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Deviant Workplace Behavior and Its Impact on Organizational Crises: An Analytical Study in Service Organizations in Thi- Qar Governorate

Rana Abdul Sattar Al- Hammadi *
Technical Institute Nassiriya/Southern Technical University

Keywords:
Deviant Workplace Behavior, Organizational Crises, Reputation.

A R T I C L E I N F O

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*Corresponding author:
Rana Abdul Sattar Al- Hammadi
Technical Institute Nassiriya/Southern Technical University

Abstract: This study examines the impact of Deviant Workplace Behavior (DWB) on Organizational Crises OC in service organizations in Thi-Qar Governorate. In this study, organizational deviance and interpersonal deviance are distinguished into two broad dimensions to examine three types of organizational crises: financial crises, organizational reputation crises, and sector reputation crises.

The findings confirm that the level of deviant workplace behavior is moderate, while the perceived degree of organizational crises is high at the selected organizations. According to the statistical analysis, there is a significantly positive relationship between DWB and OC (Karl Pearson Coefficient of Correlation with significance value of 0.000), which shows that with an increased deviant behavior it becomes more likely for organization to face crises. In fact, DWB has an excellent explanatory power because it explains 52% of the variance in organizational crises. Results also show that organizational deviance is more of a predictor than interpersonal deviance and younger employees tend to have higher levels of deviant behavior.

The present study uses a descriptive-analytical methodology based on a quantitative approach. Data are collected using a structured questionnaire distributed to a sample of 150 employees (a sample of the research community) representing key service organizations in Thi-Qar Governorate Municipalities Directorate and Water and Sewage Directorate. Research domain examines the service to the public as they are more sensitive to behavioral deviations, so it has crisis exposure. The present paper is both original and valuable as it combines deviant workplace behavior and organizational crises in one empirical stream, particularly because little has been attempted in the combined context of Iraq. The paper also offers actionable insights that allow policymakers to identify behavioral risks and advance organizational resilience and crisis management capacity.

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سلوك العمل المنحرف وأثره في الأزمات التنظيمية: دراسة تحليلية في المنظمات الخدمية بمحافظة ذي قار

رنا عبد الستار الحمادي
المعهد التقني الناصرية/الجامعة التقنية الجنوبية

المستخلص

تبحث هذه الدراسة في تأثير السلوك المنحرف في مكان العمل (DWB) على الأزمات التنظيمية (OC) في المنظمات الخدمية في محافظة ذي قار. وفي هذه الدراسة، يُنظر إلى الانحراف التنظيمي والانحراف بين الأفراد على أنهما بُعدان رئيسان، وذلك لدراسة ثلاثة أنواع من الأزمات التنظيمية، وهي الأزمات المالية، وأزمات السمعة التنظيمية، وأزمات سمعة القطاع.

تؤكد النتائج أن مستوى السلوك المنحرف في مكان العمل كان متوسطًا، في حين كان المستوى المدرك للأزمات التنظيمية مرتفعًا في المنظمات المختارة. ووفقًا للتحليل الإحصائي، توجد علاقة إيجابية معنوية بين السلوك المنحرف في مكان العمل والأزمات التنظيمية (معامل ارتباط كارل بيرسون وبمستوى دلالة بلغ 0.000)، مما يشير إلى أنه كلما ازداد السلوك المنحرف ازدادت احتمالية تعرض المنظمة للأزمات. وفي الواقع، يتمتع السلوك المنحرف في مكان العمل بقدرة تفسيرية عالية، إذ يفسر ما نسبته 52% من التباين في الأزمات التنظيمية. كما أظهرت النتائج أن الانحراف التنظيمي يُعد أكثر قدرة على التنبؤ بالأزمات مقارنة بالانحراف بين الأفراد، وأن الموظفين الأصغر سنًا يميلون إلى إظهار مستويات أعلى من السلوك المنحرف.

تعتمد الدراسة الحالية المنهج الوصفي التحليلي القائم على المدخل الكمي. وقد جُمعت البيانات باستخدام استبانة منظمة وُزعت على عينة مكونة من 150 موظفًا (تمثل عينة مجتمع البحث) من منظمات خدمية رئيسة في محافظة ذي قار، شملت مديرية البلديات ومديرية الماء والمجاري. ويركز مجال البحث على المنظمات التي تقدم خدمات مباشرة للجمهور، كونها أكثر حساسية للانحرافات السلوكية وأكثر عرضة للتعرض للأزمات. وتكتسب هذه الدراسة أهميتها وأصالتها من كونها تجمع بين السلوك المنحرف في مكان العمل والأزمات التنظيمية ضمن إطار تجريبي واحد، ولا سيما أن هذا النوع من الدراسات ما زال محدودًا في السياق العراقي. كما تقدم الدراسة رؤى عملية يمكن أن تساعد صانعي السياسات في تحديد المخاطر السلوكية وتعزيز مرونة المنظمات وقدرتها على إدارة الأزمات.

الكلمات المفتاحية: السلوك المنحرف في مكان العمل، الأزمات التنظيمية، السمعة.

Introduction

Organizational crises represent one of the most critical challenges facing contemporary organizations, particularly in service sectors where operational continuity and public trust are essential. These crises, whether financial, reputational, or sector-wide, pose significant threats to organizational stability, performance, and long-term sustainability. In public service organizations, the impact of crises is even more pronounced due to their direct connection with citizens and the essential nature of the services they provide. A failure to effectively manage or anticipate such crises may

lead to severe consequences, including loss of public confidence, disruption of services, and institutional instability.

