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Design and Development of a Model for Managing Organizational Behavior of Difficult Employees

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Abstract

The aim of this research is to design and develop a model for managing the organizational behavior of difficult employees. This study is applied-developmental in terms of its objective and descriptive-survey in terms of methodology. The research approach is an exploratory mixed method, combining qualitative and quantitative techniques. In the qualitative section, Strauss and Corbin's grounded theory technique (2007) was utilized, while structural equation modeling (SEM) was employed in the quantitative section. The qualitative population consisted of educational experts (managers and academic experts at the University of Misan, Iraq), and 16 individuals were selected as the sample using purposive sampling. Semi-structured interviews were conducted to gather expert opinions, and the grounded theory model was analyzed using ATLAS.ti software. In the quantitative section, the population consisted of employees at the University of Misan, with a total of 200 members. Based on Morgan's sampling table, 132 individuals were selected as the sample. The data collection tool for the quantitative phase was a researcher-developed questionnaire utilizing a five-point Likert scale. The content validity of the questionnaire was confirmed by consulting experts and specialists, and its reliability was verified by calculating Cronbach's alpha coefficient. The collected data were analyzed using AMOS software to estimate the structural equation model. The findings revealed 20 general categories within a paradigmatic model, including causal conditions (negative organizational behaviors, negative managerial behaviors, factors causing difficult behavior, organizational damages), central phenomenon (managing difficult employees), contextual conditions (negative organizational culture, negative communications, improper organizational changes, inefficient leadership), intervening conditions (flawed policies and procedures, unsuitable work environment), strategies (designing a human resource management model, formulating organizational policies and regulations, effectively managing difficult employees, providing psychological and social support), and outcomes (a healthier and more efficient workplace, cultural improvement, enhanced organizational performance, effective human resource management, and reduced difficult behaviors).

Keywords: *Management, Human Resources, Organizational Behavior, Difficult Employees, University of Misan*.

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1. Introduction

In organizational environments, one of the key challenges faced by managers is dealing with difficult employees [1]. This group of employees, for various reasons such as job dissatisfaction, personal issues, or misalignment with the organizational culture, exhibits behaviors that can reduce team productivity and create a tense organizational atmosphere [2]. Their inappropriate behaviors may include unconstructive criticism, persistent opposition to managerial decisions, or a lack of commitment to assigned tasks. Such behaviors not only negatively impact individual performance but also harm interpersonal relationships and team cohesion [3, 4]. This issue becomes particularly significant in organizations that rely on continuous collaboration and coordination among teams. One of the primary reasons for the emergence of difficult behaviors is the absence of effective systems to identify and manage such employees. Many organizations lack structured mechanisms for preventing and mitigating disruptive behaviors and often address the issue only when a crisis arises [5]. This reactive approach not only exacerbates difficult behaviors but also imposes significant costs on the organization, including reduced motivation among other employees and increased turnover rates [6]. Furthermore, ignoring the root causes of these behaviors, such as a lack of communication skills, psychological pressures, or a mismatch between an individual's role and their abilities, can complicate the problem even further [7].

To address this challenge, managing organizational behavior requires a comprehensive and strategic approach that operates both preventively and therapeutically [8]. Implementing methods based on organizational psychology, such as constructive dialogues, feedback sessions, and career counseling, can play a significant role in improving the behavior of difficult employees [9]. Additionally, identifying motivational factors and creating a supportive environment to encourage behavioral improvements is essential. Approaches such as stress management training, communication skill development, and fostering a culture of transparency and participation can help employees address their issues through more constructive pathways [10].

Managing difficult employees should focus on strengthening their strengths and improving their weaknesses rather than placing blame or removing those [11]. This perspective requires managerial commitment to enhancing the organizational culture and strengthening human relationships. Organizations can create individual and team development programs to provide opportunities for growth and improvement, thereby transforming disruptive behaviors into constructive ones [12]. In this way, difficult employees not only become valuable assets to the organization but also contribute to an environment where all employees can thrive and excel [13]. The University of Misan, as an academic and educational institution, faces similar challenges and aims to design a comprehensive model for managing the organizational behavior of difficult employees within the framework of its values and academic culture [14, 15]. Difficult behaviors typically result from a combination of individual and organizational factors. At the individual level, factors such as job-related stress, lack of communication skills, or psychological issues can lead to such behaviors. At the organizational level, factors such as a lack of role clarity, weaknesses in performance evaluation systems, or limited professional development opportunities can trigger these behaviors [16].

