always been an important factor of management accomplishment.

CONCLUSIONS

According to the results, the correlation coefficients between all dimensions of work alienation and deviant behaviors were significant at $p \leq 0.01$ (1% error). Therefore, there was a significant and positive correlation between all dimensions of work alienation and deviant behaviors. self-hatred had the highest correlation (r = 0.481) with deviant behaviors, while anomy dimension had the least correlation.

These results are consistent with those of Demirez & Tosunoglu (2018); and Dalal (2005). As the variance analysis table was statistically significant at $p \leq 0.05$, it was found that this model is significant, and the dimensions of work alienation and deviant behaviors are linearly correlated.

Among the dimensions of work alienation, only frivolity is not capable of predicting deviant behaviors and the rest of dimensions can predict deviant behaviors. According to the results, the adjusted coefficient of determination in the above analysis showed that 36.4% of changes in deviant behaviors are predictable by dimensions of work alienation, the results of which are in line with those of Suárez- Mendoza & Zoghbi-Manrique (2018); and Nisha Nair & Neharika (2019).

To explain these findings, one can argue that frivolity occurs when one cannot understand how the dominant social organization functions and thus fails to anticipate the consequences of their actions and fails to understand its meaning; and thus feels vain and absurd. Powerlessness makes one unable to control the consequences of one's personal and social behaviors.

The sense of frivolity makes one have no direction in choosing one's own values, behaviors, and fall into ambiguities. If society does not provide the means by which an individual is able achieve one's own goals, he or she is directed to conducts that are not endorsed by society. By reducing the dimensions of work alienation, deviant behaviors are therefore decreased. Lack of economic and intellectual capacity, failure to comply with established laws, lack of social status, and a sense of humiliation resulting from detachment from the values of society and organization lead to increased deviant behaviors.

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