

## RESEARCH ARTICLE

## Open Access

## The Antecedents of Destructive Organizational Behaviors based on Social Exchange Theory in Metacombination Method

Mohsen Shahbazi<sup>1</sup>, Shahla Sohrabi<sup>2\*</sup>, Esmail Asadi<sup>3</sup>**Abstract**

Antecedents destructive organizational behaviors impose many direct and indirect costs on organizations, therefore, in the current situation, paying attention to it has gone beyond a choice and has become a necessity. This research was done with the aim of identifying the antecedents of destructive organizational behavior in the banking system. The research method of is Meta synthesis. In fact the type of research is developmental in terms of purpose. For this purpose, after searching the databases, 582 articles were evaluated in the field of destructive organizational behaviors between 2000 and 2022, and finally 55 articles were selected in a targeted way and entered the analysis stage. Based on the final framework of the research, the antecedents of destructive organizational behaviors were categorized in the form of two main categories and six subcategories. The main categories resulting from the research results are: facilitating antecedents and limiting antecedents of destructive organizational behaviors. Facilitating and limiting antecedents of destructive organizational behaviors each include three categories of behavioral, structural and contextual facilitating and limiting factors. The obtained framework can be used as a tool for strategic planning in the field of destructive organizational behaviors.

**Keywords:** *Destructive organizational behaviors, Social exchange theory, Metasynthesis method*

**Introduction**

Today, the employees of organizations, especially in the banking system, are one of the most important effective factors in creating transformation and professional organizational growth (Wallace et al., 2020). To achieve this goal, the existence of organizational commitment and the absence of destructive behavior among employees is a requirement (Ranto et al., 2022, Siebens, 2020). Therefore, in recent years, the study of its behaviors has been increasingly paid attention to (Vossen & Hofmans, 2021). Destructive and intentionally harmful

behaviors in organizations mean the lack of alignment of human resources with organizational goals, which is a vital obstacle and challenge for organizations, with the emergence of behaviors Destructive, even if an organization is at a very good level in terms of equipment and facilities, the speed and progress in work will be significantly far from its ideal, and the organization will be destroyed from the inside; Because the human force, which must act as a barricade, will play the role of a hypocrite and will quickly cause the collapse of an organization's structure and create a deep gap

1. Ph.D Candidate of Management, Department of Management, Roudehen Branch, Islamic Azad University, Roudehen, Iran

2\*. Assistant Professor, Department of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran  
(Corresponding Author: [Modiran77@gmail.com](mailto:Modiran77@gmail.com))

3. Assistant Professor of Management, Shahid Sattari Aeronautical University, Tehran, Iran

between the efforts of managers and the achievement of organizational goals (Okeke et al., 2022, Miao et al., 2020).

Numerous empirical evidences confirmed this proposition that it is not possible to achieve organizational goals with non-committed and destructive human resources (Heidari et al., 2021). This principle has caused increasing efforts among researchers in recent years to identify the factors influencing the formation of destructive behaviors. Some of these factors will act in a negative way and some in the form of positive effects. Obstacles should be identified and removed, and on the other hand, drivers and helping factors should be used in order to control and manage the factors that cause destructive behavior. However, there are still no comprehensive and review studies in this field and this shows that researchers should seriously identify, test and explain these factors in order to have a clear understanding of role-playing. These factors in the organization should be pursued in the field of organizational behavior management (Thibault & Kelloway, 2020; Modjtahedi & Daneshvar, 2020).

The main problem of research is the occurrence of destructive behavior by some employees in service organizations, including the country's banking system; which manifests itself with behaviors that have direct negative consequences on the organization, such as organizational silence or creating dissatisfaction among service recipients and customers. Destructive behaviors in the banking system, in addition to damaging effects within the organization such as lowering productivity, can also cause bank customers to turn away as a result of reducing organizational reputation (Namaayande & Zarei, 2021). At the same time, attracting new customers costs nearly 95% more than maintaining existing customers. On this basis, special attention should be paid to the emergence of destructive organizational behaviors in service organizations; However, limited studies in this field can be mentioned and the theoretical models presented have paid less

attention to service organizations and have often been conducted among manufacturing companies (Siebens, 2020).

Therefore, it seems that in order to eliminate or minimize the consequences caused by the absence of a model of the antecedents of destructive organizational behaviors designed with the meta-combination method, it is necessary to formulate a model in this field in order to cover the relative knowledge gap. The importance and necessity of the present research can be investigated in two theoretical and practical aspects (Sadeghi Far et al., 2022). In the theoretical dimension, despite the existence of extensive literature on destructive organizational behaviors, the existing knowledge in this regard in the field of services is not rich enough and there are still many uncertainties in this field, which requires conducting research and collecting more empirical data.

Therefore, this research can help to fill the theoretical gap, identify as much as possible the concept, components and indicators and how they interact in a more precise and operational manner and lead to an integrated and coherent model. From a practical point of view, this research can play an effective role in improving the organizational performance of the banking system and realizing the goals and plans of the country's upstream documents, especially the law document of the sixth development plan of the country in the field of banking, by explaining the antecedents of destructive organizational behaviors. Increasing the existing knowledge in this field can help to create and develop the model of the antecedents of destructive organizational behaviors and create a suitable basis for strengthening the efficiency of the banking system. Therefore, this research has been carried out with the aim of identifying the antecedents of destructive organizational behaviors in the banking system and it tries to examine the scientific texts and existing literature in the field of destructive organizational behaviors, while expressing the concepts related to destructive organizational behaviors, antecedents and

factors affecting to study and examine its increase with the help of social exchange theory.

