



**EDUCATIONAL METHOD TO INVESTIGATE THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND DEVIANT BEHAVIORS WITH THE MEDIATION OF JOB ALIENATION VARIABLE (CASE STUDY: NATIONAL IRANIAN COPPER INDUSTRIES COMPANY)**

**MÉTODO EDUCATIVO PARA INVESTIGAR LA RELACIÓN ENTRE EL CLIMA ORGANIZACIONAL Y LOS COMPORTAMIENTOS DESVIADOS CON LA MEDIACIÓN DE LA VARIABLE DE ALIENACIÓN LABORAL (ESTUDIO DE CASO: NATIONAL IRANIAN COPPER INDUSTRIES COMPANY)**

**MÉTODO EDUCACIONAL PARA INVESTIGAR A RELAÇÃO ENTRE CLIMA ORGANIZACIONAL E COMPORTAMENTOS DESVIANTES COM A VARIÁVEL DE MEDIAÇÃO DA ALIENAÇÃO DE EMPREGOS (ESTUDO DE CASO: NATIONAL IRANIAN COPPER INDUSTRIES COMPANY)**

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**Abstract:** Regarding the size and dispersion of the complex of copper factories in Iran and the high annual costs of preventing employees' strikes and also reducing deviant behaviors, and the existence of appropriate organizational climate, the aim of the present article is to find an educational method to investigate the relationship between organizational climate and deviant behaviors with the mediation of job alienation variable. This research is applied in terms of purpose, and in terms of nature, it is descriptive-correlation and it was conducted in field method. The statistical population of the research was the employees of the National Iranian Copper Industries Company (1010 people) whom are tried to educate this method. The sample size was calculated using the Cochran formula and 278 individuals were selected by simple random sampling. For data collection, the questionnaire of the organizational climate of Sasman and (Dalal, 2005), the adapted questionnaire of deviant behaviors of (Yoon Goo et al, 2013), and the questionnaire of job alienation of (Rahimi et al, 2016) were used. The reliability of the questionnaires in this research was respectively calculated as 0.851, 0.724, and 0.757. For data analysis, the Pearson correlation coefficient, multiple regression and, path analysis tests were used. The results indicated a positive and significant relationship between organizational climate and deviant behaviors, a negative and significant relationship between job alienation and deviant behaviors, and also explaining about 45% of deviant behaviors by

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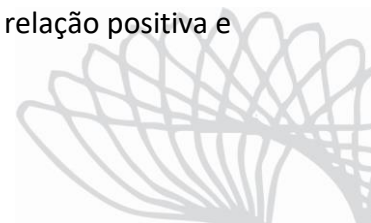
organizational climate variables. It can be said that managers' attention to increase positive organizational climate and to decrease employees' job alienation can lead to further reduction of employees' deviant behaviors.

**Keywords:** *Organizational Climate, Job Alienation, Deviant Behaviors, National Iranian Copper Industry Company.*

**Resumen:** Con respecto al tamaño y la dispersión del complejo de fábricas de cobre en Irán y los altos costos anuales de prevenir las huelgas de los empleados y también reducir los comportamientos desviados, y la existencia de un clima organizacional apropiado, el objetivo del presente artículo es encontrar un centro educativo. Método para investigar la relación entre el clima organizacional y los comportamientos desviados con la mediación de la variable de alienación laboral. Esta investigación se aplica en términos de propósito y en términos de naturaleza, es una correlación descriptiva y se realizó en un método de campo. La población estadística de la investigación fueron los empleados de la National Iranian Copper Industries Company (1010 personas) que intentaron educar este método. El tamaño de la muestra se calculó utilizando la fórmula de Cochran y se seleccionaron 278 individuos mediante muestreo aleatorio simple. Para la recolección de datos, el cuestionario del clima organizacional de Sasman y (Dalal, 2005), el cuestionario adaptado de comportamientos desviados de (Yoon Goo et al, 2013) y el cuestionario de alienación laboral de (Rahimi et al, 2016) fueron usado. La fiabilidad de los cuestionarios en esta investigación se calculó respectivamente como 0.851, 0.724 y 0.757. Para el análisis de datos, se utilizaron el coeficiente de correlación de Pearson, la regresión múltiple y las pruebas de análisis de ruta. Los resultados indicaron una relación positiva y significativa entre el clima organizacional y los comportamientos desviados, una relación negativa y significativa entre la alienación laboral y los comportamientos desviados, y también explicaron alrededor del 45% de los comportamientos desviados por las variables del clima organizacional. Se puede decir que la atención de los gerentes para aumentar el clima organizacional positivo y disminuir la alienación laboral de los empleados puede conducir a una mayor reducción de los comportamientos desviados de los empleados.