Research on managing difficult employees has explored various behavioral and organizational factors that influence employee interactions. Apeldoorn (2024) discusses the potential applications of knowledge extraction in understanding behaviors within organizational contexts, particularly through tools such as the InteKRator toolbox [1]. Albuquerque et al. (2023) propose the use of large digital corpora to study human behavior, highlighting the importance of cultural and social diversity in understanding workplace dynamics [2]. Anxiety behaviors, which are often observed in difficult employees, can be categorized into cognitive, attitudinal, and behavioral types, with organizational structures reinforcing these behaviors [11]. Sadeghi (2021) finds that narcissistic and antisocial traits significantly impact restless employee behaviors, whereas Machiavellianism influences behaviors like jealousy and vengeance [17]. Zarei et al. (2017) further explore how organizational pessimism affects employee anxiety, emphasizing its impact on both behavioral and emotional dimensions [6]. Gbolabo et al. (2023) advocate for improved communication, ethics, and governance to combat workplace incivility [18]. Lilly (2017) suggests that managers should foster environments that counteract the negative effects of rudeness, which has been shown to interfere with productivity [19]. Kemelgor et al. (2011) assert that narcissistic traits are pervasive in problematic employees, regardless of hierarchical role [20]. Additionally, Hutton and Gates (2008) highlight that workplace rudeness, particularly from patients and management, reduces employee productivity more than

rudeness from peers or subordinates [21]. Together, these studies underscore the multifaceted nature of difficult employee behaviors and the importance of strategic management to address them.

At the University of Misan, factors like tensions arising from educational changes, resource shortages, and conflicts between managerial expectations and practical realities may create an environment conducive to such behaviors. By addressing both individual and organizational factors, the university seeks to create a balanced model that mitigates these challenges while fostering a healthier and more productive organizational culture. Managing the organizational behavior of difficult employees requires a multifaceted approach that focuses on prevention and improvement rather than blame. In some organizations, strict measures such as disciplinary actions are applied; however, these methods often backfire, exacerbating the problem instead of solving it [22]. In contrast, approaches based on organizational psychology, such as providing constructive feedback, identifying employees' needs, and fostering a culture of participation, can yield better outcomes. At the University of Misan, adopting a scientific and data-driven approach to design a comprehensive model is a necessary step in addressing this challenge. The proposed model for managing difficult employee behavior at the University of Misan is built on four main pillars: identification, prevention, intervention, and evaluation.

- In the **identification** phase, psychometric tools and data analysis should be utilized to identify employees exhibiting difficult behaviors [23].
- The **prevention** phase involves offering training programs in stress management, communication skill development, and conflict resolution.
- The **intervention** phase includes counseling sessions, coaching programs, and the development of personalized plans to improve behavior.
- Finally, the **evaluation** phase focuses on assessing the outcomes of these interventions and gathering feedback from employees and managers [24].

Implementing this model comes with challenges. These include resistance from some employees to change, a lack of financial and human resources for executing the programs, and weaknesses in data-driven infrastructure. Additionally, at the University of Misan, cultural and social differences [25] among employees may further complicate the implementation process. To overcome these challenges, university managers need to adopt a participatory and transparent approach, actively involving employees in the design and implementation of the model and leveraging the support of senior management. Designing and defining this model provides an opportunity to improve organizational culture and enhance productivity. The model has the potential to reduce disruptive behaviors, increase job satisfaction, and improve workplace relationships within the university. It is recommended that the University of Misan establish an interdisciplinary team of experts in management, psychology, and human resources to further refine the model. Additionally, piloting the model in a smaller department of the university and analyzing its results can help address potential issues and improve its design. By adopting this approach, the university can serve as a successful example in managing organizational behavior and move closer to achieving its educational and research objectives.

