

Antecedents of Destructive Organizational and Administrative Behaviors and the management model to reduce such behaviors based on Social Exchange Theory by Meta-Synthesis Method

Mohsen Shahbazi¹, Shahla Sohrabi^{2*}, Esmail Asadi³

1. PhD student, Department of Public Administration, Roudehen Branch, Islamic Azad University, Roudehen, Iran.
2. Assistant Professor, Department of Public Administration, Central Tehran Branch, Islamic Azad University, Tehran, Iran.
3. Assistant Professor, Department of Management, Shahid Sattari Aviation University, Tehran, Iran.

Article history:

Received date: 2023/01/15

Review date: 2023/02/20

Accepted date: 2023/03/07

Keywords:

Destructive Organizational Behaviors, Social Exchange Theory, Meta-Synthesis, Facilitating Antecedents, Inhibiting Antecedents

Purpose: Organizational and administrative destructive behaviors cause many direct and indirect costs on organizations and reduce organizational progress. Therefore, the objective of this study was to identify antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method.

Methodology: This study was developmental in terms of objective, cross-sectional in terms of time, and qualitative in terms of data collection. The field of research included 582 articles on destructive organizational and administrative behaviors during 2000-2022. The research sample included 55 articles selected by purposive sampling method and according to inclusion criteria. The data were collected by note-taking (validity was confirmed by the triangulation method and reliability was estimated to be 0.89 by the Cohen's kappa coefficient) and analyzed by content analysis using the seven-step meta-synthesis method of Sandelowski and Barroso (2007).

Findings: The results showed that the antecedents of destructive organizational and administrative behaviors based on social exchange theory had two main categories and six subcategories. Each of the two categories of facilitating antecedents and inhibiting antecedents included three subcategories of behavioral factors, structural factors, and contextual factors. Finally, given the categories and subcategories, a model of the antecedents of destructive organizational and administrative behaviors based on social exchange theory was drawn.

Conclusion: The model of antecedents of organizational and administrative destructive behaviors based on social exchange theory designed in the present study can be used as a tool for strategic planning in the field of organizational and administrative destructive behaviors.

Please cite this article as: Shahbazi M, Sohrabi Sh, Asadi E. (2023). Antecedents of Destructive Organizational and Administrative Behaviors based on Social Exchange Theory by Meta-Synthesis Method, *Iranian Journal of Educational Sociology*. 5(4): 129-141.

* Corresponding Author Email: modiran77@gmail.com

1. Introduction

Over the past decades, researchers focused on employee behavior as one of the key factors affecting success. Among their various behaviors, they paid more attention to destructive organizational and administrative behaviors, the amount of which has increased significantly in recent years (Moslemi Kaviri, Karimi & Nick Manesh, 2020). Human behaviors in different settings are affected by many situational, perceptual and emotional phenomena and make studies related to humans and their behaviors in organizations more complicated (Ple & Demangeot, 2020). Organizational and administrative destructive behavior at the general level is about all intentional behaviors against the interests of the organization, which is a dimension of job performance. In an organization, the violation of normal and expected procedures may not lead to any specific consequences, but its continuation causes loss for the organization and deviation from the organization from achieving its goals and ideals (Grijalva, Harms, Newman, Gaddis & Fraley, 2015). The cost of damage caused by destructive behavior can be very high, and cannot be measured in practice, and it can only be investigated that destructive behavior is affected by various contextual factors (Cropanzano, Anthony, Daniels & Hall, 2017). Organizational destructive behaviors are deviant behaviors in the workplace that violate organizational norms and endanger the health of the organization and its employees, including organizational aggression, anti-citizen behaviors, violation, deviance, retaliation, revenge, bullying, theft, vandalism, seclusion, abuse, violence, obscenity, insults and concealment (Hystad, Mearns & Eid, 2014). In recent years, study of destructive organizational behaviors has received increasing attention, and these behaviors mean the lack of alignment of human resources with organizational goals, which is a critical barrier and challenge for organizations (Carpenter & Berry, 2017). Destructive behaviors can be divided into two categories: financial and work deviance. Financial deviance includes abuse of assets and privileges such as discrimination, damage to assets, and abuse of privileges. Work deviance includes violations of norms about how work should be done, such as absenteeism, inactivity, and long breaks (Pletzer, 2021). Employees with deviant behaviors are considered as threats to the organization. Because they can lead other employees and customers to their inappropriate thoughts and behaviors (Jung & Yoo, 2019).