**Palabras clave:** clima organizacional, alienación laboral, comportamientos desviados, National Iranian Copper Industry Company.

**Resumo:** Com relação ao tamanho e à dispersão do complexo de fábricas de cobre no Irã e aos altos custos anuais de prevenção de greves dos funcionários e também de redução de comportamentos desviantes e da existência de clima organizacional adequado, o objetivo do presente artigo é encontrar um plano educacional. método para investigar a relação entre clima organizacional e comportamentos desviantes com a variável de mediação da alienação do emprego. Esta pesquisa é aplicada em termos de finalidade e, em termos de natureza, é correlação descritiva e foi conduzida no método de campo. A população estatística da pesquisa foram os funcionários da National Iranian Copper Industries Company (1010 pessoas) que tentaram educar esse método. O tamanho da amostra foi calculado pela fórmula de Cochran e 278 indivíduos foram selecionados por amostragem aleatória simples. Para a coleta de dados, foram aplicados o questionário de clima organizacional de Sasman e (Dalal, 2005), o questionário adaptado de comportamentos desviantes de (Yoon Goo et al, 2013) e o questionário de alienação de emprego de (Rahimi et al, 2016). usava. A confiabilidade dos questionários nesta pesquisa foi calculada, respectivamente, como 0,851, 0,724 e 0,757. Para análise dos dados, foram utilizados o coeficiente de correlação de Pearson, regressão múltipla e testes de análise de trajetória. Os resultados indicaram uma relação positiva e



significativa entre clima organizacional e comportamentos desviantes, uma relação negativa e significativa entre alienação no trabalho e comportamentos desviantes, além de explicar cerca de 45% dos comportamentos desviantes por variáveis climáticas organizacionais. Pode-se dizer que a atenção dos gerentes para aumentar o clima organizacional positivo e diminuir a alienação dos empregos dos funcionários pode levar a uma redução adicional dos comportamentos desviantes dos funcionários.

**Palavras-chave:** Clima Organizacional, Alienação de Empregos, Comportamentos Desviantes, Empresa Nacional da Indústria do Cobre Iraniana.

## 1 INTRODUCTION

A workplace is a place for the emergence of behaviors that have important consequences for individuals, organizations, and society. Some of these behaviors are social or helping behaviors that are socially acceptable; another set of behaviors is proposed as inappropriate or deviant behaviors. These behaviors are known under various titles such as deviant workplace behaviors, counterproductive behaviors, and anti-social behaviors (Abdolshah et al, 2016).

Job performance is so important for industrial and organizational psychology that sometimes it is purely considered as the "criterion". A wide range of anti-customs, rules and norms behaviors, such as theft from organization and individuals, work deficiency or absence or deliberate delay, damaging the properties, furniture and equipments of individuals and organization, drug use or having it in the workplace and personal use of organizational tools and facilities are nowadays classified in the deviant behavior domain (Golparvar et al, 2015).

Theoretically, this positive relationship can, in this way, be justified that the inappropriate and stressful organizational climate that can disrupt one's psychological and emotional balance, and in this way by creating disruption in the cognitive evaluation system and behavioral decision makings, provides the emergence of deviant behaviors (Golparvar et al, 2014).

Researches show that a positive organizational climate leads to higher satisfaction, commitment, work attachment, and performance. The results of researches indicate that organizations that emphasize supportive climate, open communications, collaboration, free thinking, and reward success have more successful performance than organizations that have restricted, arid, cold, and without excitement climate (Yoon Goo et al, 2013).

