INVESTIGATING THE FACTORS AFFECTING EMPLOYEES' DEVIANT BEHAVIORS WITH A FOCUS ON THE MODERATING ROLE OF TYRANNICAL LEADERSHIP STYLE

INVESTIGANDO OS FATORES QUE AFETAM OS COMPORTAMENTOS DEVIANTES DOS FUNCIONÁRIOS COM FOCO NO PAPEL MODERADOR DO ESTILO DE LIDERANÇA TIRÂNICA

INVESTIGANDO LOS FACTORES QUE AFECTAN LOS COMPORTAMIENTOS DESVIADOS DE LOS EMPLEADOS CON UN ENFOQUE EN EL PAPEL MODERADOR DEL ESTILO DE LIDERAZGO TIRÁNICO

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ABSTRACT

Objectives: The purpose of this study is to investigate the factors associated with employees' deviant behaviors (organizational commitment, organizational justice, and burnout) with a view to the moderating role of the tyrannical leadership style, and to propose a model clarifying the relationships.

Method: The study was a descriptive-correlational research which drew on the survey method and followed developmental-applied purposes. The statistical population included all the 9361 employees of the steel industry production line, Southern Iran; out of this number, 596 employees were selected as the sample through stratified random sampling. The necessary information was collected through library resources and field studies, and the data were gathered through interviews and organizational commitment, organizational justice, burnout, employees' deviant behaviors and tyrannical leadership style questionnaires. In order to analyze the data, descriptive and inferential statistics (structural equation test, one-sample t-test, and confirmatory factor analysis) were used; the data were analyzed in SPSS and Smart PLS software.

Results: The findings confirmed the functioning of the proposed model, revealing the significant relationship of organizational commitment, organizational justice, and burnout to employees' deviant behavior, given the moderating role of industrial managers' tyrannical leadership style. **Conclusion**: Nowadays, deviant behavior is a prevalent problem in most organizations. If organizations devise any plans to anticipate and prevent their employees' deviant behaviors, they must examine the role of organizational and occupational factors and their dimensions as the outcomes of deviant behaviors.

Keywords: Organizational commitment, Organizational justice, Burnout, employees', Deviant behaviors, Tyrannical leadership style

RESUMO

Objetivos: O objetivo deste estudo é investigar os fatores associados aos comportamentos desviantes dos funcionários (comprometimento organizacional, justiça organizacional e burnout) com vista ao papel moderador do estilo de liderança tirânico e propor um modelo que esclareça suas relações.

Método: O estudo foi uma pesquisa descritivo-correlacional que se baseou no método survey e seguiu propósitos de desenvolvimento aplicado. A população estatística incluiu todos os 9.361 funcionários da linha de produção da Indústria Siderúrgica, Sul do Irã; desse número, 596 funcionários foram selecionados como amostra por meio de amostragem aleatória estratificada. As informações necessárias foram coletadas por meio de recursos de biblioteca e estudos de campo, e os dados foram coletados por meio de entrevistas e compromisso organizacional, justiça organizacional, esgotamento, comportamentos desviantes dos funcionários e questionários de estilo de liderança tirânico. Para a análise dos dados, utilizou-se a estatística descritiva e inferencial (teste de equações estruturais, teste t para uma amostra e análise fatorial confirmatória); os dados foram analisados nos softwares SPSS e Smart PLS.

Resultados: Os resultados confirmaram o funcionamento do modelo proposto, revelando a relação significativa de compromisso organizacional, justiça organizacional e burnout com o comportamento desviante dos funcionários, dado o papel moderador do estilo de liderança tirânico dos gerentes industriais. Conclusão: Hoje em dia, o comportamento desviante é um problema prevalente na maioria das organizações. Se as organizações elaborarem planos para antecipar e prevenir comportamentos desviantes de seus funcionários, elas devem examinar o papel dos fatores organizacionais e ocupacionais e suas dimensões como resultados de comportamentos desviantes.

Palavras-chave: Compromisso organizacional, Justiça organizacional, Burnout, funcionários, Comportamentos desviantes, Estilo de liderança tirânica.

RESUMEN

Objetivos: El propósito de este estudio es investigar los factores asociados a los comportamientos desviados de los empleados (compromiso organizacional, justicia organizacional y burnout) con miras al rol moderador del estilo de liderazgo tiránico y proponer un modelo que aclare las relaciones.

Método: El estudio fue una investigación descriptiva-correlacional que se basó en el método de encuesta y siguió propósitos aplicados al desarrollo. La población estadística incluyó a todos los 9361 empleados de la línea de producción de la industria del acero, en el sur de Irán; de este número, 596 empleados fueron seleccionados como muestra mediante muestreo aleatorio estratificado. La información necesaria se recopiló a través de recursos de la biblioteca y estudios de campo, y los datos se recopilaron a través de entrevistas y compromiso organizacional, justicia organizacional, agotamiento, comportamientos desviados de los empleados y cuestionarios de estilo de liderazgo tiránico. Para el análisis de los datos se utilizó estadística descriptiva e inferencial (prueba de ecuación estructural, prueba t para una muestra y análisis factorial confirmatorio); los datos se analizaron en el software SPSS y Smart PLS.

Resultados: Los hallazgos confirmaron el funcionamiento del modelo propuesto, revelando la relación significativa entre el compromiso organizacional, la justicia organizacional y el agotamiento con el comportamiento desviado de los empleados, dado el papel moderador del estilo tiránico de liderazgo de los gerentes industriales. Conclusión: Hoy en día, el comportamiento desviado es un problema frecuente en la mayoría de las organizaciones. Si las organizaciones diseñan planes para anticipar y prevenir los comportamientos desviados de sus empleados, deben examinar el papel de los factores organizacionales y ocupacionales y sus dimensiones como resultado de los comportamientos desviados.

Palabras clave: Compromiso organizacional, Justicia organizacional, Burnout, empleados, Comportamientos desviados, Estilo de liderazgo tiránico.