### Theoretical Framework

Disruptive work behavior at the general level refers to all intentional behaviors on the part of a member of the organization, which seems to be against the interests of the organization. "Destructive behavior" is different from "harmful" because the latter is considered as the concrete results of destructive behavior. Disruptive behavior is seen as an aspect of job performance. According to the current conceptualization of job performance, performance is considered as the consequences of reflective behaviors. Therefore, intentional violation of the usual procedures is an example of destructive behavior (Grijalva et al., 2015). The cost of damage caused by destructive behavior can be very high, and while it cannot be measured in practice, we can only investigate the importance of what factors affect destructive behavior. There are positive and negative aspects (Cropanzano et al., 2017). In a certain period of time, the violation of normal and expected procedures may not lead to any specific consequences, but its continuation will definitely cause numerous losses for the organization based on deviation from achieving its goals, in other words, destructive behaviors. In fact, it is the basis of the organization's distance from its goals and policies (Grijalva et al., 2015).

The above definition of destructive behavior clearly considers the perspective of the organization. Some behaviors (for example, leaving one's job to improve one's job) are meant to be contrary to the interests of the organization, but they still do not have the concept of destructive behaviors that are accompanied by characteristics that are illegal, unethical, and destructive. On the other hand, unwillingness to do this active and spontaneous participation does not mean wrong actions. Therefore, the term legitimate in the definition of destructive behavior is considered as behavior contrary to the legal interests of the organization (Cropanzano et al., 2017).

Destructive behaviors can be classified into two broad categories. The first category is financial deviation or a situation that includes the misuse of assets and privileges provided to employees. For example, we can refer to abuse of position, discrimination, damage to assets, and abuse of privileges. The second category is work deviance, which includes the violation of norms about how to do work. This includes not being at work as planned (absenteeism, inactivity, long breaks) and behaviors that prevent productivity during work (arrogance or carelessness) (Pletzer et al., 2019). Table 1 below shows the most important definitions and classifications of destructive behaviors from the perspective of researchers:

Table 1

#### *Definitions and classification of destructive behaviors of employees*

<b>Title</b>	<b>Researcher /Year</b>	<b>Definition</b>	<b>Classification/Example</b>
Employee Deviance	Kang (2021)	An arbitrary behavior that violates the important norms of the organization and thus threatens the "goodness" of the organization, its members, or both.	-Low importance interpersonal abnormality: such as gossiping and fault-finding about colleagues; - Anomalies of little organizational importance: such as waste of resources and deliberate slowness; -Serious interpersonal abnormality: such as bad mouthing and endangering colleagues; -Serious organizational abnormality: such as destruction

Title	Researcher /Year	Definition	Classification/Example
Antisocial Behavior	Philp & Pyle (2021)	Negative behaviors that are harmful or have the potential to harm people or assets of an organization.	of equipment or theft from the organization. -Behavior within the organization and harm to individuals: such as theft and interpersonal violence; -Behavior inside the organization and damage to the organization: such as creating a fire and vandalism; -behavior outside the organization and harming people: such as extortion and bribery; -Behavior outside the organization and damage to the organization: like espionage
Organizational misconduct	Byun et al (2020)	Any deliberate action by the members of the organization that violates core norms or social norms.	-Violation of regulations, -Behavior for personal gain (lying), -Behavior with the intention of benefiting the organization, -Behavior with the intention of eliminating the conflict between the organization's norms (such as exaggerating about the organization's performance in society)
Counterproductive work behavior	Mao et al (2019)	A behavior that is done with the intention of harming the organization or its other members.	-Harmful behavior to people: such as physical assault; -Harmful behavior to the organization: such as vandalism; Harmful behavior to both: like stealing from people and organization.
Organization Aggression	Li & Chen (2018)	Violent behaviors that threaten the psychological atmosphere of the organization.	-Expressing hostility and enmity: such as making faces and attacking language that causes emotional damage in the long run; -Tampering and vandalism: such as preventing the expression of an individual's ability or manipulating the organization's ability; -Overt aggression: such as workplace violence.
Dysfunction Work behavior	Knight & Baune (2017)	Behaviors provoked by an employee or a group of employees that have negative consequences for the people of the organization, groups active in it, or the organization itself.	-Behavior aimed at self-harm: such as suicide, and unsafe work practices; -Behavior aimed at harming others: sexual abuse and physical violence; -Behaviors that harm the organization at a specific cost: such as absenteeism and theft; - With public expenses: such as dysfunctional political behaviors.

Some of the factors that were investigated as antecedents of disruptive work behaviors include personality traits, perceived organizational support, transformational

leadership, and organizational justice. Organizations can reduce these factors to reduce destructive work behaviors. However, considering that individual behaviors are often determined by their personality traits and their situations, and situational factors have a greater impact on behaviors than personality traits, it is possible to examine situational factors more effectively than individual factors, which is a clear study gap in this field (Cropanzano et al., 2017).

The only way to minimize disruptive work behaviors is through awareness of individual factors and choosing people who are less likely to engage in disruptive work behaviors. On the other hand, organizations have wider options to deal with destructive work behaviors through awareness of situational factors such as transformational leadership and organizational support. In addition, researchers have not yet fully investigated whether situational factors can predict organizational destructive behaviors beyond individual factors (such as personality traits) (Lugosi, 2019). Dadi (2012) believed that the violation of the work contract at the psychological level leads to the occurrence of a number of negative behaviors and negligence and resistance to change. It also leads to a decrease in the level of organizational loyalty of employees. This kind of destructive behavior can make the organization face the turning away of customers and this issue will also lead to the bankruptcy of the organization (Al-A'wasa, 2018).