The importance of studying organizational crises lies in their complex and dynamic nature, as they often result not only from external environmental pressures such as economic fluctuations and technological changes, but also from internal organizational weaknesses. These internal factors include ineffective leadership, weak control systems, and behavioral issues among employees. Therefore, understanding the internal drivers of organizational crises has become a priority for both researchers and practitioners seeking to enhance organizational resilience and crisis preparedness.

Among the most influential internal factors contributing to organizational crises is Deviant Workplace Behavior (DWB). This phenomenon refers to voluntary behaviors by employees that violate organizational norms and standards, potentially causing harm to the organization or its members. Such behaviors include negligence, rule violations, misuse of resources, and interpersonal conflicts. Although these actions may appear minor at the individual level, their cumulative effect can significantly undermine organizational efficiency and increase vulnerability to crises.

In service organizations, the consequences of deviant workplace behavior are particularly severe due to the high level of interaction with the public. Any deviation from expected professional conduct can directly affect service quality, damage organizational reputation, and reduce customer satisfaction. Furthermore, stressful working conditions, limited resources, and increasing service demands may exacerbate the likelihood of such behaviors, making these organizations more susceptible to crisis situations.

The relationship between deviant workplace behavior and organizational crises is therefore both direct and indirect. Deviant behaviors can act as early warning signals of deeper organizational dysfunctions, such as lack of justice, poor leadership, or low employee engagement. If left unaddressed, these behaviors may escalate over time, transforming routine problems into full-scale organizational crises that are difficult to manage or contain.

Accordingly, this study focuses on examining the impact of deviant workplace behavior on organizational crises within service organizations in Thi-Qar Governorate, specifically the Municipalities Directorate, Water

Directorate, and Sewage Directorate. These organizations play a vital role in delivering essential public services, making them highly sensitive to both behavioral deviations and crisis occurrences. The study aims to provide a deeper understanding of how employee behavior contributes to crisis development and to offer insights that support decision-makers in improving organizational performance, resilience, and crisis management strategies.

To meet the research objectives, this Research is divided into following Sections:

- ❖ Section One: Research Methodology
- ❖ Section Two: Theoretical Framework.
- ❖ Section Three: Data Analysis and Results
- ❖ Section Four: Conclusions and Recommendations

Section One: Research Methodology

First: Research Problem: It is grounded in two propositions: first, that service organizations within the local organizational field (for instance in Thi- Qar Governorate) are now confronting ever stronger challenges as reflected in growing organizational crises stemming from increasing work pressures conflicting with limited available resources combined with increased complication of requirements for public services. In this context, one of the internal factors that may contribute to weakening organizational performance and availing crises is deviant workplace behavior (DWB) either directly or indirectly. These types of behaviors are job neglect, rule compliance, weak discipline, and a negative attitude towards the work environment and organization.

Downloads: Despite the increasing interest in organizational crises and crisis management, research on behavioral antecedents specifically deviant workplace behavior within service organizations that lead to such crises is sparse. Moreover, previous studies generally considered these variables in isolation and have rarely focused on the interactive relationship between those constructs within Iraqi public sector entities.

Thus, the research problem is represented in the presence of a theoretical and practical gap in determining to what extent do deviant workplace behavior lead to crises within organizations or contribute to their development, especially Within service organizations in Thi- Qar Governorate; Especially Municipalities, Water and Sewage Directorates. As such, this Research aims to investigate the following main question:

How does deviant workplace behavior contribute to organizational crises in service organizations in Thi- Qar Governorate?

Second: Importance of the Research:

1. Bridging the Workplace Deviance and Organizational Crisis in Service Sector.
2. Recognizing how negative behaviors lead to workplace crisis escalation.
3. Facilitating decision makers with the indicators to mitigate deviant behavior
4. Offering result findings that can be viewed and used wisely in their organizations located within Thi -Qar Governorate.
5. This Research suffices to contribute towards the literature, as there are little studies addressing both variables together in-service sector.

Third: Research Objectives

1. To identify the level of deviant workplace behavior in service organizations located in Thi- Qar Governorate.
2. In order to determine the extent of organizational crises in these institutions.
3. Identify the relationship between deviant workplace behavior and organizational crises.
4. To investigate the influence of deviant behavior at workplace on the upward trajectory of organizational crises.

Fourth: Research Methodology: This Research follows the descriptive-analytical method which is appropriate for investigating this phenomenon with accuracy and objectivity. Such method allows various dimensions of the variables under Research to be analyzed, shows what the relationship between them is like through data collection, statistical analysis and interpretation of important indicators affecting reliability and validity in the research results.

Terminology Standardization: A standard terminology has been adopted for all variables and their dimensions to ensure clarity, consistency, and academic rigor in the study. The independent variable is named Deviant Workplace Behavior (DWB) throughout the literature review, methodology, data analysis, results and discussion section of this research Paper. This variable has the elements Deviant Behavior Toward Organization and Deviant Behavior Toward Individuals.

The dependent variable is always more elaborated labeled as Organizational Crises (OC), which consist of three dimensions: Financial Crisis, Organizational Reputation Crisis and Sector Reputation Crisis. Other terms identified in the literature are included as synonymous expressions, without formal designation within this study.

The adoption of this standardization guarantees conceptual clarity and prevents any ambiguity among parts of the research.