1. INTRODUCTION AND THEORETICAL FOUNDATION

Deviant behavior (henceforth DB) in occupational settings involves a set of behaviors that violate organizational or individual norms, rules, and guidelines and often lead to harm, discomfort or even punishment (Rahimnia and Nikkhah Farokhani, 2012). The notion of DB

was a topical concern over the last two decades; DBs, which could seriously affect performance and organizational norms, are among the most important sub-topics addressed in many studies. Understanding these behaviors and their relationship to job attitudes can bring about significant findings. DB at the workplace is defined as an arbitrary behavior that violates organizational norms and rules (Nadi and Ghahremani, 2013). According to Blow's social exchange theory, perceptions create attitudes and attitudes underlie behavior. In some cases, an individual's characteristics, perceptions, expectations and emotions can engender negative attitudes toward work and organization, and such attitudes are realized as external and visible behaviors (Yeldiz and Alpkan, 2015). This theory focuses on the interaction between two individuals who seek to maximize their respective profits.

In the organization, there is always a struggle between the manager and the employee, because they try to maximize their profits, (the manager tries to ensure the interests of the organization, whereas the employee is regarded as a means to achieving specified goals). As a result, in some cases, the daily interactions between managers and employees result in actions that an employee may consider *unjust* on the part of the manager or the organization (Vaezie et al., 2017). Justice, as a complex variable, involves ethical values and has attracted the attention of researchers and theorists in various disciplines. Organizational justice is defined as employees' perception of a fair allocation of resources in an organization (Golparvar et al., 2011). The terms *justice* and *equity*, when used synonymously, refer to actions and decisions that have a moral, religious and legal basis.

Justice in the organization includes (non)cash advantages such as fair pay, motivation, equal conditions for improvement, and fair practices for promoting performance. Therefore, the concept of organizational justice focuses on employees. Because employees receive and respond to managerial commands, their perceptions of decisions shape their sense of justice or injustice; this form of perception is overriding as it lays the foundation of an employee's behavior (Yean & Yusof, 2016). Another critical issue that managers have to consider while making a fair decision is the job burnout of the staff. The term *burnout* was first proposed in the mid-1970s (Heeb & Haberey, 2014). In this definition, job burnout refers to fatigue caused by hard work, without any motivation or interest; this phenomenon is known as the "physical and psychological analysis syndrome" (Avdija & Roy 2013). Researchers have asserted that this phenomenon can spread in an organization and cause the organization to crash (Gonzalez

Morales et al., 2012). Meanwhile, burnout can lead to organizational pessimism (Yazdanshenas & Rashtiani, 2019).

Burnout causes an emotional and cognitive imbalance in employees, thus encouraging them to resort to DBs when they find themselves in a negative affective environment (Biancchi et al., 2015). Emotional and occupational types of burnout primarily appear when an employee's capabilities, skills, and resources are not aligned with the demands of occupational positions and situational requirements. In fact, when the positions of employees in the organization are not considered in the planning stage, employees who have a record of emotional distress are pressured, and as the pressures continue, they reach emotional exhaustion and occupational burnout and resort to DBs (Golparvar et al., 2010).

Organizational commitment is another variable that must be taken into account. It addresses individual identity, organizational value, the tendency to work in the organization, and the sense of hopefulness for survival in the organization (Lee et al., 2017). Organizational commitment may be inspired by emotional attachment to the organization; committed employees shape their identities with respect to their organization, participate in the organization, and enjoy taking part in its activities (Ganlou et al., 2010). According to Mir and Allen (1990), organizational commitment involves three dimensions: emotional, continuous, and normative. This factor fosters employees' sense of justice in the organization, boosts job willingness, increases satisfaction with the earned income and management, and generates a greater sense of reliance and participation. It also prevents unwanted and disruptive behaviors such as conflict, negative emotions, and unethical action (Huang, 2012). Employees who are more committed are vital to the organization. Organizational commitment encourages the staff to be loyal and passionate as they do their work. Hence, employees who are committed to their organization are less likely to leave it and rarely tend to resort to DBs (Roshanzamir et al., 2017).

Meanwhile, the leadership styles of organization managers can be considered to be one of the most important factors affecting employee' DBs (Asghari, 2014). Each organization is a collection of individuals and (sub-)groups. If the organization is to succeed, the energy and efforts of individuals and groups in the organization must be directed toward the general interests of the organization. Accomplishing this state demands creating a healthy environment which is regulated by cooperation and empathy among the organization

members. However, some leaders impose huge expenses on organizations and society, and such actions have encouraged researchers to reveal the dark dimensions of leadership and to identify negative and immoral leaders.

Some leaders act against the interests of organizations and the public; they may exhibit destructive behaviors, while being preoccupied with domination, influence, threat, coercion, deception, self-actualization, and other actions that could reduce the quality of employees' lives (Rahdarishomali, 2015). Such leaders ignore organizational goals or even intentionally hinder their progress by impeding employees' activities, trying to achieve goals other than the organization's intended purposes, stealing organization's resources (e.g. assets, equipment, money or time), and encouraging employees to engage in such negative behaviors (Poladi and Etebariyan, 2015).

Providing a precise definition of destructive leadership is difficult because, on the one hand, many researchers believe that leadership only consists in positive aspects, and on the other, studies of destructive leadership are not well-organized (Thoroughgood et al., 2012). In these studies, various terms have been used such as destructive leadership, toxic leadership, tyrannical leadership, abusive leadership, and abusive supervision (Sheard et al., 2013).

Harnestein used the term "abusive leadership" to refer to someone who controls his/her subordinates by intimidating and threatening them (Schyns and Schilling, 2013). For the first time, Teper used the term "abusive supervisor", which refers to a supervisor's persistently hostile (non)verbal behavior toward the staff. Destructive leadership is defined as a regular and frequent behavior by the manager, leader or supervisor, that endangers the legitimate rights of the organization by neglecting or disrupting the goals, resources, duties, motivations, mental health, and job satisfaction of subordinates (Tandon and Mishra, 2017).