Priesemuth et al. (2013) studied the proposed social learning theory and the social information processing theory proposed by Salancik & Pfeffer (1978). These researchers believed that the organization's employees observe and learn destructive and unfair behavior from others, or interpret signs of equality in their environment, which leads to appropriate behavior in the future. These researchers also stated that if an employee is treated fairly, he will show a positive attitude and high morale, and will be proud of his work group and avoid destructive behaviors. This causes him to have a high level of job

loyalty and sense of belonging and to show positive behaviors. If an employee is treated unfairly, he shows a low level of job loyalty and a sense of belonging and is encouraged to perform destructive behaviors and actions that only lead to his own personal interests (Al-A'wasa, 2018). Brimecombe et al. (2014) showed that the concepts and values of perceived justice have a major impact on the behavior of employees and the procedures they perform. The use of organizational power and position, or to control employees, causes the downstream work groups to express negative attitudes and negative and destructive behaviors and create a sense of hatred in themselves. This also leads to conflict between employees. Based on the study of Le Roy et al. (2012), it has been shown that statistically, interactional justice has a significant effect on counterproductive work behavior. Monanu et al. (2015) investigated the relationship between dimensions of perceived justice (i.e., distributive, procedural, and interactional justice) and dimensions of destructive work behavior (for example, interpersonal abuse, vandalism, misbehavior, and diversion). Bilal et al., (2020) investigated the impact of employees' attitude towards the organization on the dimensions of destructive work behavior (for example, misbehavior and deviance). They also investigated the effect of work pressure (as a mediating variable). They concluded that the attitude of employees has a statistically significant effect on the dimensions of destructive work behavior. Also, work pressure (as a mediating variable) has a significant effect on the relationship between perceived justice and destructive work behavior.

The theory of social exchange was formed under the influence of the psychological school of behaviorism by Homans. From his point of view, humans are active beings who are exchanging rewards and always calculating their joys, pleasures and pains; to maximize their profits and reduce their losses. According to this school, a human being is a creature with nervous mechanisms, which has two main tasks:

1. Learning values and norms in contact with the environment
2. Adapting to the environment based on what has been learned. According to this school, human beings have the power and ability to learn and are able to adapt and harmonize with environmental conditions, which is called "intelligence". In addition to intelligence, they refer to another power in humans that causes the pull towards happiness and escape from unpleasant and depriving things, which they named the tendency to pleasure and painlessness (Cheng et al., 2022).

The experts of this school believe that the human mind, under the influence of the social environment and culture, and according to the principles of pleasure and pain avoidance and rationalism (calculating and rational thinking), learns what is necessary and the ultimate intention of human behavior. It organizes towards profit and benefit and directs people to activities that have double benefits. According to this theory, the interaction of humans and the relationships that govern their behavior with each other are based on exchanges that are based on the measurement of profit and loss and cause similar behaviors to occur in them (Shi et al., 2021).

The relationship between destructive organizational behaviors and social exchange theory can be explained as follows: Organizations have a social nature and the behaviors of most people in the organization are affected by the social environment of the organization. Now, if destructive organizational behavior is considered as a valuable phenomenon in the organization, it will be considered as a pleasant behavior. Because according to the theory of social exchange, people in the organization turn to social agreement, social contract and social acceptance, and if these behaviors are favored and accepted in the organization, other people will also be inspired and influenced by the existing ideas. In the organization will express themselves.

## Research Background

Garcia-Contreras et al. (2022) in their research showed that the alienation of employees in government organizations has an effect on destructive organizational behaviors. The study of Mostafa et al. (2022) showed that there is an inverse relationship between employee participation and the occurrence of destructive organizational behaviors. The result of Pletzer study (2021) showed that older employees have less deviant behaviors and more organizational citizenship behavior. Also, the study of De Clercq et al. (2021) also showed that organizational injustice has an effect on destructive organizational behaviors and organizational identity plays a mediating role in this relationship. In their study, Kundi & Badar (2021) showed that interpersonal conflict is positively related to destructive organizational behaviors, but this relationship is weaker at higher levels of emotional intelligence. Also, Mansour et al. (2020) found in their study that talent management includes the processes of talent attraction, talent retention, talent development, and job success, and has a negative impact on destructive organizational behaviors such as sabotage, withdrawal, work deviation, theft, and bribery. Bilal et al. (2020) found in their studies that employee loyalty has a negative effect on destructive organizational behaviors of banking sector employees. The result of Zhuang et al study (2020) showed that friendship opportunities and the prevalence of friendship among hotel employees have a negative effect on destructive organizational behaviors, and the prevalence of employee friendship has a negative effect on political deviance, property diversion, and personal aggression.

A review of existing studies and researches in the field of destructive organizational behaviors shows that, firstly, there is no comprehensive model of the antecedents of destructive organizational behaviors based on social exchange theory, or there are deficiencies in this field. Second, the fact that each of the past studies and researches have addressed this field from a specific angle. For

example, some studies investigate the impact of leadership and management style individual characteristics such as emotional intelligence, job attitudes such as job satisfaction, organizational commitment and organizational loyalty (Bilal et al., 2020), job burnout and organizational factors such as organizational justice (De Clercq et al., 2021), talent management (Mansour et al., 2020) on destructive organizational behaviors. Another group of studies have investigated the relationship between destructive organizational behaviors and variables such as citizenship behavior, ethical culture, organizational culture, organizational performance, etc. However, different researches have not had the same results, and in some cases, different models in different contexts have not reached the same results, which shows that according to organizational structures, organizational culture, etc., there can be differences. Although there are few for different organizations. On the other hand, no comprehensive research has been found that deals with the development of a model of the antecedents of destructive organizational behaviors based on the theory of social exchange with a comprehensive approach.

Therefore, according to the theoretical gap in the experimental backgrounds, the transcombination approach can be considered as a suitable approach for a comprehensive examination of this concept. Therefore, by analyzing the qualitative data obtained from the studies conducted in this field, the model was designed in this field, and the main question of the research is: What is the model of the antecedents of destructive organizational behaviors based on social exchange theory?

### Methodology

In terms of the development aim and in terms of the method of data collection, this research is of a documentary-meta-composite type done to integrate several studies to create comprehensive and interpretative findings. In this research, it has been tried to discover new and basic issues with a systematic approach and through the combination of different

qualitative researches, and with this method, a comprehensive and broad view of the issues has been created. For this purpose, the researchers have done a detailed and deep review of the research subject and combined the findings of related qualitative researches. In this research, the statistical population includes all previous researches (articles) related to the subject under study. In terms of sampling, the most relevant Latin and Persian studies have been selected using a targeted approach to the number of 55 articles in which the factors affecting organizational destructive behaviors were discussed directly and also in the context of other variables.