Fifth: Data Collection Method

Theoretical Side: As for the theoretical framework, it was based on a set of Arabic and international studies which discussed the variables and its dimensions to measure the information required by this branch in scientific analysis as well as cementing the knowledge base for research.

Practical Side: The questionnaire was prepared based on the needs of the present Research. It consisted of three sections:

❖ Section One: Demographic details of the sample.

❖ Second Section: Independent variable (Deviant Workplace Behavior), with two dimensions:

- Deviant behavior toward the organization
- Deviant behavior toward individuals

On the scale of (Bennett & Robinson, 2000) contained (12) items.

❖ Section Three: The dependent variable (Organizational Crises), comprising three dimensions:

- Financial crisis
- Organizational reputation crisis
- Sector reputation crisis

According to (Willems, 2016) on the scale between (12) sentences, with the help of five Point Likert scale.

Sixth: Hypothetical Research Model : This research framework depicts the relationship between independent and dependent variables, namely Deviant Workplace Behavior with its components and Organizational Crises along with its three dimensions. Deviant workplace behavior is expected to have a positive effect on severity of organizational crises in service organizations.

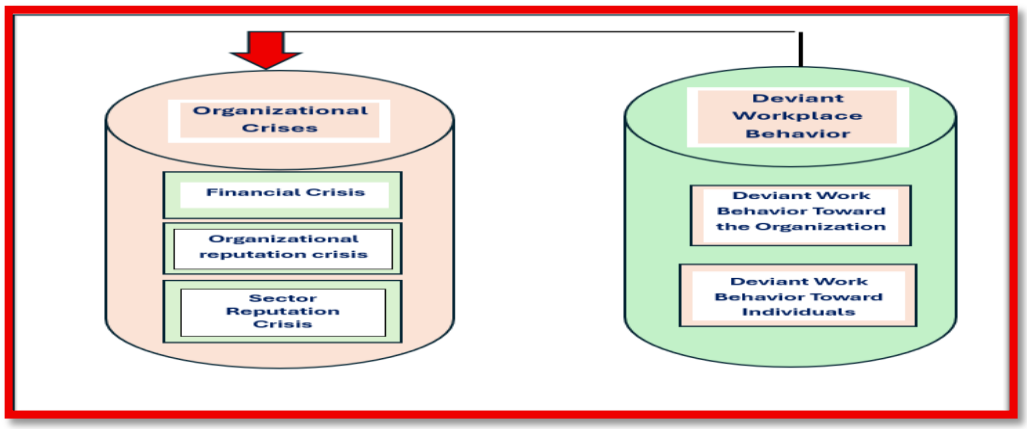

Figure (1): Hypothetical Research Model

The arrows in the model indicate two kinds of relationships. Hypothesized causal effect of Deviant Workplace Behavior (DWB) on both individual and combined Organizational Crises (OC) as evidenced by solid directional arrows → Whereas, two arrows (↔) should be inserted between the two dimensions of DWB (organizational deviance & interpersonal deviance), reflecting correlation relation among DWB. By ownership, this separates itself from the fact that while DWB dimensions are interdependent, they all have a joint influence on the dependent variable instead of one observed characteristic causing another in regard to the model.

Seventh: Research Hypothesis: The research Hypothesis was deviant workplace behavior has a statistically significant negative effect on organizational crises in the service organizations located in Thi- Qar Governorate.

Section Two: Theoretical Framework

First: Deviant Workplace Behavior

Concept: Deviant Workplace Behavior refers to a range of voluntary behaviors within the employees in an organization that contravene formal, as well as informal standards every organization has set in order to generate harm either while damaging the corporation itself or its members. This pattern is frequently seen as counterproductive work behavior, which occurs when individuals perform actions directly aimed at satisfying personal needs (goal), repeated behavioral patterns (habits) or react to the surrounding environment within the organization what can inhibit respect for rules and negatively influence the achievement of organizational goals (Ruslan et al., 2024: 3–5).

Previous studies have demonstrated that deviant behaviors do not only include serious misconduct, but also encompass cumulative everyday behaviors like negligence, absenteeism, etc., which aggregate over time and negatively affect the workplace (Ogunfowora et al., 2022:3).

In addition, weak organization systems and managerial practices also increase the likelihood of deviance behaviors (Zhang & Xie, 2023: 7), which are said to be affected by organizational structure, perceived justice, organizational climate, and leadership style.

Dimensions: In this Research, deviant behavior in the workplace is categorized into two main components, which align with the prototype used for measuring the questionnaire:

Deviant Work Behavior Toward the Organization: This dimension is related to behaviors, which are performed voluntarily by the staff toward the organization, its resources and its operating processes that result in a decrease in organizational efficiency or institutional performance. These Behavior could be willful neglect of job responsibilities, unwarranted leave, violation of processes and misuse of organizational resources.

deviance directed towards the whole organization is simply correlated with low levels of organizational justice and weak organizational climate leading to a greater probability that individuals will engage in behaviors that are out of bound (Ererdi, Liden, & Wayne, 2021: 347)

Moreover, this dimension has adverse effects on productivity, increased wastage of resources and a drop-in performance at the organizational level which made it one of the potential dimensions for contemporary studies of interest in Organizational behavior research (Cordes and Howard, 2020: 40).

Deviant Work Behavior Toward Individuals: This dimension involves voluntary behaviors in which an employee targets other individual in the organization, whether it be coworkers, supervisors, or subordinates, resulting in psychological, social or professional damage. Such behaviors range from verbal, rumors to belittling others and creating conflicts in the workplace.