Given the increasing trend in employees' DBs in today's organizations and companies, the roots of these behaviors and related factors must be recognized in order to take effective steps in controlling and preventing them. To accomplish this, one must identify relevant organizational and managerial factors which are connected to the occurrence of DBs. Therefore, it is necessary to address the problem systematically and to identify the factors associated with the development of DBs in field studies; the task, however, is a thorny one as in some cases such behaviors are internalized and realized as *normal* behaviors, although in reality they can seriously damage the organization.

Table 1.

A summarized version of the literature reviewed

Researchers	Topics Addressed	Findings
Khorasani Toroqh et al. (2017)	The relationship between abusive leadership style and employees's DB; a case study dealing with sports and youth departments of North Khorasan province, Iran.	The results of the study revealed a positive and significant relationship between abusive leadership and employees' DB. Based on the findings of the research, it was expected that reducing leaders' destructive behavior would prevent employees from committing DBs.
Golparvar and Salahshoor (2016)	The effect of organizational justice on DB given the mediating role of the perception of organizational justice.	Findings showed that organizational justice did not directly affect DB, but organizational justice indirectly affected DB through the perception of organizational justice and there was a controversy between managers and employees.
Vaezi et al. (2017)	An investigation of social investment based on employment, occupational stress and employees' burnout, following an organizational model of general welfare staff.	The findings showed that the chain of stressors in the workplace, such as the limitation of powers, responsibilities and resources, and conflict and inefficiency in coping with challenges, led to emotional exhaustion expressed in the form of negative emotions such as frustration, anxiety and depression and predisposed employees to DBs (e.g. shirking).
Boyas and Wind (2016)	An investigation of social investment based on employment, occupational stress and employees' burnout, following an organizational model of general welfare staff.	The findings showed that the chain of stressors in the workplace, such as the limitation of powers, responsibilities and resources, and conflict and inefficiency in coping with challenges, led to emotional exhaustion expressed in the form of negative emotions such as frustration, anxiety and depression and predisposed employees to DBs (e.g. shirking).
Caratip et al. (2014)	Investigating the effect of work stressors on job performance and emotional commitment of employees.	This research focused on the role of job involvement as a mediator and significant variable in the study of the effect of work stressors on job performance and emotional commitment of employees. Increased job involvement was effective in enhancing the relationship between the predictive variables of DB and further reducing them.
Zarribi and Sway (2013)	Organizational justice as a response to DBs by	This research found that distributive justice, procedural justice, and interactive justice directly affected DB of the

	investigating Tunisian psychological contracts violation as a intermediary variable	organization and employees.
Lishzczynski and Zohra (2011)	Probing into the behavioral syndrome of teachers' turnover, from an ethical perspectives	One of the most common causes of organizational deviation was organizational factors such as organizational justice and organizational commitment. The study emphasized that organizations had to change employees perceptions of organizational justice and strengthen organizational commitment in their organization to prevent DBs and their harmfulness to the organization.

Given the concerns mentioned above and the contributions of the literature, this study seeks to answer the following questions:

1) Is there any relationship between organizational justice and employees' DBs in the south Iranian steel industry?

2) Is there any relationship between organizational commitment and employees' DBs in the south Iranian steel industry?

3) Is there any relationship between job burnout and employees' DBs in the south Iranian steel industry?

4) Is there any relationship between organizational commitment and employees' DBs with regard to the moderating role of tyrannical leadership style of managers of the steel industry in southern Iran?

5) Is there any relationship between organizational justice and employees' DBs with regard to the moderating role of managers' tyrannical leadership style the south Iranian steel industry?

6) Is there any relationship between employees' burnout and DBs with regard to the moderating role of tyrannical leadership style of the managers in the south Iranian steel industry?
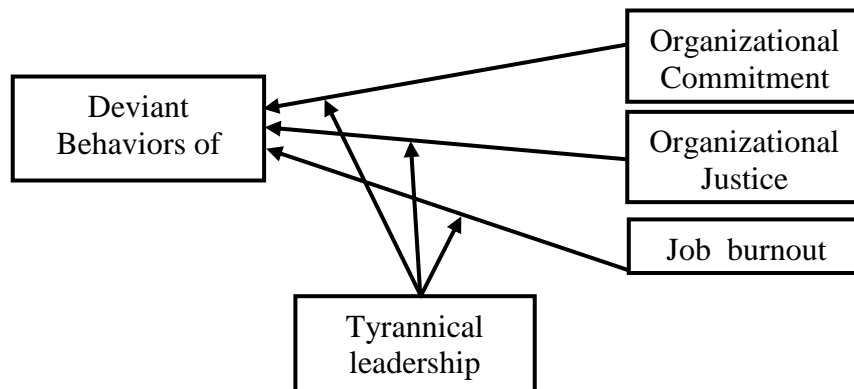
Figure 1. The conceptual model of the research

2 METHOD

This study relied on a descriptive-correlational method and followed developmental-applied purposes. The data were collected through field research. The statistical population included all employees of the production line in the steel industry in southern Iran (employees of Sirjan Steel Co., Sirjan Iranian Steel Co., Golgohar Steel and Steel Development Co., Persian Gulf Saba Steel Co., Kaveh South Kish Steel Co., South Hormozgan Steel Co., Sirjan Golgohar Co., Aksin Khuzestan Steel Co., Iranian National Steel Co., Khuzestan Steel Co., Kavian Steel Co., and Kaveh Arvand Steel Co.). At the time the study was conducted, there were 9361 employees working at these companies.

Because structural equation and confirmatory factor analysis were used in this study, the sample size was considered 5-10 times the number of the questions in the burnout questionnaires (Westlan, 2010). This number can vary from 280 to 560 depending on the number. Given the probability that some of the completed questionnaires were not usable, 610 questionnaires were distributed randomly at different hours of the day. Finally, statistical analysis was conducted on 596 questionnaires. After determining the sample size for each level, the sample through stratified random sampling was used to select the sampling unit.

Measurement tools in this research included interviews and researcher-made questionnaires (5 questionnaires) (the main dimensions of the research variables were used to design a researcher-made questionnaire from the resources listed in Table 2), expert opinions to confirm the dimensions and components extracted from library studies, and published studies and any dimensions/components not addressed in library studies.