2. Methodology

This research is applied-developmental in terms of its objective and descriptive-survey in terms of its method. The approach employed in this study is an exploratory mixed-methods design, combining qualitative and quantitative methods. In the qualitative phase, the Strauss and Corbin (2007) grounded theory technique was utilized, while in the quantitative phase, the structural equation modeling (SEM) method was applied.

The qualitative population of this study consisted of experts in the field of education (managers and educational experts from the University of Missan, Iraq). Using a purposive sampling method, 16 individuals were selected as the sample. Semi-structured interviews were conducted to collect the opinions of the experts. The grounded theory model was analyzed using ATLAS.ti software. In the quantitative phase, the target population consisted of the employees of the University of Missan, with a total of 200 members. According to Morgan's sampling table, 132 individuals were selected as the sample. The data collection tool in this phase was a researcher-developed questionnaire using a five-point Likert scale. The content validity of the questionnaire was confirmed through the opinions of experts and specialists, and its reliability was verified using Cronbach's alpha coefficient. To determine the CVR (Content Validity Ratio) of the questionnaire, it was provided to 8 experts in the field, and based on the acceptable CVR table, a threshold of 0.75 was considered. After calculating the CVR, a value of 0.92 was obtained, indicating that all questions in the questionnaire were valid.

Since the overall Cronbach's alpha value of the questionnaire was 0.85, it was confirmed that all items were reliable. After collecting the data, structural equation modeling was performed using the AMOS software, and the model was calculated.

3. Findings and Results

To answer the research question, "How is the design and explanation of a model for managing the organizational behavior of difficult employees at the University of Missan?", the open and axial coding of each section of the contextual model is presented below.

Causal Conditions for Managing Organizational Behavior of Difficult Employees:

Causal conditions are categories that influence the central category. Based on the interviews, the axial codes "organizational negative behaviors; negative management behaviors; factors of difficulty; organizational damages" were identified and linked to a broader selected code called causal conditions. The participants in the study indicated that certain conditions influence the management of organizational behavior of difficult employees, as shown in the following.

Table 1. Axial Coding of Qualitative Data (Causal Conditions)

Optional category	The central category	Initial code
Negative organizational behaviors (CC1)	Individual deviation	Desire for violence
		Insult
		Harassment
		Disobeying the rules
		Failure to comply with regulations
		Abnormal behaviors in the workplace
	cognitive	being a criminal
		Degradation control
		Poor cognitive skills
		Unknowingly arrogant
		lack of self-esteem
		narcissism
		self-monitoring
		Machiavellianism
		being introverted
		Lack of criticism
	Disturbing behaviors in the workplace	delay and lateness
		Unexcused absences
		Reducing the quality and quantity of employees' work
		Criticism and complaints
		Decreased motivation and commitment
		Non-cooperation and inattention
Negative management behavior (CC2)	Decreased trust in management	Decrease in trust in the management and officials of the organization
		Chaotic force in the workplace
	Reducing the quality of organizational communication	Reducing the quality of organizational communication
		Negative behavior and speech of employees
		Damage to the relationship between employees and management
	Weakening team morale	Creating unhealthy competition
		Not paying attention to small successes
		Public criticism
		Lack of effective communication
Anxiety factors (CC3)	Personal and family problems	Lack of job satisfaction
		Psychological tensions in the home environment
	Job stress and pressure	Conflicts and job pressures
		Different problems and behaviors of employees
	Social deviation	Feeling of injustice or inequality in the organization
		Abnormal behaviors in the workplace
	Cultural issues and differences with organizational norms	Creating a negative culture
		Ambiguity in rules and regulations
		Inappropriate behavioral guidelines

Organizational damage (CC4)	Direct damage	Replacement costs
		The cost of destroying resources and equipment
	Indirect damage	Decreased team morale
		Negative impact on mental health
		Increasing employee stress

Contextual Conditions of Organizational Behavior Management of Difficult Employees: Context refers to the specific set of characteristics that point to the phenomenon in question, i.e., the location of events and incidents related to the phenomenon. Context represents the set of specific conditions in which strategies for action and reaction are implemented. The contextual elements in the management of organizational behavior of difficult employees include "negative organizational culture; negative communication; inappropriate organizational changes; ineffective leadership," as detailed in the following.