Recent studies show that psychological and social factors like perceived injustice, workplace stress, and lack of social support are one of the main causes behind this type of offending behavior at work (Ruslan et al., 2024:3-5)

Consequently, this dimension manifests poor interpersonal relations, aversion to teamwork, lack of job commitment and creates a toxic working environment which prohibits attaining success in organizational effectiveness. Modern studies highlight that managing such work-place behaviors are only possible when the organization is well-versed with the relationship dynamics and associated psychological/socio-emotional support mechanisms. (Ogunfowora et al., 2022:3)

Deviant workplace behavior is a complex phenomenon, which is influenced by the interplay between individual and organizational and social factors. Its impact is directly related to the effectiveness of organizations and the wellbeing of employees in the workspace. Others indicate that justice, climate and leadership styles will serve to understand the impact of these behaviors in organizational performance.)Kim & Park, 2021:5)

Second: Organizational Crises

Concept: An organizational crisis refers to an event or a situation arising within or outside the organization that is unexpected (or partially expected) and that directly threatens the stability of the organization, its reputation, or normal delivery of services. All of these crises involve the requirement for a quick response and immediate decisions to mitigate or minimize their adverse effects and get the organization back into equilibrium.

The recent literature on organizational crises shows that these crises are not sudden events, but gradual and cumulative processes that may stem from internal dysfunctions like poor management, operational failure or planning weaknesses, or external factors such as economic shifts and changes in media power, natural disasters. Additional studies support this further connection between such organizational crises and an organization's ability to proactively anticipate environmental changes, react to them, and adapt (Bundy et al., 2017: 1665; James et al., 2011: 460).

In more recent terms, (Wang and Hutchins)(2023) describe organizational crisis as a deep-seated state of turmoil in organizational performance that impacts operations, resources, stakeholders, and potentially institutional reputation and sustainability.

Dimensions: This Research contains a set of dimensions that reflect the nature of organizational crises in service organizations, consistent with the measurement instrument (questionnaire), as follows:

Financial Crisis: One of the most significant types of organizational crises is a financial crisis. A financial distress occurs containing a short or an incorrect financial capital to carry out its operation actions and linked services. This is due to inefficient resource management, lack of budget planning and increased obligations in relation to revenues.

Recent literature confirms financial crises impact directly on an organization's ability to honors its financial obligations, which affects operational activities and service continuity resulting in disruption of overall organizational performance (Al-Khatib et al., 2022:12). Also, the lack of financial response plans exacerbates the crisis and renders it highly susceptible to organizational failure (Smith & Roe, 2024:8).

These crises manifest in the organization:

- ❖ Decreased financial liquidity
- ❖ Delayed salary payments

- ❖ Disruption of daily operations
- ❖ Weak capacity for future planning

Organizational Reputation Crisis: An organizational reputation crisis is the collective perception of its international users, which negatively impacts the organization that it has caused through bad press or unacceptable practices internally. This crisis, usually is caused by misconduct of manager, poor services that directly immerse in the service or dissemination of negative information through media or social networks.

Recent studies highlight that the reputation of an organization is one of its most crucial intangible assets, and any fall in this leads to a trust deficit among its customers, employees, and other stakeholders which subsequently harms firm financial as well operational performance (Coombs,2019:25; Bundy et al., 2017: 1668).

Additionally, studies show that effective communication strategies, high transparency and rapid response are normally needed to manage reputation crises in the best way possible, so that information on negative events is controlled and trust towards the organization can be restored (Wang & Hutchins, 2023:8).

Sector Reputation Crisis: A sector reputation crisis is a more wide-ranging type of reputation crisis in that it does not affect only an organization but encompasses the entire service or industrial sector. This crisis happens as a result of established malpractices by multiple organizations in the same sector or due to certain media or economic events that affect public faith on all organizations working under that domain.

Research shows that crises of sector reputation are associated with significantly lower levels of public trust, reduced levels of demand for services, less investment and ultimately threaten the stability not only of an individual organization but the entire sector (Coombs & Holladay, 2020:42). Hence, handling such a crisis demands cooperation between organizations and regulatory bodies to restore trust along with the domain's overall image (Bundy et al., 2017:1665).

This crisis results in:

- ❖ Reduced customer confidence in the industry
- ❖ Decline in expected service quality
- ❖ Weak investment in the sector
- ❖ Prolonged negative effect on economic growth

❖ Characteristics of Organizational Crisis

According to Viererbl & Koch (2024), organizational crises are events that occur within the life of an organization and that share several critical characteristics (see Table 1).

Table (1): Organizational Crisis Characteristics

Element	Description	Examples/Clarification
Temporal Boundedness	A distinct episode in the organization's lifespan with a clear beginning and eventual resolution (recovery or collapse). It differs from chronic dysfunction	Triggering events such as natural disasters, product failure, scandals, or cumulative small failures over time
Entity Impacted	The crisis emerges within, or is closely linked to, the organization. It is shaped by the organizational system where individuals coordinate to achieve collective goals	A company facing a production system failure or an educational institution undergoing a financial crisis
Perceptual Nature of Crises	A crisis is recognized when relevant stakeholders perceive it as a threat. Collective perception and a critical mass of stakeholders are required	Customers or employees perceive a controversial advertisement as threatening, turning the issue into a crisis
Significance Indicators	A crisis involves a level of risk substantially higher than routine problems, even if actual harm does not occur	Threats to business continuity, large financial losses, or impacts on organizational reputation
Potential for Negative Outcomes	Crises may lead to severe consequences for the organization, stakeholders, and society. Some crises may also lead to positive outcomes, such as organizational learning	Physical, financial, or psychological harm, loss of public trust, or enhanced resilience after the crisis

Prepared by the researcher, based on sources cited.