The occurrence of destructive behavior even in organizations that are at a very good level in terms of equipment and facilities, significantly reduces the rate of progress in work. Because the human resources that should act as a barricade and play a role causes the collapse of the structure of an organization and the gap between the efforts of managers and the achievement of organizational goals (Okeke, Okeke & Ugwuanyi, 2023). Some of the factors investigated as antecedents of disruptive behaviors include personality traits, perceived organizational support, transformational leadership, and organizational justice. Organizations can reduce these factors to reduce destructive work behaviors. However, given that individual behaviors are often determined by personality traits and the situations, and situational factors have a greater effect on behaviors than personality traits, some situational factors may be more effective than individual factors, which is a gap in studies in this field (Cropanzano et al., 2017). The only way to minimize disruptive work behaviors is the knowledge of individual factors and the selection of people who are less likely to engage in disruptive work behaviors. In contrast, organizations have wider options to face destructive work behaviors through the knowledge of situational factors such as transformational leadership and organizational supports (Lugosi, 2019). Destructive behaviors play a major role in reducing job performance and increasing organizational costs, and these behaviors occur with the intention of harming the organization or employees, and have a detrimental effect on the mental health of employees and the performance of the organization (Hou, Luo, Ke & Cheng, 2022). Therefore, it is beneficial and necessary for organizations and institutions to identify the factors that cause deviant behaviors, considering the increasing prevalence of deviant behaviors in the workplace and related costs. Because it enables the identification of deviant behaviors and the factors affecting and, as a result, the implementation of plans and strategies to reduce and inhibit these behaviors in the organization (O'Connor, Stone, Walker & Jackson, 2017).

The relationship between organizational destructive behaviors and social exchange theory is explained as follows. The organization has a social nature and the behavior of most people in the organization is affected

by the social atmosphere 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 social exchange theory, people in the organization turn to social agreement, social contract, and social acceptance, and if these behaviors are accepted in the organization, other people, inspired and influenced by the ideas in the organization, will show themselves. The social exchange theory is influenced by the school of behavioral psychology, in which humans are active beings who are exchanging rewards and always calculate happiness, pleasure, and understanding in order to maximize their profit and minimize their loss. Accordingly, human beings have the power and ability to learn and are able to adapt and integrate with environmental conditions, which is called the intelligence. Another power is pain avoidance, based on which humans seek pleasure or pleasant activities and avoid sadness or unpleasant activities (Cheng, Long & Wu, 2022). Social exchange experts believe that the human mind learns what is necessary affected by the social environment and culture and according to the principles of pleasure and pain avoidance and rationalism (calculating wisdom and selfishness) and the ultimate purpose of human behavior is benefit (Shi, Cai & Zhao, 2021). Based on social exchange theory, workplace and organization are places of mutual exchange based on which employees work hard for the organization and its goals, and the organization gives them respect, position and material payment based on the principle of reciprocity in compensation for this effort. Accordingly, when the organization does not deal with injustice in an appropriate way, i.e., by violating the principles and rules of social exchange, it implicitly informs employees that they can also violate the principles of exchange, which can cause the formation of destructive behaviors (Urbonavicius, Degutis, Zimaitis, Kadusleviciute & Skare, 2021). Social exchange theory is based on five principles. First, humans seek happiness and avoid unhappiness, which are phenomena that all members of society agree on, not individuals themselves. Second, social order and cohesion is formed by maintaining profit, and this social agreement is based on profit, which maintains the stability and cohesion of society. Third, social contracts are the basis for the formation of societies, and a person as part of society has the will and authority and can select his benefit based on what he has learned. Fourth, a person behaves according to the taste that guarantees his profit. In fact, when there is a conflict of interest, a person attempts to pursue his own benefit with the first principle, social acceptance. Fifth, there is a conflict of interest between individuals and small groups of society, i.e., a person working in society expects to receive services for the task he performs, and this is a social agreement that the society also accepts. On the other hand, if society avoids giving the legal interests of an individual or a group, there is a conflict of interest between the whole and the parts, and this will increase the anger and rebellion (Tran, Gorton & Lemke, 2022).

Relatively many studies have been conducted on destructive organizational behaviors, but no study was found in this field based on social exchange theory by meta-synthesis method. In the following, the results of the most important studies in this field are reported. Ahmadi Alvar, Feiz and Modarresi (2022) conducted a study on meta-synthesis of the antecedents of deviant behaviors in Iranian organizations and concluded that antecedents include individual factors (religious belief factors, psychological factors, physiological factors, perceptions, demographic information, personality traits and psychological and social needs), organizational factors (behavioral factors of supervisors, weak and destructive communication, structural weakness, mismatch between job and employee, job characteristics, nervous and psychological pressure in the organization, organizational mistrust, job dissatisfaction, lack of organizational commitment, anti-citizen behaviors, poor organizational policies, organizational injustice, inappropriate organizational atmosphere, leadership and management styles, poor weak organizational culture) and environmental factors (political factors, the role of the government, economic factors, and cultural-social factors). Ghaedamini Harouni, Ebrahimzadeh Dastjerdi and Ebrahimpour (2022) conducted a study on the management model of deviant behaviors in the workplace of Islamic Azad University and concluded that causal conditions included occupational and organizational attitudes, organizational factors, individual factors, poor management, the existence of power networks, authoritarian leadership, poor organizational resource management systems and unhealthy physical and psychological atmosphere of the workplace; underlying conditions included poor