Table 2.
Specifications of research questionnaires

Variable	Dimensions	Number of Questions in Questionnaire	Source of the model
Tyrannical leadership style	Corruption, abuse of subordinates, exploitation of subordinates, lack of professional ethics	18	Le & et al. (2012)
Organizational Commitment	Affective commitment, continuous commitment, normative commitment	20	Alan & Myers, (1990)
Organizational Justice	Distributive justice, equity justice, interactive justice	19	Van Yapren et al. (2000)
Burnout	exhaustion, depersonalization, reduced personal accomplishment	56	Maslach & Jackson (1981)
Deviant Behaviors	Productive deviation, Financial distortion, political deviation, invasive personal	27	Everton et al. (2007)

The Kaizer, Major, and Olkein criteria (KMO) was used to ensure the validity of the data and to verify the accuracy of the sampling. According to the findings, the KMO value confirmed the sampling adequacy of the research variables. Similarly, to measure the convergent validity of the measurement instruments, average variance extracted (AVE) index was used (Table 3).

Table 3.
Validity and reliability of data and research tools

Variable	KMO value	AVE
Tyrannical leadership style	0.8	0.443
Organizational commitment	0.858	0.398
Organizational justice	0.853	0.402
Burnout	0.884	0.447
Deviant behaviors	0.851	0.473
Reliability of the questionnaire variables		
Variable	Cronbach's alpha	Combined reliability (CR)
Tyrannical leadership style	0.918	0.930
Organizational commitment	0.913	0.925
Organizational justice	0.910	0.923
Burnout	0.953	0.958
Deviant behaviors	0.930	0.938

3 FINDINGS

The data were analyzed in SPSS (version 23) and Smart PLS (version 2.2). In this study, the significance level was considered to be 0.05. To examine the research questions, statistical methods of structural equations and single sample t-test were used:

Is there any relationship between organizational justice and employees' DBs in the south Iranian steel industry?

The results of the structural equation modeling (see Table 4) show the negative and significant effect of organizational justice on DB (-0.394); in other words, in the population under study, organizational justice practiced in the organization reduced DB.

Table 4.
Results of the statistical test

Question	Path coefficient	t Statistic	Result	Type of effect
Organizational Justice → DB	-0.394 [*]	14.247 [**]	Confirmed	Decreasing

[**] 0.05 significance level, [*] 0.1 significance level
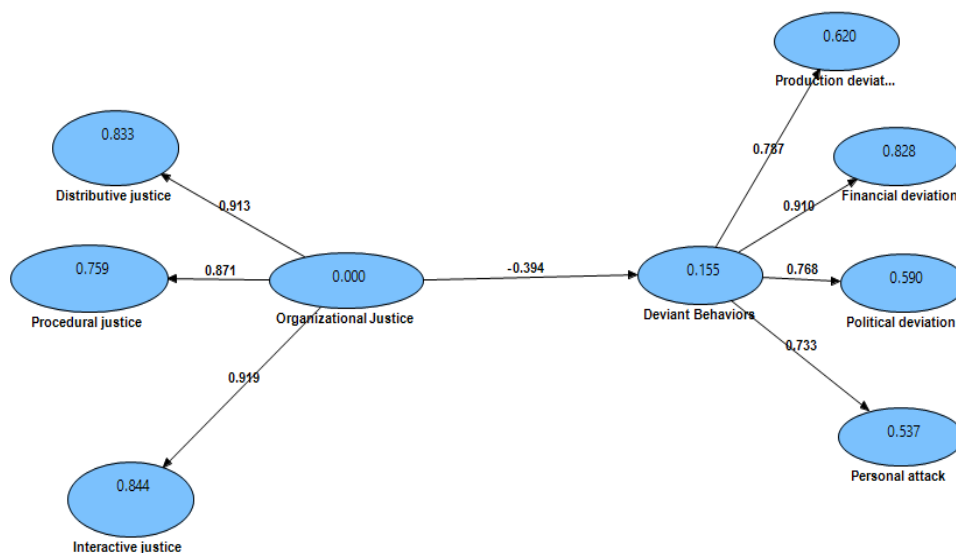
Figure 2. The path coefficient of the research model

To assess the overall fit of the proposed model, the goodness of fit (GOF) index was applied to calculate the two indicators of the mean of communality and the coefficient of determination (R2).
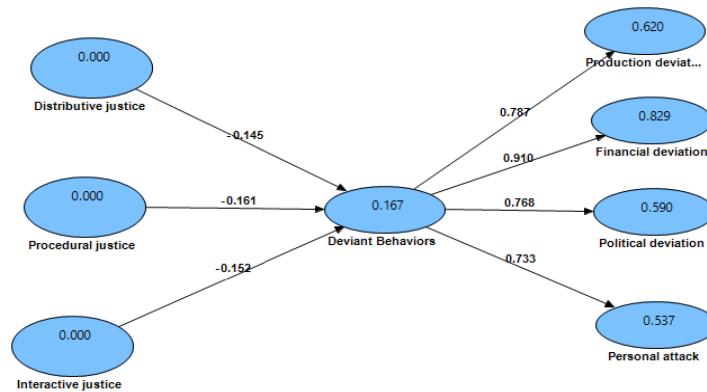
Table 5.
Calculating model fit

Variable	Communality	Coefficient of determination (R2)
Deviant Behaviors	0.365	0.167
Distributive justice	0.504	-
Procedural justice (fairness of procedures)	0.444	-
Interactive justice	0.577	-
GOF		0.281

Given the three values of 0.01, 0.25 and 0.36, which are considered weak, moderate, and strong for GOF, a GOF value of 281 would indicate a strong model fit. The t-statistic was used to examine the research questions. According to the results of Table 6, distributive justice, procedural justice (fairness of procedures), and interactive justice had a relationship to DBs (p-value <0.05). These relationships showed declining (inverse) values. Furthermore, according to the path coefficients, the intensity of the relationship between procedural justice and DB was more than that in the other dimensions.