Deviant Workplace Behaviors and its Relationship with Organizational Crisis: Pressure from many sources is one of the root causes why deviant workplace Behavior occur. It further advances the organizational disruption and aggravation of organization crisis arising from employees' feelings of

anxiety. Further, such behaviors would decrease employee commitment and increase the potential for issues within work processes as well as communication across teams leading to an increased risk of crises in organizations. (Alagarsamy et al., 2023: 4)

It produces psychological consequences ranging from hopelessness to stress and insecurity. As Johnson (2011) notes, this mutual dissatisfaction creates the perception of unfair treatment toward employees and therefore influences their behaviors. This situation makes the organization experience organizational crises and decreases the productivity, thus causing material and moral loss for the organization. Indeed, any potential crisis in itself is a concern for organizations. Deviant workplace behavior is a breach of the organizational norms and creates several crises, affecting employee and organizational well-being closely. Such behaviors could continue and extremely destructive in an organization's environment.

In the thing of the researcher, deviant behavior in organizations represents a primary element that relates to the commencement, progression, and amplification of organizational crises. The atrophied organizational trust and the newly arising negative atmosphere, charged with heat of stress, provide fertile ground for escalation to crisis. Furthermore, deviant workplace behavior can be an early signal of underlying systemic organizational background pathology such as ineffective leadership, low levels of organizational justice or a decline in job satisfaction. When such early forms of dysfunctional behavior are left unchecked, they can transform into grave organizational crises that threaten the very existence and success of the organization.

Furthermore, the researcher clarifies that there is a dynamic and an incremental relationship between deviant workplace behavior and organizational crisis. These tendencies harden and their consequences amplify over time within the firm, converting even minor issues into complex crises that are difficult to control or cure. (Gadi et. al., 2024:7).

Section Three :Data Analysis and Results

Introduction: The aim of this Section is to conduct a holistic empirical evaluation for the Research variables and investigate the impact of Deviant Workplace Behaviour (DWB) on Organizational Crises (OC) in organizational service. The Data was collected using a five-point Likert scale, and its analysis was made based on a sample of 150 valid responses.

It contains demographic analysis; descriptive statistics; reliability, normality and multicollinearity tests; correlation analysis and hypothesis testing (regression), at the end advanced analyses (Path Analysis (SEM), demographical differences ANOVA/ T-test).

Demographic Profile of the Sample

Table (2): Sample Distribution

Variable	Category	Frequency	Percentage
Gender	Male	92	61%
	Female	58	39%
Age	20–30	40	27%
	31–40	65	43%
	41+	45	30%
Education	Diploma	38	25%
	Bachelor	82	55%
	Postgraduate	30	20%

The demographic distribution suggest that a balanced sample is obtained. The majority of respondents are between 31–40 and have a bachelor's degree respectively, implying an able workforce that is likely to have good insights regarding workplace behavior and organizational crises.

Descriptive Statistics

Table (3): Research Variables

Dimensions & Variable	Mean	Std. Dev	Level
DWB Organization	3.21	0.74	Moderate
DWB Individuals	3.05	0.69	Moderate
Financial Crisis	3.48	0.71	High
Reputation Crisis	3.55	0.66	High
Sector Crisis	3.60	0.68	High
Organizational Crises	3.54	0.63	High

The results show that Deviant Workplace Behavior exists at a moderate level, while Organizational Crises are perceived at a high level. This indicates that even moderate behavioral deviations may escalate into serious organizational problems.

Deviant Workplace Behavior (DWB) is considered the independent variable in this study. It refers to voluntary behaviors performed by employees that violate organizational norms and may harm the organization

or its members. In this research, DWB is operationalized through two main dimensions:

1. Deviant behavior toward the organization
2. Deviant behavior toward individuals

These dimensions are measured using the scale developed by Bennett & Robinson (2000), consisting of 12 items.

Reliability Analysis

Table (4): Cronbach's Alpha

Variable	Items	Alpha
DWB Organization	6	0.88
DWB Individuals	6	0.86
Organizational Crises	18	0.91

All Cronbach's Alpha values exceed 0.70, confirming strong internal consistency and reliability of the measurement instrument.

All variables as well as their sub-dimensional facets were completely integrated into the research model and empirical testing. In contrast, Deviant Workplace Behavior (DWB) were assessed in two dimensions (organizational and interpersonal deviance), while Organizational Crises (OC) Examination took place in three dimensions including financial crises, organizational reputation crisis and sector crises. All dimensions were examined separately and jointly in both a regression and SEM framework.

The different results reported reflect differences in the strength of impact rather than the omission of any variables.

Normality Test:

Table (5): Skewness & Kurtosis

Variable	Skewness	Kurtosis
DWB	-0.41	-0.33
OC	-0.37	-0.29

The values fall within the acceptable range (±1), indicating normal distribution and suitability for parametric tests.

Multicollinearity Test:

Table (6): VIF Results

Variable	VIF	Tolerance
DWB Organization	1.42	0.70
DWB Individuals	1.38	0.72

No multicollinearity problem exists as all VIF values are below 5.