organizational culture, political behavior of officials, not meeting employees' needs, social factors and cultural factors and intervening conditions included personality traits, selfish behaviors, political factors, position and university environment. Moslemi Kaviri et al. (2020) in a study mentioned factors causing destructive work behaviors of Payam Noor University employees including emotional intelligence (self-awareness, self-management, social awareness and relationship management), personality traits (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience), introduced job stress, injustice and leader-member interaction. Fatahi, Jahangirfard and Mahdizadeh (2020) also reported that the underlying factors affecting the occurrence of deviant behaviors of employees of a military organization included political affiliation, complexity of laws and regulations, poor work culture and conditions of the labor market. Roshan Zamir, Irani and Yazdani (2017) conducted a study on the identification of organizational factors affecting the occurrence of deviant behavior among Tehran University employees and concluded that the factors included job satisfaction, organizational commitment, ethical climate, job stress, organizational justice, organizational policy and organizational support. Chen, Chen and Liu (2013) conducted a study on negative impacts and work deviance with the moderating role of ethical climate and concluded that both organizational factors and individual characteristics played an important role in behaviors related to work deviance.

Non-committed human resources with destructive behaviors achieved organizational goals, and this principle has led many researchers to identify the factors affecting the formation of destructive behaviors in recent years. The barriers and destructive behaviors should be identified and excluded, but still there is no community study and review in this field, indicating that researchers should seriously identify, test and explain these factors in order to have a clear understanding of the role of these factors in the organization (Thibault & Kelloway, 2020; Kwon, 2017). Destructive behaviors in the banking system can cause the bank's customers to turn away and reduce its reputation, in addition to damaging effects within the organization, such as a drop in productivity. While, attracting new customers costs nearly 95% more than maintaining existing customers. Accordingly, special attention should be paid to the occurrence of destructive organizational behaviors in service organizations, but few studies have been conducted in this field (Dhurup, Surujlal & Kabongo, 2016). Therefore, it seems that in order to eliminate or minimize the consequences of the lack of a model for antecedents of destructive organizational behaviors designed by meta-synthesis method, it is necessary to develop a model in this field in order to partially fill the above knowledge gap. Also, by explaining antecedents of destructive organizational behaviors, this study can provide a suitable context for strengthening the efficiency of the banking system. In addition, no comprehensive model is found that deals with the development of antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method. Therefore, according to the existing theoretical gap in the empirical literature, meta-synthesis method can be used as a suitable approach for a comprehensive review of this concept. As a result, the objective of this study was to identify antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method.

2. Methodology

This study was developmental in terms of objective, cross-sectional in terms of time, and qualitative in terms of data collection. The field of research included 582 articles on destructive organizational and administrative behaviors during 2000-2022. The research sample included 55 articles selected by the purposive sampling method and according to the inclusion criteria. Table 1 shows the process of selecting articles in this study.

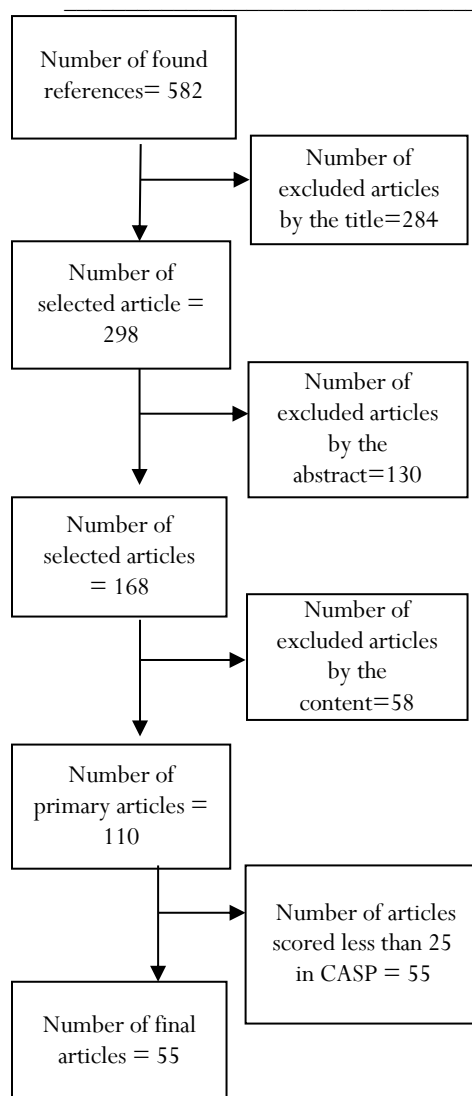


Figure 1. Process of selecting articles to investigate the antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method

In order to conduct this study, first all the articles on destructive organizational and administrative behaviors in international sites including Web of Science and Google Scholar and national sites including (comprehensive portal of humanities) Sid, Noormags, Civilica and Ensani were reviewed ($n=582$) by the title and 284 articles were excluded and 298 articles were selected accordingly. Next, the articles were reviewed by the abstract and 130 articles were excluded, then they were reviewed by the content and 58 articles were excluded, and accordingly, 110 articles were selected as primary articles among 582 initial articles. Finally, the articles were reviewed and 55 other articles were excluded and finally 55 articles were selected as the final sample of the present study. All the contents of all 55 articles were noted with the help of a study colleague and all the contents related to the antecedents of their destructive organizational and administrative behaviors were analyzed. It should be noted that antecedents of destructive organizational and administrative behaviors of several articles were reviewed and confirmed by the professors, and finally some antecedents were excluded or merged due to overlap and commonality to prepare for the final analysis.