Table 2. Axial Coding of Qualitative Data (Contextual Conditions)

Optional category	The central category	Initial code
Negative organizational culture (COC1)	Negative culture	Lack of cooperation and positive interaction
		Baseless criticism and constant complaining
		Mistrust and pessimism
	Displacement of organizational values	Prioritizing results over processes
		Lack of attention to the satisfaction and well-being of employees
		Reducing moral and professional values, promoting unhealthy competition
		Rewarding negative behaviors
Negative communication (COC2)	Individual deviation	Destructive and baseless criticism
		Complaining and complaining constantly
		Lack of transparency and openness in communication
		Unprofessional and disrespectful behavior
		Lack of cooperation and positive interaction
		Rumors and divisiveness
	Analysis of deviant behaviors	Reducing the quality of organizational communication
		Lack of communication skills
Inappropriate organizational changes (COC3)	Lack of transparency in changes	Rapid and unplanned changes
		Reducing manpower without considering the effects
		Mismanagement of human resources
		Creating complex and bureaucratic structures
		Failure to adapt to the real needs of the organization
	Structural problems	Barqwanin's overemphasis
		Manual management style
		High power distance
		Ambiguity of duties and roles
		Focus with high formality
Ineffective leadership (COC4)	leadership	Rapid and unplanned changes
		Mismanagement of human resources
		Reducing manpower without considering the effects
		Creating complex and bureaucratic structures
		Lack of transparency in changes
		Failure to adapt to the real needs of the organization
		Effective performance management
		Recognition and appreciation
	Management changes	Changes in the management team
		Human resources
		Changes in management approaches

Intervening Conditions in Organizational Behavior Management of Difficult Employees: Structural conditions are associated with the phenomenon and affect strategies of action and reaction. They either facilitate or constrain these

strategies within a specific context. Participants indicated that incorrect policies and procedures, as well as an inappropriate work environment, are among the intervening conditions in the management of difficult employee behaviors, as presented in the following.

Table 3. Axial Coding of Qualitative Data (Intervening Conditions)

Optional category	The central category	Initial code
Wrong policies and procedures (IC1)	Non-transparent policies	Inefficient performance appraisal system
		Poor communication and lack of transparency
		Inefficient crisis management
		Unfair bonuses and promotions
		Lack of attention to the well-being and satisfaction of employees
		Failure to provide development and training opportunities
		Failure to accept feedback and constructive criticism
	Incorrect disciplinary procedures	Lack of transparency in disciplinary policies
		Unfair and discriminatory disciplinary actions
		Failure to provide feedback and opportunities for improvement
		Disproportionate and severe disciplinary measures
		Increase in the rate of leaving the service
		Decrease in organizational trust and commitment
		Discipline enforcement without detailed documentation
		Decreased motivation and productivity
		Increased dissatisfaction and stress
		Effects of wrong disciplinary procedures and Ignoring negative behaviors for a long time
		Irresponsible crisis management
		Increase in negative and bad behavior
Inappropriate work environment (IC2)	Lack of supportive work environment	Lack of physical work environment
		Lack of psychologically suitable work environment
	Economic environment	Economic situation
		labor market
	Improper workspace design	Insufficient and cramped space
		Improper lighting
		Improper ventilation
		Inappropriate equipment and furniture
		Disturbing sounds
		Decreased job satisfaction and organizational commitment
		Increasing conflicts and tensions
		Decreased productivity and motivation
		Increased stress and dissatisfaction
		Lack of common spaces
		Increase cooperation between employees

The strategies for managing organizational behavior of difficult employees: Strategies are based on actions and reactions aimed at controlling, managing, and providing feedback for the phenomenon under study. These strategies are purposeful and are implemented for a reason. The strategies of this research include the design of human resource management models, formulation of organizational policies and regulations, effective management of difficult employees in the organization, and psychological-social support, as outlined in the following.