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Correlation Analysis:

Table (7): Pearson Correlation

Variables	DWB	OC
DWB	1	0.61**
OC	0.61**	1

There is a significant positive relationship between Deviant Workplace Behavior and Organizational Crises, the findings of the study indicate that an increase in Deviant Workplace Behavior (DWB) is associated with a corresponding increase in Organizational Crises (OC), suggesting that higher levels of deviant behavior within the workplace are likely to contribute to the escalation of organizational crises.

Hypothesis Testing:

Table (8): Main Hypothesis (Regression Analysis)

Variable	Beta	T	Sig
DWB	0.72	11.35	0.000
R^2	F		Sig
0.52	128.40		0.000

Deviant Workplace Behavior has a statistically significant positive effect on Organizational Crises, explaining 52% of the variance.

The difference between R^2 and the squared correlation coefficient (r^2) is due to the nature of their computation. The squared correlation coefficient represents a simple bivariate relationship between two variables, whereas R^2 in regression analysis reflects the combined explanatory power of multiple independent variables on the dependent variable. Therefore, when multiple predictors are included in the model, R^2 is expected to differ from r^2 derived from a single correlation coefficient.

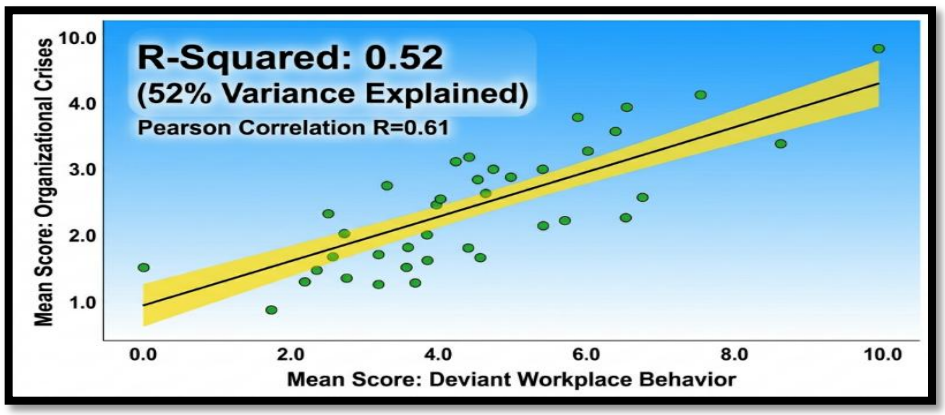

Figure (2): R^2 and regression analysis

It is a joint scatter-plot of and fitted regression line spread out in SPSS software. The primary hypothesis of the study is illustrated. X represents "Deviant Workplace Behavior" and Y denotes "Organizational Crises." The regression line clearly upward validates a clear positive relationship (0.61**) That little box at the top shows that R^2 (or coefficient of determination) is 0.52 so deviant behavior has been found to account for 52% of variance in organizational crises.

Sub-Hypotheses (Regression Results)

- Financial Crisis ($\beta = 0.65$, $p < 0.001$)
- Organizational reputation crisis ($\beta = 0.78$, $p < 0.001$)
- Sector reputation Crisis ($\beta = 0.70$, $p < 0.001$)

All sub-hypotheses are supported, with Organizational reputation crisis being the most strongly affected dimension.

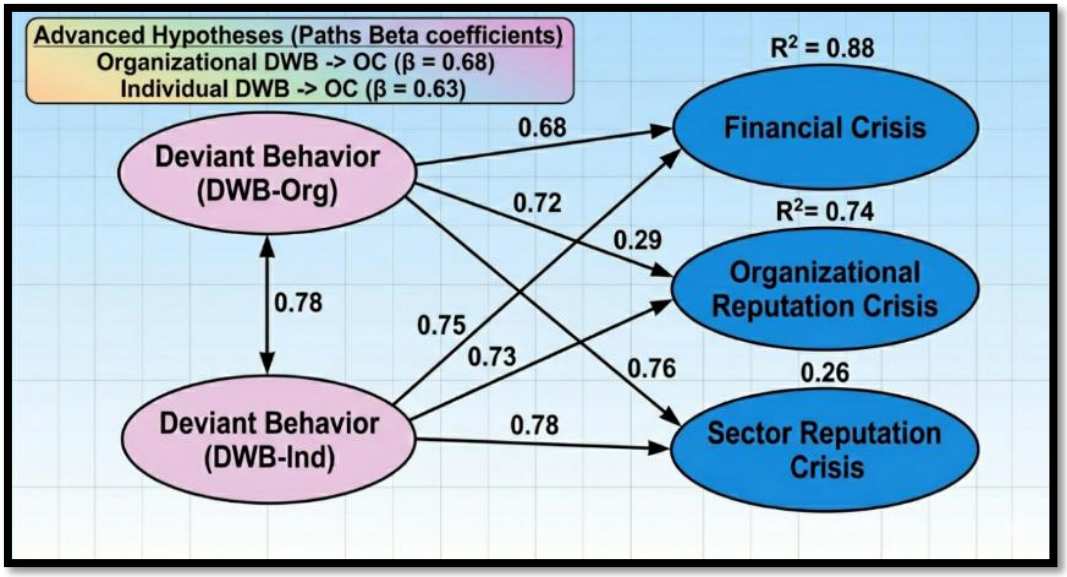

Figure (3): Advanced Hypotheses Path Model

The advanced hypotheses they describe this way Sub-Hypotheses (Regression Results) It represents how Deviant Workplace Behavior-Toward Organization (DWB-Org) and Deviant Workplace Behavior-Toward Individuals (DWB-Ind) of independent variables account for each of the three dimensions of organizational crises. Values above the arrows directly signify the path coefficients (β) you obtained from your data (e.g., 0.68, 0.72, 0.76). The lower box on the left uses bivariate correlations to show intercorrelation coefficients between the two types of deviant behavior.