In this study, the note-taking was used for data collection. For this purpose, the articles were read line by line and all the concepts related to the antecedents of destructive organizational and administrative behaviors were recorded. Also, the data were analyzed by content analysis and seven-step meta-synthesis method of

Sandelowski and Barroso (2007). Among the qualitative research methods, in the present study meta-synthesis method was used, which is one of the exploratory research methods to create and extract a common reference framework based on the results of previous studies. The objective of meta-synthesis method is to deeply analyze the research conducted in a specific field to review weaknesses and strengths and extract a more comprehensive view of the relevant field of knowledge that provides a creative and integrated interpretation of the results. The strength of meta-synthesis method is its ability to identify categories and provide a conceptual model according to previous studies, which increases the validity of the results. Since the concept of destructive organizational and administrative behaviors is a multidimensional and broad concept, relatively many studies have been conducted in this field, the meta-synthesis method was used as a suitable method to obtain a comprehensive synthesis in this field in order to get a general picture of the most important antecedents of destructive organizational behaviors. and administration based on social exchange theory. The data obtained from the note-taking were reviewed by psychometric indices, whose validity was confirmed by the triangulation method and reliability was estimated by the Cohen's kappa coefficient of 0.89. It should be noted that the data were analyzed using the seven-step meta-synthesis method of Sandelowski and Barroso (2007).

3. Findings

In the present study, antecedents of destructive organizational and administrative behaviors were examined in 55 articles based on the seven-step method, which are described below.

In the first step, the research questions were identified, for this purpose three questions, What, Who and When were used.

The second stage was a systematic review of articles on antecedents of destructive organizational behaviors in international databases of Web of Science and Google Scholar and national databases (comprehensive humanities portal) of Sid, Noormags, Civilica and Ensani during 2000-2022. For this purpose, the following Persian and English keywords were used, as shown in Table 1.

Table 1. Farsi and English keywords of antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method

No.	Farsi keywords	English keywords
1	Organizational deviant behaviors	Organizational Deviant Behaviors
2	Organizational destructive behaviors	Organizational Destructive Behaviors
3	Anti-productive behaviors	Organizational Anti-Productivity Behaviors
4	Organizational anti-citizenship behaviors	Organizational Anti-Citizenship Behaviors
5	Counterproductive behaviors	Anti-Productive Behaviors
6	Hypocritical behaviors	Hypocritical Behaviors
7	Selfish behaviors	Selfish Behaviors

The third stage was the selection of relevant and suitable articles with the research questions and objectives and according to the criteria (relevant title, abstract, and content and a score equal to or higher than 25 in the review of the articles). Finally, 55 articles were selected as the final sample from 582 primary articles.

The fourth step was extracting the results, and in this step, the articles were reviewed several times and codes or concepts were extracted for each.

The fifth step was the analysis and synthesis of qualitative results. In this step, a code was assigned to all concepts and information, and a classification was provided for common concepts and information. Then, similar and related classes were placed in a category or theme that best describes it. Table 2 shows the results of the analysis and synthesis of qualitative results for antecedents of destructive organizational behaviors.

Table 2. Results of the analysis and synthesis of qualitative results for antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method