Job alienation, on the other hand, is a relatively common phenomenon in industrial societies and in developing societies that exists both among workers and also among the employees of large and complex administrative organizations. Today, due to the emergence of the phenomenon of job alienation, the work process is disrupted and this makes the work not to be able to achieve its actual



function in various individual, economic and social dimensions and has an abnormal and undesirable state. Alienation stops the cultural growth and dynamics, causes the disintegration of social structure, social undesirable solidarity and so on, all of which endanger the continuation of society's life. In an alienated society in which the system of social action is various, people have become powerless, circles of social commitment and solidarity scale down, people think nothing other than self-interest, do not care about their lives and actions, and suffer from cultural hatred; also, they never achieve development. A large part of the lack of dynamics, backwardness, and the workplace anomalies are related to the behaviors and motivations of employees who do not have the motivation, tendency and willingness to work, a sense of security and job satisfaction. For example, a person who is potentially capable of fulfilling his/her job duties and responsibilities and has always tried to maintain and preserve social relationships with others, with the experience of job alienation, no longer feels absorption and attraction towards his/her job duties, and is isolated in terms of social relationships (Farahbod et al, 2019).

In the current conditions, Iran's copper industry as Iran's second industry after the oil industry, has the greatest impact on the increasing economic growth and development of the Islamic Republic of Iran in domestic and international arenas. According to the economists' advice on reducing oil dependency, this industry can be considered as the first Iranian industry in the path of economic development. As works in most factories dependent on copper industry, are performed with a combination of human resources and modern technology and equipment, accurate management of human resources is an effective factor in the development of this industry. Accurate management leads to the satisfaction and security feeling of employees, which in turn, leads to a sense of proper organizational climate in the employees. Although a large volume of work is performed by advanced devices in the factory set of National Iranian Copper Industries, the essential role of human resources is undeniable. Human resources have to work all the time of their working period with high workloads, stress and the overwhelming difficulty of working in the mining environment or working with equipment and pollution caused by toxic gas emission in mining and hard occupations. The managers of this industry can make greater interest in the work and commitment of the employees towards the organization by strengthening an open and friendly organizational climate between themselves and the employees. The above factors lead to a decrease in job alienation and the hatred feeling of employees towards the organization and their work. Regarding the size and dispersion of copper factory complexes in Iran and the high annual costs for preventing employees' strikes and also reducing deviant behaviors, and the existence of



appropriate organizational climate, the aim of the present article is to investigate the relationship between organizational climate and deviant behaviors with the mediation of job alienation variable (case study is National Iranian Copper Industries Company) (Dalal, 2005).

## 2 RESEARCH METHOD

The present study is applied in terms of objective, and in terms of nature and method, is descriptive- survey of correlational types. The statistical population of the research consisted of 1010 people of all the official employees of the direct contract of National Iranian Copper Industries Company (Sarcheshmeh Copper Mines Complex and Midok Copper Complex of Shahrehabak and East Azarbaijan Ahar Sungun Copper Complex). The sample obtained by Cochran formula was calculated 279 people out of which, 264 people completed the questionnaire. In this research, three standard questionnaires of organizational climate questionnaire of, adapted questionnaire of deviant behaviors of (Yoon Goo et al, 2013), and the questionnaire of job alienation of were used to explain the proposed model. The validity of all three questionnaires, although confirmed in the previous researches, was confirmed again by the supervisor and advisor professors, and the ratio of reliability of all three questionnaires was calculated by Cronbach's alpha method as 0.851, 0.724, and 0.757, respectively, that was obtained higher than 0.7, indicating internal consistency of the items and the confirmation of reliability. Data analysis was performed using the Pearson correlation coefficient, multiple regression and path analysis tests by applying SPSS software (Rahimi et al, 2016).

## 3 RESEARCH FINDINGS

*Hypothesis 1 Test: There is a significant relationship between organizational climate and job alienation.*

**Table 1-** Correlation Coefficient between Organizational Climate and Job Alienation

Organizational Climate	Correlation Coefficient	Job Alienation	
	Correlation Coefficient	Significant Level	Number
	-0.379**	0.000	264

\*\*P<0.01



According to (Table 1), the significance level of the Pearson test is lower than the minimum significance level that is 0.05 (Sig <0.05), thus the zero hypothesis is rejected and the correlation coefficient between organizational climate and job alienation at the level of  $p \leq 0.01$  (1% error) is significant. Therefore, there is a negative and significant relationship between organizational climate and job alienation ( $r = -0.379$ ).