### Findings

In order to implement this method in this study, the seven-step method of Sandelowski and Barros (2003) was used, and the steps carried out in the research are described below.

**Step 1:** Specifying the goal and setting the research questions: In this regard, to set the research questions, the parameters of what, the studied community and the time limit have been used according to Table 2.

Table 2

#### *Parameters and answers to questions*

Question parameters	Question Answer
What?	What are the factors that cause destructive organizational behavior?
Who?	All research areas in databases, journals and conferences
When?	2000-2022

In this research, based on previous studies, an in-depth analysis of the factors affecting organizational destructive behaviors based on social interaction theory was tried.

**Step 2:** systematic review of texts; All scientific documents, research reports, databases and domestic and foreign publications in the field of the research subject during the years 2000 to 2022 formed the statistical population of the research. In this regard, 7 keywords listed in table (3) have been searched from the external

databases of Web of science, Google scholar and the internal scientific database of the Academic Jihad Center, the database of Noormags, Civilica, the comprehensive portal of humanities and Irandoc.

Table 3

*Keywords searched in databases*

Row	Keywords
1	Organizational deviant behaviors
2	Organizational destructive behaviors
3	Organizational Anti-Productivity Behaviors
4	Organizational Anti-Citizenship Behaviors
5	Anti-productive behaviors
6	Hypocritical behaviors
7	Selfish behaviors

**Step 3:** searching and choosing suitable articles; In this step, the compatibility of the found articles with the research questions was examined. In addition to being relevant, the documents were evaluated based on the criteria that determine the quality of the documents, and some contributions were excluded from the results. This step was repeated several times and a number of documents were deleted in each repetition. By searching 7 key words in the websites of Web of Science and Google Scholar, a number of 1557 articles were found, and considering the type of document in the form of an article, English language and the field of study of management and organizational behavior, the number of articles decreased to 582 articles. The review among the found articles was done in such a way that various parameters such as title, abstract and content were determined and in each round of review, documents were reduced based on one of them. In the first round, the documents were evaluated based on the title. In this round, definitely unrelated cases were removed and doubtful cases were kept for further investigations and grouped together with definitely related cases. The biggest reduction

in the volume of documents was in this stage. After that, the remaining cases have been reviewed based on the abstract. At this stage, a significant number of documents have been reduced. In these two stages, i.e. review based on the title and abstract, the main criteria for retaining or removing documents has been relevance. After that, the documents have been evaluated based on content and method. At this stage, the number of remaining articles was reduced to 110. In other words, in the end, 110 articles were the most relevant to the research topic and were extracted for review. In the next step, the methodological quality of the studies has been evaluated. The purpose of this step is to remove articles whose findings the researcher does not trust. At this stage, the researcher has prepared a table to check the quality of the documents in which each document is scored based on parameters. The tool that is usually used in such cases is the CASP method or "Critical Assessment Skills Program". This tool includes 10 parameters that help the researcher to evaluate the accuracy, importance and validity of qualitative studies. These parameters include the following:

- 1) Research objectives;
- 2) Method logic;
- 3) Research design;
- 4) Sampling method;
- 5) Collect data;
- 6) Reflectivity of results;
- 7) Ethical considerations;
- 8) Accuracy of data analysis;
- 9) Clear expression of findings;
- 10) Research value. In the case of each parameter, the researchers have scored based on one (poor) to five (excellent). The articles whose total score is 25 and above are qualitatively confirmed and the rest of the articles are removed. At this stage, 55 articles have been selected. The process of searching and selecting articles is shown in Figure (1):



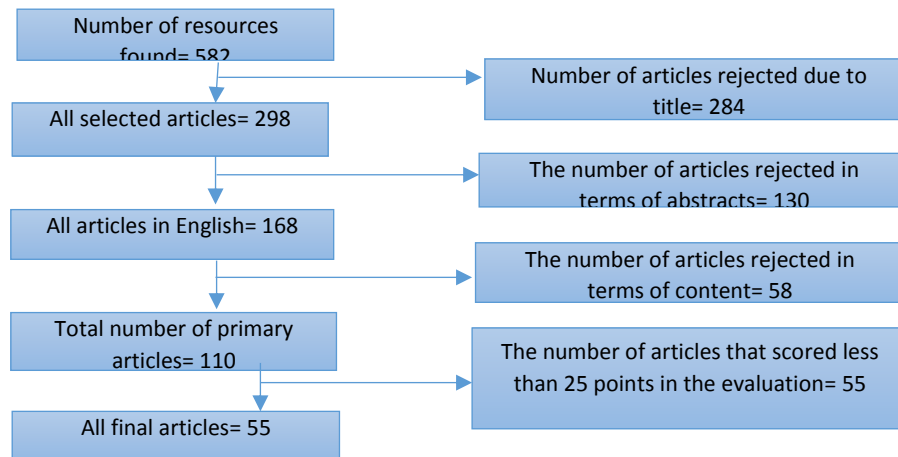


Figure 1. *The process of searching and selecting articles for meta-synthesis*

**Step 4:** extracting the results; At this stage, the selected articles are continuously selected in order to reach the findings within the separate content in which the main and primary studies have been carried out. It has been reviewed several times and after selecting selected documents and reports, codes have been extracted from selected texts.

**Step 5:** analysis and integration of qualitative findings; In this research, based on previous

studies, a code was considered for all extracted information. Based on this, themes or concepts were formed and a classification was created. Then similar and relevant classes were placed in a subject (category) that describes it in the best way. In Table (4), examples of coding have been made and the sources of each code have been presented for the reader's familiarity.

Table 4.