Table 6.
Results of test questions

Question	Path coefficient	T statistics	Result	Type of effect
Distributive Justice → Deviant Behaviors	-0.145	4.105 [**]	Confirmed	Decreasing
Procedural Justice → Deviant Behaviors	-0.161	2.696 [**]	Confirmed	Decreasing
Interactive Justice → Deviant Behaviors	-0.152	2.179 [**]	Confirmed	Decreasing

[**] 0.05 significance level, [*] 0.1 significance level

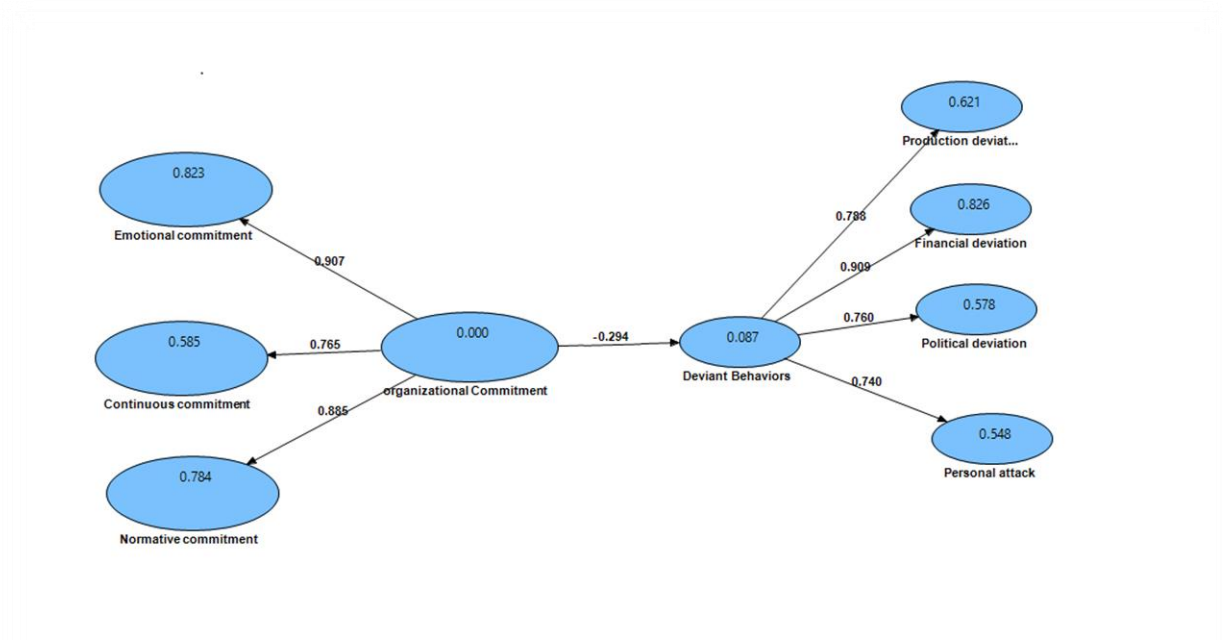**Figure 3**. Path coefficients of the research model

Is there any relationship between organizational commitment and employees' DBs in the south Iranian steel industry?

The results of the structural equation modeling presented in Table 7 show the negative and significant effect of organizational commitment on DB (-0.294); in other words, increased organizational commitment in the organization led to a reduction of DBs.

Table 7.
Statistical results of the research question tested

Question	Path coefficient	T statistics	Result	Type of Effect
Organizational Commitment → Deviant Behaviors	-0.294	7.888 **	Confirmed	Deceasing

** 0.05 significance level, * 0.1 significance level

Figure 4. Path coefficients of the research model

To assess the overall fit of the proposed model, the GOF index was employed and two indicators, the mean of communality and the coefficient of determination (R2), were used to calculate it.

Table 8.
Calculating the model fit

| Variable	Communality	Coefficient of determination (R^2)
Deviant Behaviors	0.340	0.145
Emotional commitment	0.574	-
Continuous commitment	0.461	-
Normative commitment	0594	-
GOF		0.267

The three values, 0.01, 0.25 and 0.36, which were respectively weak, moderate and strong GOF values, helped to achieve a GOF value of 0.267, which showed a very strong fit of the model. The t-statistic was used to examine the research questions. According to the results in Table 9, affective commitment, continuous commitment, and normative commitment had a relationship to DBs (p-value <0.05). These relationships revealed a reductive effect (inverse).

Moreover, according to the path coefficients, the intensity of the relationship between normative commitment and DB was more than that of the other dimensions.

Table 9.
Results of test questions

Question	Path coefficient	T statistics	Result	Type of effect
Affective Commitment → Deviant Behaviors	-0.154	2.275 [**]	confirmed	Deceasing
Continuous Commitment → Deviant Behaviors	-0.134	4.927 [**]	confirmed	Deceasing
Normative Commitment → Deviant Behaviors	-0.395	5.873 [**]	confirmed	Deceasing