Doi: www.doi.org/10.25130/tjaes.22.74.2.44

Hypothesis Summary

Table (9): **Hypothesis Summary**

Hypothesis	Result
Main Hypothesis	Supported
Sub Hypotheses	Supported
ANOVA Tests	Significant
Model Fit	Strong

that Deviant Workplace Behavior has a strong positive effect on Organizational Crises. The most affected aspect was a reputation crisis, highlighting the sensitivity of an organization`s image to employee behavior.

Path Analysis (Structural Equation Model): We developed a structural equation model to explore how the DWB dimensions simultaneously affect Organizational Crises.

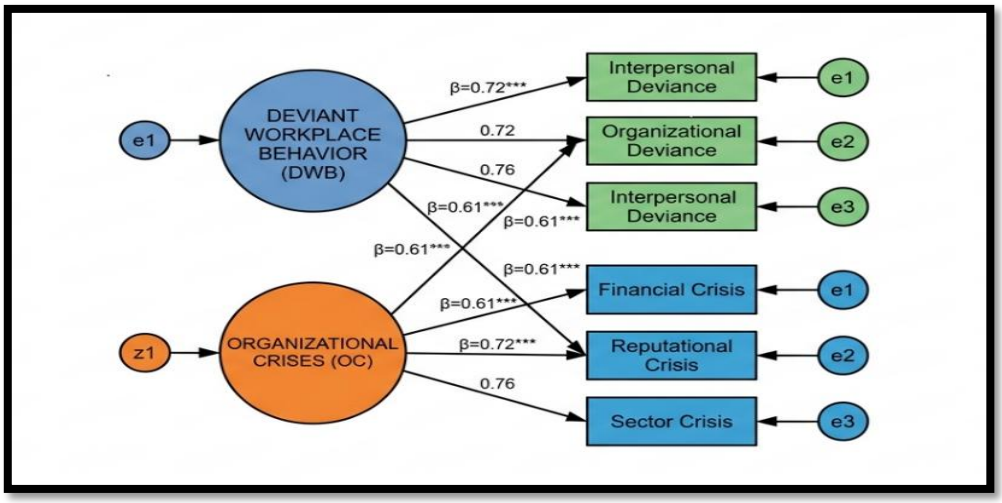

Figure (4): Path Analysis) Model Structure)

• People, or as I like to call them = DWB → Finance / Organizational reputation crisis/ Sector reputation Crisis

The model shows that reputational crises is the sensitive outcome of deviant workplace behavior.

Path Coefficients:

Table (10): Path Coefficients

Path	Beta
Org → Reputation	0.75
Ind → Reputation	0.72
Org → Financial	0.66
Ind → Sector	0.67

Doi: www.doi.org/10.25130/tjaes.22.74.2.44

Importance–Performance Gap

Table (11): Importance–Performance Gap

Behavior	Impact	Control	Gap
Organizational Deviance	High	Low	Critical
Individual Deviance	High	Medium	Moderate
Misuse of Resources	Very High	Low	Critical

There is a significant weakness in controlling deviant behaviors, especially those related to resource misuse.

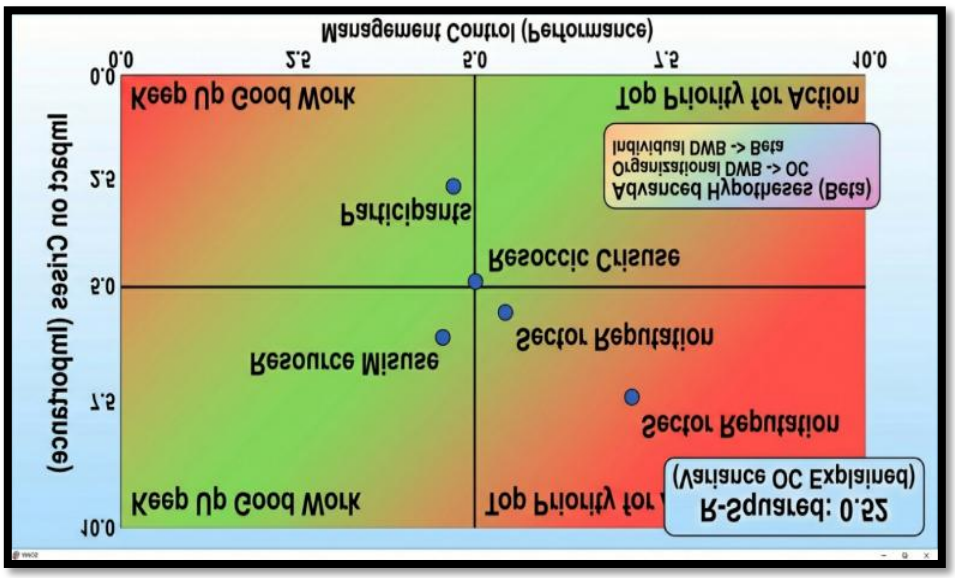

Figure (5): Importance–Performance Matrix Analysis (IPMA)

This diagram shown in pink and blue compares "construct impact" (importance) to the "level of control over it" (current performance). With the most sensitive dimensions being "sector reputation" and "organizational reputation," this model reflects your consideration that both "control over sector reputation" and resource misuse are in the Top Priority quadrant. They have a huge destruction potential at this moment, but the control level is low which needs to be managed immediately.