*An example of information coding including codes and sources*

Row	Code	Source
1	Violation of the psychological contract	Kayani & Alasan (2021); Ma et al (2019); Griep & Vantilborgh (2018)
2	Authoritarian or autocratic leadership	Jiatong et al (2021); Ocel (2018); Puni et al (2016)
3	Corporate hypocrisy	Miao & Zhou (2020)
4	Emotional exhaustion	Jiatong et al (2021); Chen et al (2020)
5	Organizational malice or pessimism	Jiatong et al (2021)
6	Poisonous leadership	Kayani & Alasan (2021); Puni et al (2016)
7	Active personality	Kayani & Alasan (2021); Spector & Fox (2010)
8	Injustice	Cohen & Abedallah (2021); Khattak et al (2019)
9	Job burnout	Cohen & Abedallah (2021); Chen et al (2020)
10	Machiavellian leadership	Cohen & Abedallah (2021)
11	Narcissism	Cohen & Abedallah (2021); Roopa et al (2016)
12	Mental and psychological disorders	Cohen & Abedallah (2021); Aubé et al (2009)
13	Organizational policies	Meisler et al (2019); Baloch et al (2017)
14	Self-evaluation	Cohen & Abedallah (2021)
15	Hostility	Meisler et al (2019)
16	Personality traits (negative)	Khattak et al (2019)
17	Interpersonal deviance or conflict	Wang et al (2018); Kundi & Badar (2021)
18	Strict and unfair organizational rules	Sulea (2016)
19	Cultural weakness	Ramshida & Manikandan (2013)

Row	Code	Source
20	Inappropriate reward structure	Zheng et al (2017)
21	Distrust of employees	Lubbadeh (2021)
22	Negative and pessimistic attitudes	Ziapour et al (2015); Goh (2017)
23	Ambiguity in job performance	Kanten & Ulker (2013)
24	Moral atmosphere	Baloch et al (2017)
25	Job stress	Farrastama et al (2019)
26	Self-interested behaviors of managers	Puni et al (2016)
27	Official and unofficial controls	Tsai et al (2015); Everton et al (2007)
28	Structured versus unstructured activities	Tsai et al (2015)
29	Negative emotion	Bauer & Spector (2015); Mahdi et al (2018)
30	Destructive leadership	Puni et al (2016)
31	Propensity for violence	Spector et al (2006)
32	Abusive leadership	Low et al (2021)
33	leader-member relationship (negative relationship)	Eschleman et al (2014)
34	Jealousy at work	Kim & Lee (2021)
35	Instrumental use of employees	Bauer & Spector (2015)
36	Psychological bias	Sackett & DeVore (2002); Greco et al (2015)
37	The dark direction of organization-management	Chichoblazinski (2016); Stanescu & Mohorea (2016)
38	Organizational silence	Kwon (2017); Shahjehan (2016)
39	Work system with high participation	Manzoor & khalil (2021); Chen et al (2020)
40	Psychological capital	Manzoor & khalil (2021); Avey et al (2010)
41	Organizational citizenship behavior	Griep et al (2021); Khokhar et al (2017); Pletzer (2021)
42	Moral spirit	Griep et al (2021)
43	Loyalty to the organization	Bilal et al (2019); Kelloway et al (2010)
44	Corporate identity	Zhuang et al (2020); Ciampa et al (2021); De Clercq et al (2021)
45	Friendship at work	Zhuang et al (2020)
46	Employee-oriented human resource management	Estifo et al (2019); Clercq et al (2021)
47	Organizational support	Estifo et al (2019)
48	Organizational Justice	Rafiee et al (2015)
49	Perceived external validity	Tuna et al (2016)
50	Job Satisfaction	Tuna et al (2016)
51	Organizational values	Toosi et al (2020)
52	Organizational Commitment	Arkan (2016)
53	Emotional Intelligence	Cohen & Abedallah (2021)
54	Perception of working conditions	Galperin & Burke (2006)
55	Positive emotion	Newton & Perlow (2021)
56	Leader-member interaction	Suyasa (2017)
57	Employee talent management	Mansour et al (2020)
58	Quality of working life	Masoomzadeh (2013)
59	Perceived corporate social responsibility	Shin et al (2017)
60	Spirituality at work	Hur et al (2018)
61	Adaptability at work	Miao & Zhou (2020)
62	Work conscience	Shin et al (2017)

Based on the main aim of the research, which is to identify the antecedents of destructive organizational behaviors based on social exchange theory, primary codes were

extracted and categorized from the researches. After identifying the codes, a subject classification was formed, where similar subjects were placed together under

that subject, which are called sub-categories, and the subject classification of sub-categories is also the main categories. and finally the concept of facilitating antecedents of destructive organizational behaviors and

limiting antecedents of destructive organizational behaviors was formed, which are shown in Table 5 of the codes related to each main and subcategory.

Table 5.

*An example of information coding including codes, categories and concepts*

Concept	Main categories	Subcategories	Codes
The antecedents of destructive organizational behaviors	Facilitative antecedents	Behavioral facilitating factors	Narcissism, emotional exhaustion, psychological contract violation, job burnout, mental and intellectual disorders, hostility, negative personality, interpersonal hostility and conflict, occupational stress, negative and pessimistic attitude, self-interested behaviors, tendency to violence, instrumental use of employees and Psychological bias
		Structural facilitating factors	Autocratic leadership, Machiavellian leadership, destructive leadership, abusive leadership, organizational policies, strict rules and regulations, inappropriate reward structure and formal controls.
		Contextual facilitating factors	The atmosphere of organizational cynicism, corporate hypocrisy, injustice, the atmosphere of organizational mistrust, weak organizational culture, the atmosphere of jealousy in the work environment and the atmosphere of organizational silence.
	Restrictive antecedents	Behavioral limiting factors	Organizational citizenship behavior, loyalty to the organization, morale of employees, job satisfaction, emotional intelligence, organizational commitment, positive affect, conscientiousness and adaptability of employees.
		Structural limiting factors	Work system with high participation, efficient human resource management system, organizational support system, leader-member interaction, talent management system, quality of work life and social responsibilities of the organization.
		Contextual limiting factors	Psychological capital of the organization, organizational identity, ethical climate of the organization, friendly atmosphere at the workplace, organizational justice, organizational values and spirituality in the workplace.