No.	code	reference
1	Violation of the psychological contract	Kayani and Alasan (2021); Ma et al. (2019); Griep and Vantilborgh (2018); Mousavi et al. (2021); Golparvar et al. (2014)
2	Authoritarian or autocratic leadership	Jiatong et al. (2021); Ocel (2018); Puni et al. (2016); Kazemi et al. (2018)
3	Corporate hypocrisy	Miao and Zhou (2020); Arani and Namian (2020)
4	emotional exhaustion	Jiatong et al. (2021); Chen et al. (2020); Sadeghi and Grossi (2016)
5	Organizational malice or pessimism	Jiatong et al. (2021); Kazemi et al. (2018); Moghadam and Mahmoudi (2018); Fatahi et al. (2019)
6	Toxic leadership	Kayani and Alasan (2021); Puni et al. (2016); Zeinali et al. (2019)
7	Active personality	Kayani and Alasan (2021); Spector and Fox (2010)
8	injustice	Cohen and Abedallah (2021); Khattak et al. (2019); Golparvar and Karami (2011); Fatahi et al. (2019); Moslemi et al. (2020)
9	burnout	Cohen and Abedallah (2021); Chen et al. (2020); Sadeghi and Grossi (2016)
10	Machiavellian leadership	Cohen and Abedallah (2021); Kazemi et al. (2018); Zeinali et al. (2019)
11	narcissism	Cohen and Abedallah (2021); Roopa et al. (2016)
12	Mental and psychological disorders	Cohen and Abedallah (2021); Aubé et al. (2009)
13	Organizational policy	Meisler et al. (2019); Baloch et al. (2017); Hadizadeh Moghadam et al. (2014); Roshanzamir (2016)
14	Self-evaluation	Cohen and Abedallah (2021)
15	hostility	Meisler et al. (2019)
16	Negative personality traits	Khattak et al. (2019); Aghaz et al. (2016); Moslemi et al. (2020)
17	Interpersonal conflict	Wang et al. (2018); Kundi and Badar (2021)
18	Strict and unfair organizational rules	Sulea (2016); Salmani and Radmand (2009); Ghodratipour and Hasanmoradi (2014); Fatahi et al. (2019)
19	Poor culture	Ramshida & Manikandan (2013); Salmani and Radmand (2009)
20	Inappropriate reward structure	Salmani and Radmand (2009); Ghodratipour and Hasanmoradi (2014)
21	Employee distrust	Zheng et al. (2017); Ghodratipour and Hasanmoradi (2014)
22	Negative and pessimistic attitude	Lubbadeh (2021); Ghodratipour and Hasanmoradi (2014); Fatahi et al. (2019)
23	Ambiguity in work performance	Ziapour et al (2015); Goh (2017); Ghodratipour and Hasanmoradi (2014)

24	Moral atmosphere	Kanten & Ulker (2013); Roshanzamir (2016); Mahmood et al. (2017); Zeinali et al. (2019)
25	Work stress	Farrastama et al (2019); Roshanzamir (2016); Mahmood et al. (2017); Zeinali et al. (2019); Moslemi et al. (2020)
26	Manager selfish behaviors	Puni et al (2016); Fatahi et al. (2020)
27	Official to non-official control	Tsai et al. (2015); Everton et al. (2007)
28	Non-structured to structured activities	Tsai et al. (2015)
29	Negative emotion	Bauer & Spector (2015); Mahdi et al (2018); Golparvar and Karami (2011)
30	Destructive leadership	Puni et al (2016); Golparvar and Salahshoor (2016); Fatahi et al. (2019)
31	Tendency to violence	Spector et al. (2006); Golparvar and Salahshoor (2016)
32	Abuser leadership	Low et al. (2021); Eschleman et al. (2014); Khorasani et al. (2017)
33	Negative leader-member relationship	Moghadam and Mahmoodi (2018)
34	Jealousness at the workplace	Kim and Lee (2021); Isfahani and Heidari (2019)
35	Instrumental use of employees	Fatahi et al. (2019)
36	Psychological bias	Sackett & DeVore (2002); Greco et al (2015); Mahdavi and Iranzadeh (2019)
37	Dark side of organization-management	Chichoblazinski (2016); Stanescu and Mohorea (2016)
38	Organizational silence	Kwon (2017); Shahjehan (2016); Mahdavi and Iranzadeh (2019)
39	Work system with high participation	Manzoor and Khalil (2021); Chen et al. (2020)
40	Psychological capital	Manzoor and Khalil (2021); Avey et al. (2010)
41	Organizational citizenship behavior	Griep et al. (2021); Khokhar et al. (2017); Pletzer (2021); Aghaz et al. (2016); Jafari et al. (2019)
42	Moral spirit	Griep et al. (2021)
43	Loyalty to the organization	Bilal et al. (2019); Kelloway et al. (2010)
44	Organizational identity	Zhuang et al. (2020); Ciampa et al. (2021); De Clercq et al. (2021)
45	Friendship at work	Zhuang et al. (2020)
46	Employee-based human resource management	Estifo et al. (2019); Clercq et al. (2021)
47	Organizational support	Estifo et al (2019); Roshanzamir (2016); Mahmood et al. (2017)
48	Organizational justice	Rafiee et al (2015); Roshanzamir (2016); Mahmood et al. (2017); Zeinali et al. (2019)
49	Perceived external validity	Tuna et al. (2016)
50	Job satisfaction	Tuna et al. (2016); Roshanzamir (2016); Mahmood et al. (2017)
51	Organizational values	Montazeri (2014)
52	Organizational commitment	Arkan (2016); Toosi et al. (2020); Roshanzamir (2016); Mahmood et al. (2017); Zeinali et al. (2019); Gol et al. (2018)
53	Emotional Intelligence	Cohen and Abedallah (2021); Jafari et al. (2019); Moslemi et al. (2020)