[**] 0.05 significance level, [*] 0.1 significance level
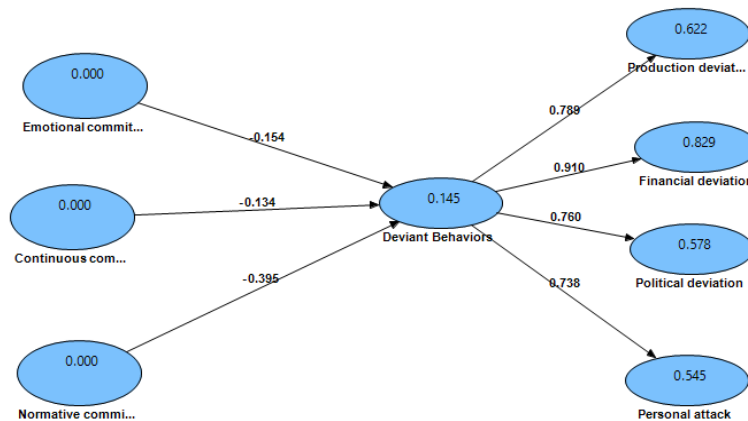
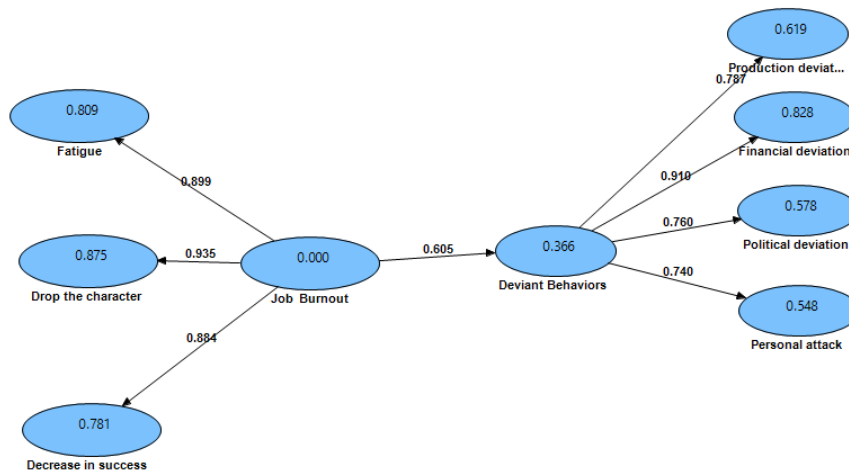**Figure 5.** Path coefficients of the research model

Is there any relationship between job burnout and employees' DBs in the south Iranian steel industry?

The results of the structural equation modeling presented in Table 10 showed the positive and significant effect of job burnout on DBs (0.605); in other words, with increased burnout in the organization, DBs were also increased.

Table 10.
Statistical results of the research question tested

Question	Path coefficient	T statistics	Result	Type of effect
Burnout → Deviant Behaviors	0.605	21.452 **	Confirmed	Increasing

** 0.05 significance level, * 0.1 significance level

Figure 6. Path coefficients of the research model

To assess the overall fit of the proposed model, the GOF index was employed, and the indicators, mean of communality and a coefficient of determination (R2), are utilized to calculate it.

Table 11
Calculating model fit

| Variable	Communality	Coefficient of determination (R^2)
Deviant Behaviors	0.367	0.393
Burnout	0.632	-
Depersonalization	0.487	-
Reduced Personal accomplishment	0.534	-
GOF		0.445

The three values, 0.01, 0.25 and 0.36, which were respectively weak, moderate and strong GOF values, revealed a GOF value of 0.445, which indicated a very strong model fit. The t-statistic was used to examine the research questions. According to the results of Table 12, fatigue, depersonalization, and reduced personal accomplishment had a relationship to DBs (p-value <0.05). These relationships were incremental (direct). According to the path coefficients, the intensity of the relationship between depersonalization and DBs was more than that of the other dimensions.

Table 12.
Statistical results of the research question tested

Question	Path coefficient	T Statistics	Results	Type of effect
Fatigue → Deviant Behaviors	0.305	5.066 [**]	confirmed	Increasing
Depersonalization → Deviant Behaviors	0.333	5.036 [**]	confirmed	Increasing
Reduced personal accomplishment → Deviant Behaviors	0.127	2.472 [**]	confirmed	Increasing

[**] 0.05 significance level, [*] 0.1 significance level
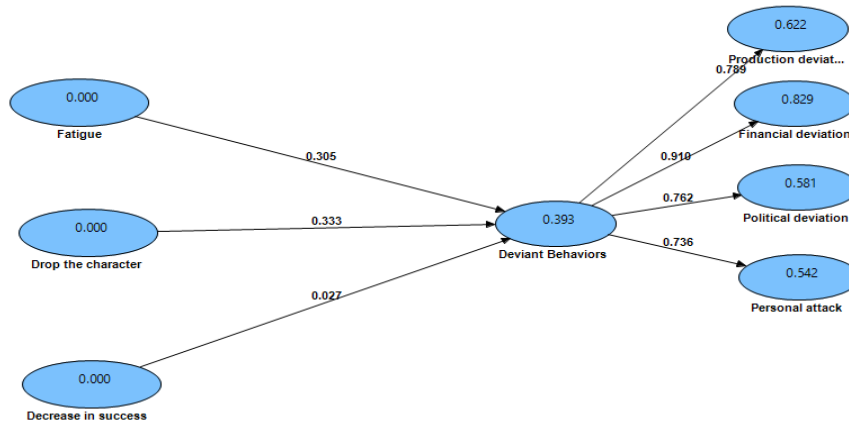
Figure 7. Path coefficients of the research model

Is there any relationship between organizational commitment and employees' DBs with regard to the moderating role of tyrannical leadership style of managers of the steel industry in southern Iran?

The t statistic was used to examine the research questions. If the t statistic was greater than 1.96 or less than -1.96 (less than 5% error) and more than 1.64 or less than -1.64 (less than 10% error), then question would be confirmed and a significant relationship between the two variables would be observed. The results presented in Table 13 show that there was a significant relationship between organizational commitment and tyrannical leadership style (9.580); as the obtained value was greater than 1.96, at the 95% confidence level, the impact of tyrannical leadership style as a moderating variable was confirmed; in other words, tyrannical leadership moderated the relationship between organizational commitment and DBs.

Table 13.
Statistical results of the research question tested

Question	Path coefficient	T statistic	Results
Organizational Commitment → Deviant Behaviors	0.101	5.092[**]	Confirmed
Organizational Commitment → Deviant Behaviors (as moderated by tyrannical leadership style)	0.400	12.253[**]	Confirmed
Organizational Commitment * tyrannical Leadership	-0.322	9.580[**]	Confirmed

[**] 0.05 significance level, [*] 0.1 significance level

Is there any relationship between organizational justice and employees' DBs with regard to the moderating role of managers' tyrannical leadership style the south Iranian steel industry?