**Step 6:** control of extracted codes; The validity of the presented framework is achieved through content validity. This validity has been done from two aspects: the first aspect is the use of components and factors presented in previous researches,

which themselves have validity, and the second aspect is the confirmation of the model obtained by professors and experts related to the field of study. Also, to measure the reliability of the obtained framework, several experts familiar with the subject

under study (PhD student) were used to control the extracted concepts. To achieve this purpose, a number of selected texts were available to one of the experts and the results were evaluated through the Kappa index, the result of which was  $K=0.886$ . Due to the significant value of 0.001, this index was accepted.

**Step 7:** presentation of findings; Based on the previous studies and the extracted codes, the antecedents affecting destructive organizational behaviors based on the social exchange theory are classified into two categories: facilitating antecedents and limiting antecedents of destructive

organizational behaviors. The sub-categories of facilitating antecedents of destructive organizational behaviors are:

- 1) facilitating behavioral factors,
- (2) facilitating structural factors
- (3) facilitating background factors.

The sub-categories of limiting antecedents of destructive organizational behaviors are:

- 1) limiting behavioral factors,
- (2) limiting structural factors and
- (3) limiting background factors.

Figure 2 shows the extracted framework of the antecedents of destructive organizational behaviors based on its social exchange theory:

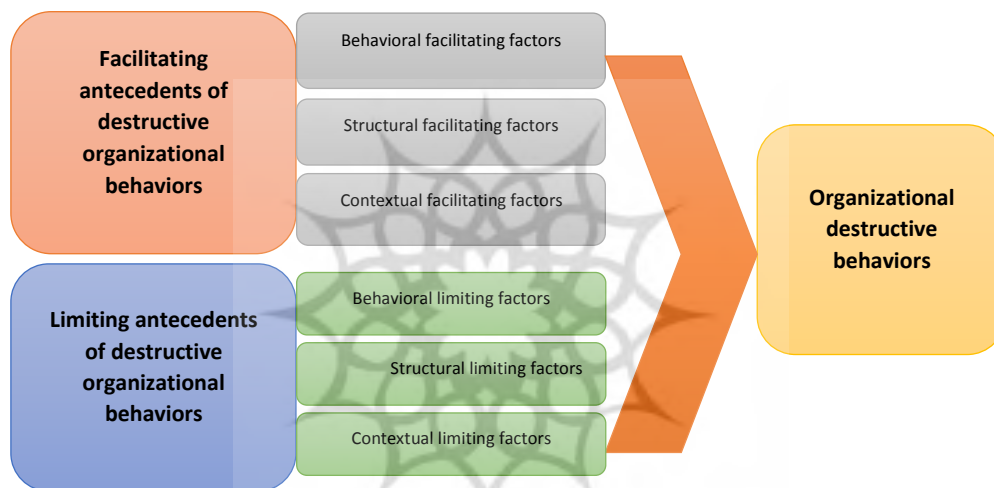


Figure 2. Antecedents of destructive organizational behaviors based on the theory of social interactionism

## Discussion

This research has been done with the aim of synthesizing the antecedents of destructive organizational behaviors based on social exchange theory. Because by conducting studies in this field, the results obtained did not have a comprehensive approach and a research gap was felt in this field. In this regard, researchers have tried to present the concepts of organizational destructive behaviors and social exchange theory and their explanation, and to design a model of the antecedents of organizational destructive behaviors based on social exchange theory. In this research, with a meta-combination approach, a classification of facilitating and

limiting antecedents effective on destructive organizational behaviors was presented, and based on the obtained results, 2 main categories and 6 sub-categories of the final model were drawn. The results of the analyzes show that the antecedents of destructive organizational behaviors based on the theory of social interactionism are in the form of antecedents in two categories as follows:

- 1) Facilitating behavioral factors,
- (2) Facilitating structural factors
- (3) Facilitating contextual factors. The sub-categories of limiting antecedents of destructive organizational behaviors are:
- 1) limiting behavioral factors,

- (2) limiting structural factors
- (3) limiting background factors.

Identifying factors affecting organizational destructive behaviors with the approach of social exchange theory helps managers to recognize the facilitating antecedents of organizational destructive behaviors and relying on its limiting antecedents such as organizational citizenship behaviors, emotional intelligence, adaptability of employees, work system. With high participation, efficient human resources management system, organizational support system, quality of work life, social responsibilities of the organization, psychological capital of the organization, organizational identity, friendly and ethical atmosphere in the organization, strengthening of organizational justice and spirituality, and improving organizational productivity. Give Focusing on the antecedents that facilitate destructive organizational behaviors can be used by managers in managing and controlling the factors that create and lay the foundation for destructive organizational behaviors.

### Conclusion

From the classification of identified factors is that the nature of facilitating and limiting antecedents of destructive organizational behavior cannot be summed up in just one macro category. This result clearly reveals the difficulty and complexity of managing destructive organizational behaviors. Another very important conclusion that can be made regarding the facilitating and limiting antecedents of destructive organizational behaviors is their dual nature. In such a way that managers should also take into account facilitating antecedents including: burnout, mental and intellectual disorders, hostility, hostility and interpersonal conflict, occupational stress, negative and pessimistic attitudes, self-interested behaviors, autocratic and destructive leadership, laws and strict regulations, inappropriate reward structure, organizational pessimism, lack of organizational trust, jealousy in the work

environment and organizational silence, should pay attention to limiting destructive behaviors and act in such a way as to strengthen organizational citizenship behaviors, loyalty to the organization, emotional intelligence, organizational commitment, work conscience and adaptability of employees, compliance with organizational justice, strengthening organizational values and spirituality in the work environment, destructive organizational behaviors should be controlled. Because according to the theory of social exchange which is based on the school of utilitarianism, the employees of the organization behave based on the two principles of "tendency to pleasure and pain avoidance" and "rationalism" and seek to gain more profit and benefit and by using From the mechanisms of understanding the environment, they learn values, environmental norms and adapt to them.