*Hypothesis 2 Test: There is a significant relationship between organizational climate and deviant behaviors.*

**Table 2-** Correlation Coefficient between Organizational Climate and Deviant Behaviors

Correlation Coefficient		Deviant Behaviors	
Organizational Climate	Correlation Coefficient	Significant Level	Number
	-0.543**	0.000	264

\*\* $P < 0.01$

Based on (Table 2), the significance level of the Pearson test is lower than the minimum significance level of 0.05 (Sig <0.05). As a result, the zero hypothesis is rejected and the correlation coefficient between organizational climate and deviant behaviors at the level of  $p \leq 0.01$  (1% error) is significant. Thus, there is a negative and significant relationship between organizational climate and deviant behaviors to the ratio of ( $r = -0.543$ ).

*Hypothesis 3 Test: There is a significant relationship between job alienation and deviant behaviors.*

**Table 3-** Correlation Coefficient between Job Alienation and Deviant Behaviors

Correlation Coefficient		Job Alienation	
Deviant Behaviors	Correlation Coefficient	Significant Level	Number
	-0.572**	0.000	264

\*\* $P < 0.01$

According to (Table 3), the significance level of the Pearson test is lower than the minimum significance level of 0.05 (Sig <0.05). As a result, the zero hypothesis is rejected and the correlation coefficient between job alienation and deviant behaviors at the level of  $p \leq 0.01$  (1% error) is significant. Thus, there is a negative and significant relationship between job alienation and deviant behaviors to the ratio of ( $r = -0.572$ ).



*Hypothesis 4 Test: Organizational climate and job alienation are able to predict deviant behaviors.*

**Table 4-** Multiple Regression Analysis Statistics and Fitted Regression Model Summary

Model	Coefficients
Correlation Coefficient	0.627
Determination Coefficient	0.451
Adjusted Determination Coefficient	0.447
Standard Error	0.3054
Sig.	0.000

**Table 5-** Analysis of Variance of the Multiple Regression

Model	Sum of Squares	Degree of Freedom	Mean of Squares	F	Sig.
Regression Effect	20.023	2	10.012	107.326	0.000
Remaining	24.346	261	0.093		
Total	44.370	263			

(Table 4) and (Table 5) are the test of the significance of the model and explaining the analysis of variance. Considering that in the analysis of variance table, Sig <0.05, it is thus specified that this model is significant and job alienation, organizational climate, and deviant behaviors have a linear relationship with each other.

**Table 6-** Predictor Variable of Beta Coefficient on Deviant Behaviors

Criterion Variable	Predictor Variable	Nonstandard Coefficients	Error Criterion	Standard Coefficients	T Test	Significance Level
Deviant Behaviors		Beta Coefficient	n	Beta Coefficient		
	Fixed Value	2.510	0.216		110.603	0.000
	Job Alienation	0.422	0.049	0.427	8.627	0.000
	Organizational Climate	-0.280	0.036	-0.381	-7.687	0.000

According to the results (Tables 4 and 6), organizational climate and job alienation are able to predict deviant behaviors. The adjusted determination coefficient in the above analysis shows that 44.7% of the deviant behaviors changes are predictable by organizational climate and job



alienation variables. Also, using the results existing in (Table 6) the regression line equation can be written as follows:

$$Y = 2.510 + 0.422 X_1 - 0.280 X_2$$

X<sub>1</sub>: Job Alienation; X<sub>2</sub>: Organizational Climate; Y: Deviant Behaviors

*Hypothesis 5 Test: Organizational climate influences deviant behaviors through job alienation.*

**Table 7-** Multiple Regression Analysis Statistics and Fitted Regression Model Summary

Model	Coefficients
Correlation Coefficient	0.379
Determination Coefficient	0.144
Adjusted Determination Coefficient	0.140
Standard Error	0.386
Sig.	0.000

**Table 8-** Analysis of Variance of the Multiple Regression

Model	Sum of Squares	Degree of Freedom	Mean of Squares	F	Sig.
Regression Effect	6.554	1	6.554	43.974	0.000
Remaining	39.049	262	0.149		
Total	45.602	263			

(Table 7) and (Table 8) are the test of the significance of the model and explaining the analysis of variance. Considering that in the analysis of variance table Sig <0.05, it is thus specified that this model is significant and job alienation and organizational climate, have a linear relationship with each other.