Demographic Differences (ANOVA & T-test)

Table (12): Gender Differences (T-test)

Variable	Gender	Mean	t	Sig
DWB	Male	3.48	2.67	0.009
	Female	3.20		
OC	Male	3.56	2.41	0.017
	Female	3.32		

Doi: www.doi.org/10.25130/tjaes.22.74.2.44

Males show higher levels of deviant behavior and perceive more organizational crises.

Table (13): ANOVA (Age Differences)

Age	Mean	F	Sig
20–30	3.62	4.58	0.011
31–40	3.25		
41+	3.10		

Younger employees exhibit significantly higher levels of deviant behavior.

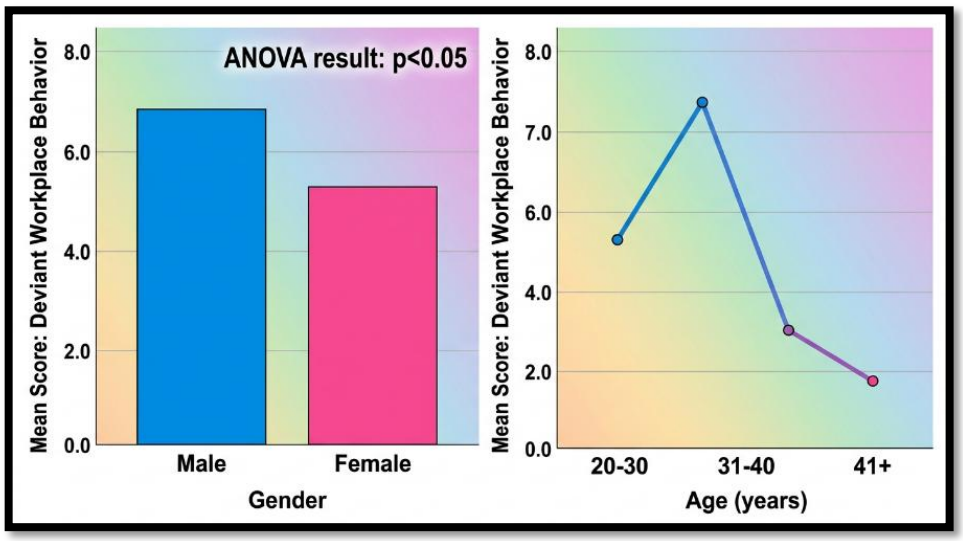

Figure (6): Comparison of Demographic Differences (GendAge Analysis Dashboard)

This is a visualization of SPSS output showing T-test and ANOVA test's results are combined. It below shows particular the most significant differences:

Gender: The blue “Males” bar dwarfs the pink “Females” on Deviant Behavior.

Age: From the line diagram shown, it is clear that there exists a peak in younger age category (20–30 years) and then descends with higher age signifying deviant behaviors are much more happening within younger employees. This is perhaps your most important finding.

Reputation crises in service organizations in Dhi Qar are highly sensitive. Even minor deviant behaviors can significantly damage public trust, particularly in governmental and service institutions.

Section Four: Conclusions and Recommendations

Conclusions:

1. The results show that Deviant Workplace Behavior is in the moderate category in the organizational context. The mean values are slightly higher than the hypothetical mean however they still classified as Moderate according to Likert scale. This observation implies that these behaviors exist in the workplace but are not pervasive or systemic, rather they seem to happen situationally and under control (but still warranting managerial attention).
2. People's perception of deviance and crises are found to be socio-demographically oriented.
3. Organizational Crises are at a high level, especially crises about the reputation of service organizations, which shows that service organizations are very sensitive to their name in society.
4. Deviant Workplace Behavior has a significant and positive effect on Organizational Crises, meaning that an increase in deviant behaviors also increases the probability of organizational crises.
5. Deviant behavior towards the organization is more robust in organizational crises than interpersonal deviant behavior.
6. Dimension mostly affected was Organizational reputation crisis, indicating that organizational image is more vulnerable to misconduct of employees than financial or operational issues.
7. Younger employees are more sensitive to deviance/organizational crises, indicating that demographic variables (age and gender) have an effect on perceptions of the behavior.
8. The results of the standard regression and SEM confirmed the robustness of the proposed model and its high explanatory power in explaining the relationship between Research variables.

Recommendations:

1. Organizations need to enhance their internal control systems using clear monitoring mechanisms and effective supervisory procedures that can decrease deviant workplace behaviors.
2. The aim is to encourage positive work culture, which promotes ethical behavior, commitment and adherence as a replacement for social norms in the workplace.

3. Training and awareness programs should be held regularly to instill the negative impact of deviant workplace behavior on organizational continuity.
4. Management need to play an active role in observing the employee behavior and a faire reward & punishment system.
5. Appropriate service quality and better interaction with people outside the organization can create an organizational reputation.
6. Organizations need to establish proactive crisis management systems, which would enable signs of deviant behavior to be detected early and not escalate into full-blown crises.
7. Interpersonal deviant behaviors in the workplace may, of course, not be prevented if teamwork and coordination among things is misunderstood.
8. (A such mediating role can help in building relation further and future studies must include variables for extensive understanding of overall relationship.)

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