Now, if the norms of the occurrence of destructive behaviors in the organization are strong and the necessary conditions and mechanisms to control them are not established, the occurrence of these behaviors will be widespread in the organization.

### Suggestions

- ❖ Based on the results of the research, limiting antecedents include behavioral factors, limiting structural and contextual factors, among the factors affecting destructive organizational behaviors. In addition, according to the social exchange theory, the occurrence of destructive organizational behavior by individuals with the aim of obtaining benefits from it occurs. Therefore, organizations should emphasize more on the limiting behavioral, structural and contextual antecedents of these behaviors in order to be able to improve the performance of the organization while controlling them;
- ❖ Based on the results of the research, one of the limiting antecedents of destructive organizational behavior is the leadership and management of the organization. Therefore, managers and leaders of

organizations should take steps in this field with a correct and calculated approach and act as a practical model in this field; Because employees consider leaders and managers as representatives of the organization, and all the behaviors of leaders and managers affect even their individual behaviors, and when employees witness destructive organizational behaviors in them, efforts are made based on social exchange theory. to take a step in that direction in order to acquire benefits from destructive organizational behaviors;

- ❖ Organizational processes are among the antecedents limiting destructive organizational behaviors. In this context, it is suggested that along with the pathology of organizational processes, steps should be taken to continuously strengthen and improve the key processes of the organization by carrying out projects to improve and correct defective organizational processes;
- ❖ In conclusion, it should be mentioned that although researches about the antecedents of destructive organizational behavior will help to manage it in organizations, there is a need for research focusing on the obstacles to reducing destructive organizational behavior in Iran. Part of it can be studying the lived experience of successful managers in this field through phenomenological studies.

## References

- Al-A'wasa, S. I. S. (2018). The Impact of Organizational Justice on the Counterproductive Work Behavior (CWB): A Field Study Conducted in the Jordan Customs Department (JCD). *International Journal of Business and Social Science*, 9(1), 27-38. <https://doi.org/10.30845/aijcr.v8n2a2>
- Bilal, H., Waseem, M., & Ali, S. (2020). Pragmatic Impact of Loyalty on Deviant Workplace Behavior among Banking Sector Employees. *Journal of Accounting and Finance in Emerging Economies*, 6(2), 407-414. <https://doi.org/10.1016/j.sbspro.2016.05.055>
- Brimecombe, M., Magnusen, M. J., & Bunds, K. (2014). Navigating the storm: A counterproductive work behavior and leadership case study in a Division I FBS School. *Sport Management Review*, 17(2), 219-237. <https://doi.org/10.1016/j.smr.2013.03.001>
- Byun, K., Duhan, F., & Dass, M. (2020). The preservation of loyalty halo effects: An investigation of the post-product-recall behavior of loyal customers. *Journal of Business Research*, (116), 163-175. <https://doi.org/10.1016/j.jbusres.2020.05.010>
- Cheng, X., Long, R., & Wu, F. (2022). How Symbols and Social Interaction Influence the Experienced Utility of Sustainable Lifestyle Guiding Policies: Evidence from Eastern China. *International Journal of Environmental Research and Public Health*, 19(7), 43-65. <https://doi.org/10.3390/ijerph19074305>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Journal of Academy of Management Annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
- Dadi, V. (2012). The Black British Clerical Workers Response To Psychological Contract Violation. *International Journal of Human Resource*, 2(4), 69-82. <https://doi.org/10.3389/fpsyg.2022.958127>
- De Clercq, D., Kundi, Y. M., Sardar, S., & Shahid, S. (2021). Perceived organizational injustice and counterproductive work behaviours: mediated by organizational identification, moderated by discretionary human resource practices. *Journal of Personnel Review*, <https://doi.org/10.1108/PR-06-2020-0469>
- García-Contreras, R., Munoz-Chavez, J. P., Munoz-Chavez, R. L., Lezama-Leon, E., & Barrios-Quiroz, H. (2022). Work Alienation, Deviant Workplace Behavior and Performance in Public Sector. *Journal of Sustainability*, 14(17), 357-369. <https://doi.org/10.3390/su141710490>
- Grijalva, E., Harms, P. D., Newman, D. A., Gaddis, B. H., & Fraley, R. C. (2015). Narcissism and leadership: A meta-analytic review of linear and nonlinear relationships. *Journal of Personnel Psychology*, 68(1), 1-47. <https://doi.org/10.1111/peps.12072>
- Heidari, S., Bavarsad, B., Nili Ahmad Abadi, M., & Mullah Alizadeh Zavardehi, S. (2021). Identifying and Prioritizing Supply Chain Sustainability Indicators for Perishable