**Table 9-** Predictor Variable of Beta Coefficient on Job Alienation

Criterion Variable	Predictor Variable	Nonstandard Coefficients		Standard Coefficients	T Test	Significance Level
		Beta Coefficient	Error Criterion	Beta Coefficient		
Job Alienation	Fixed Value	3.712	0.149		24.940	0.000
	Organizational Climate	-0.283	0.043	-0.379	-6.631	0.000

According to the results (Tables 7 and 9), the organizational climate is able to predict job alienation. The adjusted determination coefficient in the above analysis shows that 14% of the job alienation changes are predictable by organizational climate variable. Also, using the results existing in (Table 9) the equation of the regression line can be written as follows:

$$Y = 3.712 - 0.283 X_1$$

$X_1$ : Job Alienation;  $X_2$ : Organizational Climate;  $Y$ : Deviant Behaviors

In the following, in order to calculate the path coefficients, it is necessary to consider the two equations as multivariate regression equations; the coefficients resulted from them yield the path coefficients. The width of origin values in each case is ignored and the two error ratios are calculated through the second root ( $1-R^2$ ), that is  $\sqrt{1-R^2}$ . The values searched in the software output are path analysis of standardized coefficients of the variables regression, meaning that beta value and for error paths is the  $R^2$  values.

$$e_1 = \sqrt{1 - (0.144)} = \sqrt{0.856} = 0.92$$

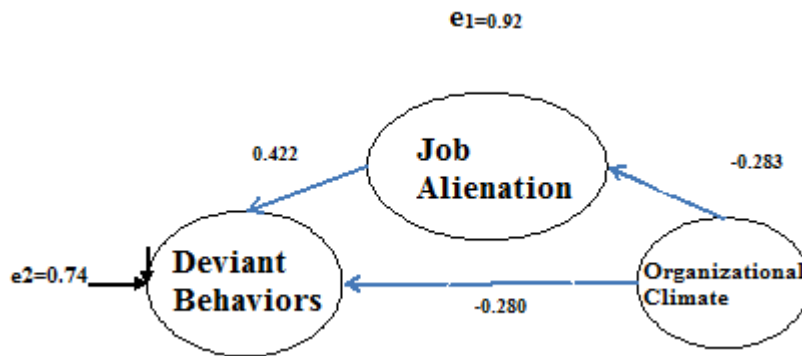
$$e_2 = \sqrt{1 - (0.451)} = \sqrt{0.549} = 0.74$$

The direct effect of the coefficients is equal to: Beta value

The indirect effect is equal to the beta multiplication result of the variables existing in the path

The total effect is equal to: The sum of the direct and indirect effects





**Figure 1-** Path Coefficients (Coefficient B) and the Error of Other Variables outside the Research

As it can be observed in (Figure 1), the coefficient B of all the paths of the research variables are significant on deviant behaviors.

**Table 10-** Path Analysis

Independent Variable	Dependent Variable	Direct Effect	Indirect Effect through Job Alienation	Total Effect
Organizational Climate	Job Alienation	-0.283	-	-0.283
Job Alienation	Deviant Behaviors	0.422	-	0.422
Organizational Climate	Deviant Behaviors	-0.280	$0.422 * -0.283 = -0.11$	-0.39

(Table 10) shows that the organizational climate directly has a negative and significant effect on deviant behaviors (-0.280), and also through job alienation leads to a decrease in deviant behaviors (-0.399). On the other hand, job alienation has a direct and positive effect on deviant behaviors (0.422). Also, the organizational climate has a direct and negative effect on job alienation (-0.283). Organizational climate indirectly affects deviant behaviors through job alienation to the ratio of -0.11. The effect ratio of total organizational climate through job alienation on deviant behaviors is (-0.39) ratio, which is more than direct effect of organizational climate on deviant behaviors to the ratio of (-0.280).



## 4 DISCUSSION

Based on the results of the correlation coefficient, there was a significant and negative relationship at the 1% error level to the ratio of ( $r=-0.379$ ) between **organizational climate and job alienation**. These results are in line with the researches of (Demireze and Tosunoglu, 2017); which showed that there is a significant and negative relationship between organizational climate and job alienation. In explaining these findings, it can be said that in a desirable organizational climate, employees feel that their existence is essential and that their working spirit is enhanced. As the organizational climate is favored, job alienation decreases. In other words, if the managers of organizations provide an environment for the employees in which decision making is performed with the participation of employees, the goals and roles are clear, the method of setting the goals and procedures is satisfied by the employees, the rewards are fair in their viewpoints, and the barriers to establish communication are eliminated, therefore, the job alienation will be reduced (Rahimi et al, 2016).