54	Perception of working conditions	Galperin and Burke (2006)
55	Positive emotion	Golparver and Karami (2011)
56	Leader-member interaction	Newton & Perlow (2021); Moslemi et al. (2020)
57	Employee talent management	Mansour et al. (2020)
58	Quality of working life	Masoomzadeh (2013); Suyasa (2017); Gol et al. (2018)
59	Perceived corporate social responsibility	Shin et al. (2017); Hur et al. (2018); Miao and Zhou (2020)
60	Spirituality at work	Ameri and Karimi (2016)
61	Adaptability at work	Farokhnejad et al. (2011)
62	Work conscience	Shin et al (2017); Farokhnejad et al. (2011)

In the following, based on the main objective of the research, which was to identify antecedents of destructive organizational behaviors based on social exchange theory, primary codes were extracted and finally classified. Table 3 shows the results of classification of the codes for antecedents of destructive organizational behaviors.

Table 3. Results of classification of codes for antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method

category	sub-category	code
facilitating antecedents	facilitating behavioral 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
	facilitating structural factors	Autocratic leadership, Machiavellian leadership, destructive leadership, abusive leadership, organizational policies, strict rules and regulations, inappropriate reward structure and formal control
	facilitating contextual factors	Atmosphere of organizational cynicism, corporate hypocrisy, injustice, the atmosphere of lack of trust in the organization, weak organizational culture, the atmosphere of jealousy in the work environment and the rule of the atmosphere of organizational silence
inhibiting antecedents	inhibiting behavioral factors	Organizational citizenship behavior, loyalty to the organization, morale of employees, job satisfaction, emotional intelligence, organizational commitment, positive affect, conscientiousness and adaptability of employees
	inhibiting structural 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
	inhibiting contextual 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

As shown in Table 3, antecedents of destructive organizational and administrative behaviors based on social exchange theory had two categories and six subcategories. Each of the two categories of facilitating antecedents and inhibiting antecedents included three subcategories of behavioral factors, structural factors, and contextual factors.

The sixth step included the control and classification of extracted codes. For this purpose, validity was confirmed by the triangulation method. Also, content validity was confirmed in two dimensions. The first dimension is the use of components and factors presented in previous studies, which itself has validity, and the second dimension of the model was reviewed and approved by related professors and experts. In addition, for reliability, several experts familiar with the subject were used to control the extracted concepts. For this purpose, the value of Cohen's kappa coefficient was estimated to be 0.89, which was confirmed at a significance level of less than 0.001.

The seventh step was the presentation of the results. According to previous studies and the above six steps, the results are reported as a model. Therefore, two categories of facilitating antecedents (with three sub-categories of behavioral factors, structural factors and contextual factors) and inhibiting antecedents (with three sub-categories of behavioral factors, structural factors and contextual factors) were identified for antecedents of destructive organizational behaviors based on social exchange theory as shown in Figure 2.

