



Original Article (Qualitative)

The model of the process of reducing organizational anti-citizen behavior with the approach of explaining the dignity of employees in government organizations

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Abstract

The purpose of the current research is the model of the process of reducing organizational anti-citizenship behavior with the approach of explaining the dignity of employees in government organizations. According to its purpose, the research method is applicable; and in terms of implementation, it is qualitative, using the data-based method. The statistical population includes university professors, experts and human resource specialists and managers of government organizations in Ardabil province as many as 16 people, of which 10 people declared their readiness to participate in answering the questions, and were interviewed and selected by purposeful sampling. The data collection tool includes semi-structured interviews. Data analysis was carried out using coding and of data-based method and MAXQDA software. Based on the findings of the research, causal conditions consisted of 2 main categories and 11 sub-categories. The main categories include organizational factors and individual factors. Strategies were identified and confirmed with three categories (organizational measures, human resource measures, and individual measures); background conditions (management weaknesses, occupational factors, factors related to laws, and political factors), intervening factors (environmental-administrative factors and family factors) consequences (occupational consequences, individual consequences, and organizational consequences).

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Extended abstract

Introduction

The citizenship behavior of employees includes optional behaviors of employees that are not part of their official duties and are not directly considered organizational rewards by the official system, but they increase the effectiveness of the organization. This definition is based on three main features: first, this behavior must be voluntary; that is, it is neither a predetermined task nor a part of one's official duties. Second, this behavior has an organizational aspect. And the third characteristic is that employee citizenship behavior has a multifaceted nature (Godarzi et al, 2017). This is contrary to the behavior of organizational citizenship, which leads to the effective improvement of tasks and roles in organizations (Mahdiuon et al, 2012). Occurrence of anti-citizen behaviors has a negative impact on both organizational performance and employee relationships and morale (Golipour et al, 2009). Organizational anti-citizen behaviors include slight behavioral deviations, contrary to organizational norms based on mutual respect, and aim to hit the other party with an unknown and vague intention. These behaviors are characterized by rudeness, inattention and disrespect to others, and in most of these behaviors there is some kind of attempt to harm (Raisi & Nasti Zadeh, 2019). Therefore, it is necessary to find the roots of anti-citizenship behaviors in order to increase the efficiency and effectiveness of the organization by controlling the factors that create them and strengthening the factors that cause citizenship behaviors. One of the influencing factors on anti-citizen behavior in the organization that is considered in the present study is the explanation of the dignity of employees. Considering that nowadays the role and place of human in organizations is undeniable; and according to the thinkers of this field who believed that "employees themselves and their skills, abilities and experience along with their ability to use these for the benefit of the organization, first of all, a great contribution in success of the organization, and secondly, it is an important source for competitive advantage" (Amstrang, 2012); it is tried in this research to present the model of reducing organizational anti-citizenship behavior in the government organizations of Ardabil province with the approach of explaining the dignity of employees. Therefore, the main question is: what is the model of reducing organizational anti-citizenship behavior with the approach of explaining the dignity of employees in government organizations of Ardabil province?

Theoretical framework

Organizational anti-citizenship behavior

Organizational anti-citizenship behaviors include misbehavior that, contrary to organizational norms of mutual respect, aims to hit the other party with unknown and ambiguous intentions (Kazemzadeh et al, 2021). Anti-citizen behaviors are behaviors that some have considered as a type of employee misbehavior that reduces his work efficiency. Anti-citizenship behavior is more worthy of attention from the point of view that the people of the organization, who are the most important assets of an organization, can also be the most important erosive factors of the organization's assets, so that if anti-citizenship behaviors widespread in the organization instead of adopting organizational citizenship behaviors, the organization will suffer erosion and failure instead of strengthening and growing. In other words, anti-citizen behavior is a type of misbehavior on the part of an individual that can hinder the organization's functioning (Farhadi & Faridpour, 2023).

Mousavifard (2024) investigated the effect of intellectual capital and strategic leadership on organizational citizenship behavior with the moderating role of professional ethics of employees in the General Department of Education of Kermanshah province. The findings showed that intellectual capital has a significant and positive effect on organizational



citizenship behavior by 66%. Strategic leadership predicted changes in organizational citizenship behavior by 46%; Also, the moderating role of professional ethics of employees between intellectual capital and strategic leadership with organizational citizenship behavior was confirmed, and the moderating rate of this variable was equal to 5% and 3.2%, respectively. The results showed that intellectual capital has a greater effect on organizational citizenship behavior than strategic leadership. Therefore, it is necessary to pay more attention to intellectual capital in order to improve organizational citizenship behavior in the organization.

Farhadi & Faridpour (2023) stated in a research titled identifying organizational anti-citizen behaviors (a case study of military organizations) that anti-citizen behaviors include a wide range of behaviors including two dimensions of "organizational" and "individual" anti-citizen behaviors. Anti-organizational citizenship behaviors are behaviors that a person commits directly in relation to the organization and can be divided into two parts: "functional deviation" (production) and "financial deviation". Individual anti-citizen behaviors are behaviors carried out in relation to the people of the organization and can be classified into two dimensions: "personal attack" and "political deviation."

Research methodology

According to its purpose, the research method is applicable; and in terms of implementation, it is qualitative, using the data-based method. The statistical population includes university professors, experts and human resource specialists and managers of government organizations in Ardabil province as many as 16 people, of which 10 people declared their readiness to participate in answering the questions, and were interviewed and selected by purposeful sampling. The data collection tool includes semi-structured interviews.

Research findings

Data analysis was carried out using coding and of data-based method and MAXQDA software. Based on the findings of the research, causal conditions consisted of 2 main categories and 11 sub-categories. The main categories include organizational factors and individual factors. Strategies were identified and confirmed with three categories (organizational measures, human resource measures, and individual measures); background conditions (management weaknesses, occupational factors, factors related to laws, and political factors), intervening factors (environmental-administrative factors and family factors) consequences (occupational consequences, individual consequences, and organizational consequences).

Conclusion

The current research was conducted with the aim of the model of the process of reducing organizational anti-citizenship behavior with the approach of explaining the dignity of employees in government organizations. The results of this research are in agreement with the results of Mousavifard (2024), Farhadi & Faridpour (2023), Safarinejad et al, (2022), Ebadifar & Mesbahi (2022), Khobyari & Fathizadeh (2021), Aloustani et al, (2020), Moin & Rafieinejad, (2020), and Huang (2019). Farhadi & Faridpour (2023) showed that anti-citizenship behaviors include a wide range of behaviors that include two dimensions of "organizational" and "individual" anti-citizenship behaviors. Anti-organizational citizenship behaviors are behaviors that a person commits directly in relation to the organization and can be divided into two parts: "functional deviation" (production), and "financial deviation". Individual anti-citizen behaviors are behaviors that are carried out in relation to the people of



the organization and can be classified in two dimensions: "personal attack" and "political deviation".

According to the obtained results, the following suggestions are presented:

In general, to prevent the formation of anti-citizen behaviors, it is necessary for the authorities and the society to pay serious attention to the above and try to provide suitable conditions for the growth and future development of the society.

Verbal and physical abuse, as well as gossiping and bullying are serious problems in the work environment that must be seriously considered. Using strong policies and procedures to manage bad behavior and prevent gossip can improve these issues. Also, organizations can launch training programs for their employees in the field of kind and respectful behavior, and creating a healthy and friendly work environment.