The t statistic was used to examine the next research question. If the t statistic was greater than 1.96 or less than -1.96 (less than 5% error) and more than 1.64 or less than 1.64 (less than 10% error), then question would be confirmed and a significant relationship between the two variables would be observed. The results Table 14 show that there was a relationship between organizational justice and DB in terms of the moderating role of tyrannical leadership style. A significant correlation was found between organizational justice and tyrannical leadership (6.617); as the observed value was greater than 1.96, at the 95% confidence level, the effect of the tyrannical leadership style as a moderating variable was verified. In other words, tyrannical leadership style moderated the relationship between organizational justice and DBs.

Table 14
Statistical results of the research question tested

Question	Path coefficient	t statistics	Results
Organizational Justice → Deviant Behaviors	0.2	4.549 [**]	Confirmed
Organizational Justice → Deviant Behaviors (as moderated by Tyrannical Leadership)	0.270	6.206 [**]	Confirmed
Organizational Justice * Tyrannical Leadership	0.405	6.617 [**]	Confirmed

[**] 0.05 significance level, [*] 0.1 significance level

Is there any relationship between employees' burnout and DBs with regard to the moderating role of tyrannical leadership style of the managers in the south Iranian steel industry?

The t statistic was used to examine the next research question. If the t statistic was greater than 1.96 or less than -1.96 (less than 5% error) and more than 1.64 or less than -1.64 (less than 10% error), then question would be confirmed and a significant relationship between the two variables would be observed. The results presented in Table 15 show that there was a relationship between burnout and DB with regard to the moderating role of tyrannical leadership style. A significant correlation was found between burnout and tyrannical leadership (3.559); as the value was greater than 1.96, at the 95% confidence level, the impact of tyrannical leadership style as a moderating variable was confirmed. It can, therefore, be confirmed that tyrannical leadership style moderated the relationship between burnout and DBs.

Table 15.
Statistical results of the research question tested

Question	Path coefficient	t Statistics	results
Burnout → Deviant Behavior	0.376	6.414 [**]	Confirmed
Burnout → Deviant Behavior (as moderated by Tyrannical Leadership Style)	0.228	7.022 [**]	Confirmed
Burnout * Tyrannical Leadership Style	0.322	3.559 [**]	Confirmed

[**] 0.05 significance level, [*] 0.1 significance level
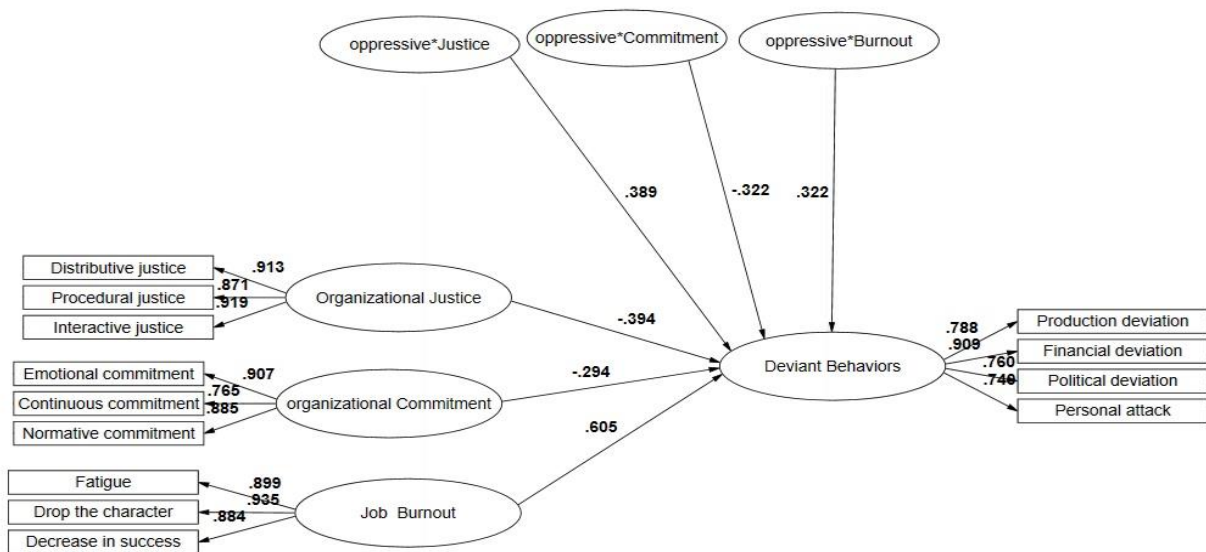
Figure 8. The final model of the research

4. DISCUSSION

The results of this study revealed a significant relationship between organizational justice and its components (distributive justice, procedural justice, and interactive justice) and the employees' DBs in south Iranian steel industry. This observation suggested that the as the employees found more justice in the organizations, they were less likely to resort to DBs. In line with this finding, Nadi and Eslami Harandi (2017) observed a significant relationship between organizational justice and DBs of Isfahan teachers. Golparvar et al. (2014) found a significant relationship between organizational injustice and DB. Vaezi (2017) argued that organizational justice would not directly affect DB, but through the perception of organizational justice it indirectly affected DB. Zaribi and Saya (2013) observed that distributive justice, procedural justice, and interactive justice directly affected DBs occurring in the organization. In fact, when employees had a positive attitude toward justice in the organization, they were less likely to commit DBs.

The study also found a significant relationship between organizational commitment and its components (continuous commitment and normative commitment) and the DBs of the southern Iranian steel industry employees. More specifically, the more the employees felt committed to the organization, its objectives, and its goals, the more they had a sense of belonging to the organization; this relationship could in turn reduce the likelihood of DB.

The results of Nadi and Eslami Harandi's research (2017) showed that organizational commitment (in)directly affected DB. Roshan Zamir (2018) concluded that one of the organizational factors affecting DB was organizational commitment. According to this postulate, it can be stated with a high degree of certainty that when employees feel considerable organizational commitment, they tend to find themselves responsible for organizational problems, consider the work they perform important, believe that the assigned tasks are valuable, develop a strong commitment to the organization, and purposely try to achieve their goals. As a result, their tendency towards DBs would be reduced.