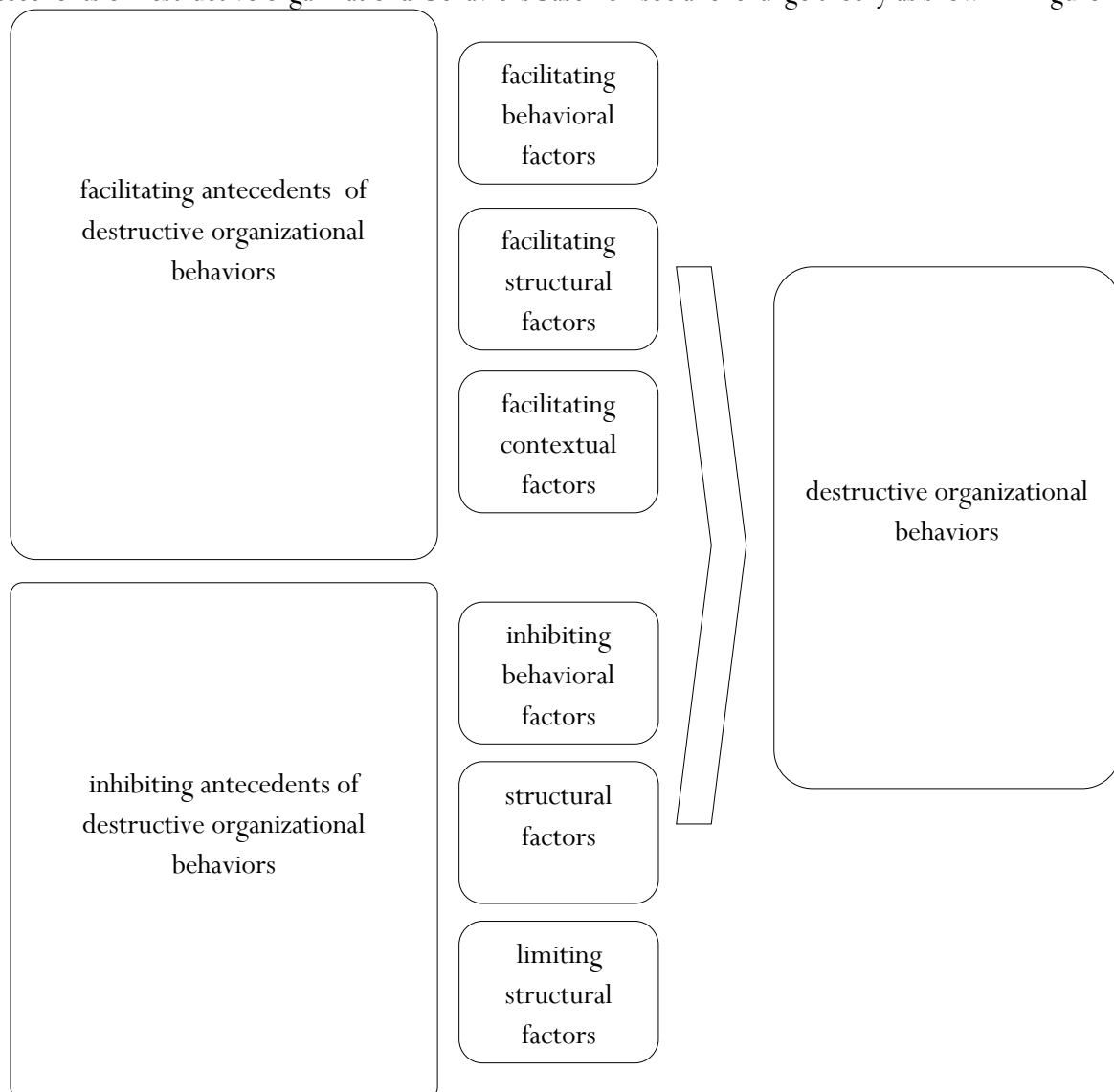


Figure 2. Model of antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method

4. Conclusion

Organizational destructive behaviors play an effective role in the drop in the performance of the organization. Therefore, the purpose of this study was to identify antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method.

The study results showed that for antecedents of disruptive organizational behaviors based on social exchange theory, two categories of facilitating antecedents of disruptive organizational behaviors (with three subcategories of facilitating behavioral factors, facilitating structural factors and facilitating contextual factors) and inhibiting antecedents of disruptive organizational behaviors (with three subcategories of inhibiting behavioral factors, inhibiting structural factors and inhibiting contextual factors) were identified.

This study was conducted to identify antecedents of destructive organizational and administrative behaviors based on social exchange theory by meta-synthesis method in previous studies in order to present and explain concepts of organizational destructive behaviors to design a model of facilitating and inhibiting organizational destructive behaviors. Identifying factors affecting organizational destructive behaviors based on social exchange theory helps managers to improve organizational efficiency by identifying facilitating antecedents of organizational destructive behaviors, relying on inhibiting antecedents such as organizational citizenship behaviors, emotional intelligence, employee adaptability, work system with high participation, efficient human resource 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, and strengthening the justice and spirituality of the organization. Focusing on antecedents that facilitate organizational destructive behaviors can be used by managers to control and manage the factors that create the context for organizational destructive behaviors. Also, the nature of facilitating and limiting antecedents of destructive organizational behavior is very difficult in a macro category, which clearly reveals the difficulty and complexity of managing destructive organizational behavior. There is a dual nature about facilitating and inhibiting antecedents. So that in addition to controlling facilitating antecedents including burnout, mental and intellectual disorders, interpersonal hostility and conflict, occupational stress, negative and pessimistic attitudes, selfish behaviors, autocratic and destructive leadership, strict rules and regulations, inappropriate reward structure, atmosphere of organizational pessimism, lack of organizational trust, jealousy in the workplace and the silence of the organization; managers should pay attention to inhibiting antecedents of destructive behaviors and strengthen behaviors of organizational citizenship, 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 workplace to control destructive organizational behaviors. Because based on social exchange theory, which is based on the school of utilitarianism, the employees of the organization behave according to the two principles of tendency to happiness and pain avoidance and rationalism, and they seek to gain more benefits, and learn environmental values and norms by the mechanisms of understanding the environment, learn and comply with environmental norms. Therefore, if the norms 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. Based on this theory, human behavior is based on profit and cost, and if the position of people who exhibit destructive organizational behaviors is suitable, the rest of the employees will tend to these behaviors, but if such people do not have a suitable position, the rest of the employees will have other behavior options that are acceptable. As a result, strengthening behavioral norms and values contrary to destructive organizational behaviors in this field can be a solution.