Based on the results of the correlation coefficient, there was a significant and negative relationship at the level of ( $p \leq 0.01$ ) (1% error) to the ratio of ( $r= 0.534$ ) between *organizational climate and deviant behaviors*. These results are in line with the research of (Padid, 2015), which stated that positive organizational climate is an important factor in preventing employees' deviant behaviors. In explaining these findings, it can be said that the warmer and the more supportive the climate of the organization is, the less the deviant behaviors will become. As organizational climate is favored, deviant behaviors will be decreased. Employees' perceptions of organizational climate can influence their attitudes toward ethical behavior. If employees have a clear understanding of their role, they have more familiarity with the descriptions of their duties, reward distribution is fair, employees are satisfied with the organization's policies, communication is not too formal, and the informal communication are also considered, therefore, deviant behaviors will be reduced.

Based on the results of the correlation coefficient, there was a significant and positive relationship between *job alienation and deviant behaviors* at the level of ( $p \leq 0.01$ ) (1% error) to the ratio of ( $r= 0.572$ ). These results are in line with the researches of (Dalal, 2005), (Yoon Goo et al, 2013). In explaining these findings, it can be said that by reducing job alienation, deviant behaviors are reduced. The feeling of self-hatred makes the worker abuse work, but never becomes aware of his creativity and only shows one or more "body" movements of him/herself without playing an important role in the entire production chain. Self-hatred means actions in which no material and moral reward are felt by the individual.



According to the results, the analysis of variance was (Sig <0.05); thus it was specified that there was a *linear relationship between job alienation, organizational climate and deviant behaviors*. Regarding that organizational climate and job alienation were able to predict deviant behaviors, the adjusted determination coefficient value showed that 44.7% of deviant behaviors changes are predictable by organizational climate and job alienation variables. Therefore, the tenth hypothesis is confirmed. These results are in line with the researches of ([Sharafi et al, 2013](#)) and ([Demireze and Tosunoglu, 2017](#)). Regarding this finding, it can be said that managers' attention to increase positive organizational climate and also to decrease employees' job alienation can lead to further reduction of employees' deviant behaviors.

Considering the results, it was observed that organizational climate directly had a negative and significant effect to the ratio of -0.238 on job alienation, and also the direct effect of job alienation on deviant behaviors was significant to the ratio of 0.422. On the other hand, the direct effect of organizational climate on deviant behaviors was to the ratio of -0.280 at 95% confidence level. The results showed that the effect of organizational climate through job alienation on deviant behaviors ( $-0.422 * -0.283$ ) was obtained to the ratio of -0.11. The total effect of organizational climate directly and indirectly through job alienation on deviant behaviors was obtained as -0.39 ratio. According to the results, it can be said that job alienation mediates the relationship between organizational climate and deviant behaviors. Although no research was observed that has investigated these relationships altogether and with the present hypothesis, the results of the following researches can be mentioned that each of them has measured a part of the relationship derived from the latter hypothesis. The results of this hypothesis of the research are consistent with the results of the researches of ([Bhui et al, 2018](#)) and ([Sua´rez and Zoghbi-Manrique, 2016](#)). Also, the organizational climate can predict job alienation. Improving the organizational climate leads to the reduction of alienation, resulting in deviant behaviors reduction.

## 5 CONCLUSION

Considering the confirmation of the positive and significant effect of organizational climate directly and indirectly through employees' job alienation on deviant behaviors and the overall effect of about -0.39 of organizational climate variable on reducing deviant behaviors in hypothesis 11, it seems that improving the organizational climate or reducing employees' job alienation should not solely be considered. In general, it can be stated that the organizational climate can act as an



effective factor in the behavior of the members of the organization. The existence of positive climate in the organization reduces job alienation and is a reason for the more tendency of the members of that organization to work together as a group in order to grow and promote each other and the organization. Desirable organizational climate, directly and indirectly, through job alienation, leads to the reduction of deviant behaviors in the organization.

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