This study also found a significant relationship between job burnout and its dimensions (fatigue, depersonalization, and reduced personal accomplishment) and the DBs of south Iranian steel industry employees. As such, the more the employees felt burnout, the more they were likely to resort to DBs. The results of this study are compatible with the findings of Golparvar and Mohsenzadeh (2016), who observed that DBs were associated with emotional exhaustion. As Kamali Zarch and Shekari (2018) state, emotional exhaustion is affected by occupational involvement and so it affects DB. Khorasani Torogh (2016) found a positive and significant relationship of burnout and its dimensions to DB, emotional exhaustion, depersonalization, and occupational ineffectiveness, as good predictors for DB. On this account, it can be said that when employees feel extreme stress in the workplace, they tend to experience a feeling of burnout and disability, reduce their energy for work, feel a sense of negative performance in the work line, easily feel fatigued, feel discontented and frustrated about organizational goals and intentions, and finally consider themselves independent of the organization; as a consequence, they would be more likely to commit DBs.

Based on the results of this study, there was a relationship between organizational commitment and DB with regard to the moderating role of tyrannical leadership; this finding was in line with the results of Nazemi (2014), Schabrook et al. (2007), Hamidizadeh et al. (2017), who showed that toxic leadership had a positive impact on employees' DB and willingness for turnover, while having a negative and significant effect on organizational commitment. The research of Golparvar and Salahshoor (2016) showed that destructive leadership encouraged violence/aggression and exacerbated DBs in employees. On this basis, it can be argued that when managers do not trust the employees, the former use threats in their agenda and activities; as such, the manager-employee interaction would be one-sided and top-

down, with no interaction between the staff and the manager. Managers in such cases use aggression and coercion, making employees more likely to resort to DBs such as stealing from the organization and the staff, sabotage, damaging/misusing the facilities, delayed and unplanned absence, misplacing and consuming materials, and (non)verbal aggression.

The study also explored the relationship between organizational justice and DB with a view of the moderating role of tyrannical leadership style. This leadership style affected the relationship between organizational justice and employees' DB. These results are in line with those of Nazemi (2015) and Golparvar et al. (2013), who showed that tyrannical leadership contributed to and reinforced (perceived) anomaly, work alienation, and normative conflict. These findings are also consistent with the findings of Pourmokhtari and Karimi (2017), who revealed that noble leadership had a significant impact on reducing Education Department employees' DBs in Isfahan, Iran. In this regard, it can be asserted that the leadership style determines the atmosphere, culture, and strategies which govern the organization.

Leadership style is a set of managerial attitudes, attributes, and skills regulated by four factors: the system of values, trust in employees, leadership tendencies, and a sense of security in uncertain situations. The style that the manager adopts in an organization to lead the employees and the organization can have a significant impact on the positive and negative behaviors of employees. Thus, when the management style is pedantic, prescriptive, and despotic, or when it is too lenient, employees tend to commit illegal or deviant actions.

It was also found that there was a significant relationship between burnout and employees' DBs with respect to the moderating role of the tyrannical leadership style of the steel industry managers. The leadership style as a moderator could affect the relationship between burnout and employees' DBs. These results are consistent with the findings of Nazemi (2015) and Khorasani Toroqh et al. (2018), who revealed that abusive leadership was a good predictor of DB. These findings also confirmed the observations of Golparvar et al. (2012), who showed a series of multi-level relationships between abusive leadership and role overload, then between role overload and burnout, and finally between emotional exhaustion and work alienation. Effective leadership should direct the efforts of all employees to accomplish the goals of the organization. Yet, if the style of leadership is unrestrained or tyrannical, negative consequences may become prevalent and organization policies may be violated such as the

rules of attendance, presence, the departure of the organization without prior coordination, or unexpected and intentional absenteeism, and lying about the causes of these absences.

5. CONCLUSION

Numerous studies dealing with DBs in organizations and work environments have underscored the harmful impacts of such behaviors on the organizations' security and stability. Because of cultural reasons in Iran, official statistics do not include DBs among employees, although from other indicators one can learn that the situation is sub-standard in the country. For example, in 2015, Iran was ranked 130th (among 168 countries) by the Transparency International in terms of administrative violations. In this regard, according to the results of this study, one of the most important ways to reduce employees' DBs is to give weight to leadership styles.

Employing committed and ethical individuals who are accepted by the organization can lead to a reduction in employee DB. In addition, consulting predecessors and executives while appointing new managers will help to grow the organization and avoid unnecessary test and trials. Managers in organizations are role models directing the behavior of others, and through constituting an organizational culture they can encourage employees to control their behaviors. By reducing the costs of DBs, mangers can improve the organization's economic, cultural and ethical status.

The findings further revealed that one of the other strategies to reduce the occurrence of DBs in individuals is to notice mental and psychological problems and to prevent emotional exhaustion. To control burnout there are some effective measures to be employed such as encouraging employees to take care of their health, paying more attention to consultation services and the beauty of the workplace, encouraging them to take physical exercises by providing sports services. Organizational commitment is another component related to the psychological aspect of organizational work. Organizational commitment is concerned with attitudes and is regarded as a kind of psychological and rational factor. Therefore, by improving attitudes in relation to a problem, commitment can be fostered.

Nowadays, people working as directors or employees function in private and public organizations. If they undertake the role of managers, they must realize that they deal with employees who have different perceptions of phenomena. As a result, any action to promote

justice must be clarified to avoid ambiguities for employees in this regard. On the other hand, if they work as employees, they must be certain of what they call "(in) justice", and must be aware of how their interests, expectations, and values are involved in their judgment of an action.

If people believe that the organizational performance appraisal system suffers from a malfunction or it does not exist at all, despite their high practical potentials, they may be demotivated by this lack of performance assessment (procedural justice) and will not comply with the laws or regulations of the organization. As a consequence, in some cases, to compensate for the injustice they perceive, they may resort to DBs such as absenteeism, bribery, work avoidance, etc.

This research was one of the first studies to examine employees' behaviors in industrial settings, and it also examined the role of industrial managers' tyrannical leadership style as a factor moderating DB. Therefore, from this perspective, the results of this study are innovative and important.

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