The results of this meta-synthesis and the consensus of experts in the literature review showed that if attention is paid to inhibiting antecedents of destructive organizational behaviors and the necessary synergy is created between the introduced factors, the necessary context and conditions will be provided to reduce destructive organizational behaviors. The difference between the present study and the previous studies and one of its strengths is that none of the previous studies has provided a comprehensive framework about the factors

affecting organizational destructive behaviors and investigated the issue from the perspective of social exchange theory. This study, in which the researchers investigated the role of facilitating and inhibiting antecedents through the synthesis of previous studies and created a new and valuable insight, can provide managers and organizational officials with a deeper understanding of the background of destructive organizational behaviors. According to the study results, facilitating and inhibiting antecedents included behavioral, structural and contextual factors that affect destructive organizational behaviors. At the same time, social exchange theory also explains the occurrence of destructive organizational behavior by individuals with for benefits. Therefore, organizations should focus more on facilitating and inhibiting antecedents and behavioral, structural and contextual factors of each so that they can improve the performance of the organization while controlling and managing them.

Acknowledgments

Hereby, we acknowledge all those who contributed to this study as best as possible.

References

- Ahmadi Alvar Z, Feiz D, Modarresi M. (2022). Meta-synthesis of antecedents of deviant behavior in Iranian organizations. *Public Administration Perspective*. 13(2): 63-89. [Persian]
- Carpenter NC, Berry CM. (2017). Are counterproductive work behavior and withdrawal empirically distinct? A meta-analytic investigation. *Journal of Management*. 43(3): 834-863.
- Chen CC, Chen MYC, Liu YC. (2013). Negative affectivity and workplace deviance: the moderating role of ethical climate. *The International Journal of Human Resource Management*. 24 (15): 2894-2910.
- 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): 4305: 1-22.
- Cropanzano R, Anthony EL, Daniels SR, Hall AV. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*. 11(1): 479-516.
- Dhurup M, Surujlal J, Kabongo DM. (2016). Finding synergic relationships in teamwork, organizational commitment and job satisfaction: A case study of a construction organization in a developing country. *Procedia Economics and Finance*. 35: 485-492.
- Fatahi F, Jahangirfard M, Mahdizadeh A. (2020). The effect of contextual factors on employees' deviant behaviors. *Military Management*. 19(76): 103-126. [Persian]
- Ghaedamini Harouni A, Ebrahimzadeh Dastjerdi R, Ebrahimpour AR. (2022). Designing a model for managing deviant behaviors in the workplace in the Islamic Azad University. *Strategic Research on Social Problems in Iran*. 11(1): 81-108. [Persian]
- Grijalva E, Harms PD, Newman DA, Gaddis BH, Fraley RC. (2015). Narcissism and leadership: A meta-analytic review of linear and nonlinear relationships. *Personnel Psychology*. 68(1): 1-47.
- Hou T, Luo X, Ke D, Cheng X. (2022). Exploring different appraisals in deviant sharing behaviors: A mixed-methods study. *Journal of Business Research*. 139: 496-509.
- Hystad SW, Mearns KJ, Eid J. (2014). Moral disengagement as a mechanism between perceptions of organisational injustice and deviant work behaviours. *Safety Science*. 68: 138-145.
- Jung JH, Yoo J. (2019). The effects of deviant customer-oriented behaviors on service friendship: The moderating role of co-production. *Journal of Retailing and Consumer Services*. 48: 60-69.
- Kwon HG. (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.
- Lugosi P. (2019). Deviance, deviant behaviour and hospitality management: Sources, forms and drivers. *Tourism Management*. 74: 81-98.
- Moslemi Kaviri M, Karimi O, Nick Manesh S. (2020). Disruptive behaviors of staff at Payame Noor University of Alborz province and its causing factors with a mixed approach. *Public Organizations Management*. 8(1): 61-80. [Persian]
- O'Connor PJ, Stone S, Walker BR, Jackson CJ. (2017). Deviant behavior in constrained environments: Sensation-Seeking predicts workplace deviance in shallow learners. *Personality and Individual Differences*. 108: 20-25.
- Okeke CC, Okeke CI, Ugwuanyi CS. (2023). 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.
- Ple L, Demangeot C. (2020). Social contagion of online and offline deviant behaviors and its value outcomes: The case of tourism ecosystems. *Journal of Business Research*. 117: 886-896.
- Pletzer JL. (2021). Why older employees engage in less counterproductive work behavior and in more organizational citizenship behavior: Examining the role of the HEXACO personality traits. *Personality and Individual Differences*. 173: 110550.

- Roshan Zamir M, Irani HR, Yazdani HR. (2017). Identifying factors affecting deviant behaviors (Case study: Headquarter of University of Tehran). *Culture in the Islamic University*. 7(2): 183-204. [Persian]
- 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. *Land Use Policy*. 111: 105734.
- Thibault T, Kelloway EK. (2020). The dark tetrad at work. *Human Performance*. 33(5): 406-424.
- Tran PNT, Gorton M, Lemke F. (2022). Buyers' perspectives on improving performance and curtailing supplier opportunism in supplier development: A social exchange theory approach. *Industrial Marketing Management*. 106: 183-196.
- Urbonavicius S, Degutis M, Zimaitis I, Kadusleviciute V, Skare V. (2021). From social networking to willingness to disclose personal data when shopping online: Modelling in the context of social exchange theory. *Journal of Business Research*. 136: 76-85.