- Products Via Grounded Theory and Fuzzy Hierarchical Analysis Approach. *Journal of System Management*, 7(1), 233-264. <https://doi.org/10.30495/jsm.2021.1919814.1427>
- Knight, M. J., & Baune, B. T. (2017). Psychosocial dysfunction in major depressive disorder—rationale, design, and characteristics of the cognitive and emotional. *Journal of Frontier Psychology*, 18(2), 371-391. <https://doi.org/10.3389/fpsy.2017.00280>
- Kundi, M., & Badar, K. (2021). Interpersonal conflict and counterproductive work behavior: the moderating roles of emotional intelligence and gender. *International Journal of Conflict Management*, 16(4), 1-19. <https://doi.org/10.1108/IJCM-10-2020-0179>
- Kwon, G. (2017). A study on the structural relationship between authentic leadership, trust in superiors, organizational silence, turnover intention, and counterproductive work behaviors. *Journal of the Korea Industrial Information Systems Research*, 22(4), 131-147. <https://doi.org/10.1108/IJPPM-03-2020-0110>
- Le Roy, J., Bastounis, M., & Poussard, J. M. (2012). Interactional justice and counterproductive work behaviors: The mediating role of negative emotions. *Social Behavior and Personality: an international journal*, 40(8), 1341-1355. <https://doi.org/10.2224/sbp.2012.40.8.1341>
- Li, S., & Chen, Y. (2018). The relationship between psychological contract breach and employees' counterproductive work behaviors: the mediating effect of organizational cynicism and work alienation. *Frontiers in Psychology*, (9), 62-73. <https://doi.org/10.3389/fpsyg.2018.01273>
- Lugosi, P. (2019). Deviance, deviant behaviour and hospitality management: Sources, forms and drivers. *Tourism Management*, (74), 81-98. <https://doi.org/10.1016/j.tmp.2022.101042>
- Mansour, M. H., & Shehadeh, H. K. (2020). The Impact of Talent Management (TM) on Counterproductive Work Behaviors (CWB) in Industrial Companies in Jordan. *International Journal of Business and Management*, 15(7), 601-616. <https://doi.org/10.5539/ijbm.v15n7p96>
- Miao, Q., & Zhou, J. (2020). Corporate hypocrisy and counterproductive work behavior: A moderated mediation model of organizational identification and perceived importance of CSR. *Journal of Sustainability*, 12(5), 1847. <https://doi.org/10.3390/su12051847>
- Modjtahedi, A., & Daneshvar, A. (2020). A New Credit Risk System Using Hybrid ELECTRE TRI and NSGA-II Methods. *Journal of System Management*, 6(4), 1-25. doi: <https://doi.org/10.30495/jsm.2021.1924341.1445>
- Monanu, A., Okoli, I., & Ibe, C. (2015). Organizational Justice And Counterproductive Work Behaviour. *Journal of Business & Management Studies*, 14(1), 1-10. <https://doi.org/10.2147/JHL.S365129>
- Mostafa, A. M. S., Boon, C., Abouarghoub, W., & Cai, Z. (2022). High-commitment HRM, organizational engagement, and deviant workplace behaviors: The moderating role of person-organization fit. *European Management Review*, 26(6), 1-15. <https://doi.org/10.1111/emre.12542>
- Namaayande, P., & Zarei, B. (2021). Modeling the Communication Technology Industry's Innovation Ecosystem using an Adaptive Neuro Fuzzy Inference System. *Journal of System Management*, 7(4), 69-92. <https://doi.org/10.30495/jsm.2021.1942235.1534>
- Okeke, C. C., Okeke, C. I., & Ugwuanyi, C. S. (2022). Demographic determinants of work deviant behaviors of rural community-based primary school teachers: A structural equation modeling approach. *Journal of Community Psychology*, 51(1), 168-181. <https://doi.org/10.1002/jcop.22895>
- Philp, M., & Pyle, A. (2021). The “easy win” preference: Negative consumption experiences, incompetence, and the influence on subsequent unrelated loyalty behavior. *Journal of Business Research*, (128), 1-10. <https://doi.org/10.1016/j.jbusres.2021.01.042>
- Pletzer, L. (2021). Why older employees engage in less counterproductive work behavior and in more organizational citizenship behavior: Examining the role of the HEXACO personality traits. *Journal of Personality and Individual Differences*, (173), 22-40. <https://doi.org/10.1016/j.paid.2020.110550>
- Pletzer, J. L., Bentvelzen, M., Oostrom, J. K., & de Vries, R. E. (2019). A meta-analysis of the relations between personality and workplace deviance: Big Five versus HEXACO. *Journal of Vocational Behavior*, (112), 369-383. <https://doi.org/10.1016/j.jvb.2019.04.004>
- Priesemuth, M., Arnaud, A., & Schminke, M. (2013). Bad behavior in groups: The impact of overall justice climate and functional

- dependence on counterproductive work behavior in work units. *Journal of Group & Organization Management*, 38(2), 230-257. <https://doi.org/10.1177/1059601113479399>
- Ranto, P., Tjahjono, H. K., Muafi, M., & Prajogo, W. (2022). The Influence of Organizational Justice on Interpersonal and Organizational Deviance: A Conceptual Paper. *International Journal of Marketing & Human Resource Research*, 3(2), 87-97. <https://doi.org/10.47747/ijmhrr.v3i02.570>
- Sadeghi Far, M., Kaffashpoor, A., & Naami, A. (2022). Proposing a Customer Experience Management Model Based on the Grounded Theory Approach in Aviation Industry (Case study: Taban Airline). *Journal of System Management*, 8(2), 33-44. doi: <https://doi.org/10.30495/jsm.2022.1945579.1576>
- Shi, Y., Cai, Y., & Zhao, M. (2021). Social interaction effect of rotational grazing and its policy implications for sustainable use of grassland: Evidence from pastoral areas in Inner Mongolia and Gansu, China. *Journal of Land Use Policy*, (111), 513-526. <https://doi.org/10.1016/j.landusepol.2021.105734>
- Siebens, H. (2020). Grand Theory of Antisocial and Destructive Behavior. *Journal of Scientific Theory*, (47), 1-16. <https://doi.org/10.3389/fpsyg.2023.993090>
- Thibault, T., & Kelloway, E. K. (2020). The dark tetrad at work. *Journal of Human Performance*, 33(5), 406-424. <https://doi.org/10.3389/fpsyg.2022.968283>
- Vossen, J., & Hofmans, J. (2021). Relating within-person personality variability to organizational citizenship behavior and counterproductive work behavior: A resource-based perspective. *European Journal of Personality*, 35(4), 87-100 <https://doi.org/10.1177/08902070211005623>
- Wallace, D. M., Luning, C. R., Rosenstein, J. E., Ledford, A., & Cyr-Roman, B. (2020). A culture of respect: Leader development and preventing destructive behavior. *Industrial and Organizational Psychology*, 13(2), 225-229. <https://doi.org/10.1017/iop.2020.46>
- Zhuang, W. L., Chen, K. Y., Chang, C. L., Guan, X., & Huan, T. C. (2020). Effect of hotel employees' workplace friendship on workplace deviance behaviour: Moderating role of organisational identification. *International Journal of Hospitality Management*, (88), 391-412. <https://doi.org/10.1016/j.ijhm.2020.102531>