Table 4. Axial Coding of Qualitative Data (Strategic Conditions)

Optional category	The central category	Initial code
Human resource management model design (SC1)	Identification and evaluation of anxious behaviors	Use of performance evaluation tools, surveys
		Colleagues' feedback to identify bad employees
		Analyzing data collected from antisocial behaviors
		Determining the impact of bad behavior on the organization

	Analysis of the depth and severity of problems	Providing quantitative data to analyze negative and pessimistic behaviors
		Providing qualitative data to analyze negative and pessimistic behaviors
	Designing corrective programs	A foundation for designing appropriate behavior and environment
		Implementation of programs to improve behavior and improve the working environment
	Continuous evaluation and feedback	Periodic evaluation
		Continuous monitoring
		Feedback sessions
		Innovation and change
Elaboration of organizational policies and rules (SC2)	Behavioral policies	Creating and compiling acceptable policies and rules of conduct
		Determining the clarity of roles and responsibilities
		Define acceptable and unacceptable behaviors clearly
	Legal advice	Access to online legal advice
		Legal advice centers
		Consultant associations and unions
		Legal software and applications
	Disciplinary protocols	Developing disciplinary protocols for dealing with disruptive behaviors
		Implementation of disciplinary protocols regularly
Effective management of angry employees in the organization (SC3)	Training and development of skills	Implementation of training courses related to communication skills
		Current training programs
		Professional development opportunities
		Stress management and positive behaviors
	Interactive workshops	Conducting a workplace behavior interaction workshop
		Discussion and opinion for unruly behavior
	Reward and encouragement	Encourage desirable behaviors
		Reward systems
Psychosocial support (SC4)	Psychological support and counseling	Access to counseling
		Stress management
		Providing mental and psychological support programs
	Social support	Senior management support
		Colleague support

Consequences of Organizational Behavior Management of Difficult Employees: The results that emerge from the strategies implemented. Consequences are the outcomes of actions and reactions. These consequences are not always predictable and are not necessarily those that individuals intended. Consequences may include events or occurrences, may take on a negative form, can be either real or implicit, and may occur in the present or future. It is also possible that what is considered a consequence at one point in time may later become part of the conditions and factors. The consequences of this research include a healthy and efficient work environment, cultural promotion, improved organizational performance, effectiveness of human resource management, and a reduction in difficult behavior, which are presented in the following.

Table 5. Axial Coding of Qualitative Data (Consequences)

Optional category	The central category	Initial code
Healthy and efficient work environment (CONS1)	Improving the work environment	Increase employee satisfaction
		Making positive changes in the work environment
	Effectiveness of organizational processes	Technical effectiveness
		The effectiveness of human resource management
		Organizational strategic effectiveness
Cultural promotion (CONS2)	Positive organizational culture	Promoting an organizational culture based on cooperation
		Mutual respect and support
	Organizational values	Perform positive behaviors
		Dealing with negative behaviors
	Reducing organizational costs	Reducing disciplinary costs
		Preventing long-term costs

Improving organizational performance (CONS3)	Transparency in communication	Creating clear and open communication between employees
		Creating clear and open communication between managers and employees
The effectiveness of human resource management (CONS4)	Increasing the efficiency of teams	Developing effective teams
		Strengthen cooperation in teams
	Human resource management	Success in implementing strategies
		Improving human resource management methods
	Management of anxious behaviors	Proactively manage change
		Develop mutual trust
		Improving the organizational climate
		Psychological support
Reduction of anxious behaviors (CONS5)	Improving working relationships	Strengthening relationships between employees
		Healthy and positive communication between employees
	Increase productivity	Increasing employee productivity
		Increase job satisfaction
		Reducing absenteeism and leaving the job
	Improving employee efficiency	Fair reward and incentive systems
		Strengthening employee motivation
		Superior performance
	Improving the mental and physical health of employees	Reducing stress and tension
		Mental health support
	Personal development and growth	Professional development
		Career advancement

Among the identified factors, a selective coding paradigm was applied, and based on this, the linear relationship between the secondary code and the core codes of the research, including causal conditions, contextual conditions, intervening conditions, strategies, and outcomes, was determined. Figure below illustrates the coding paradigm, or in other words, the qualitative research process model.

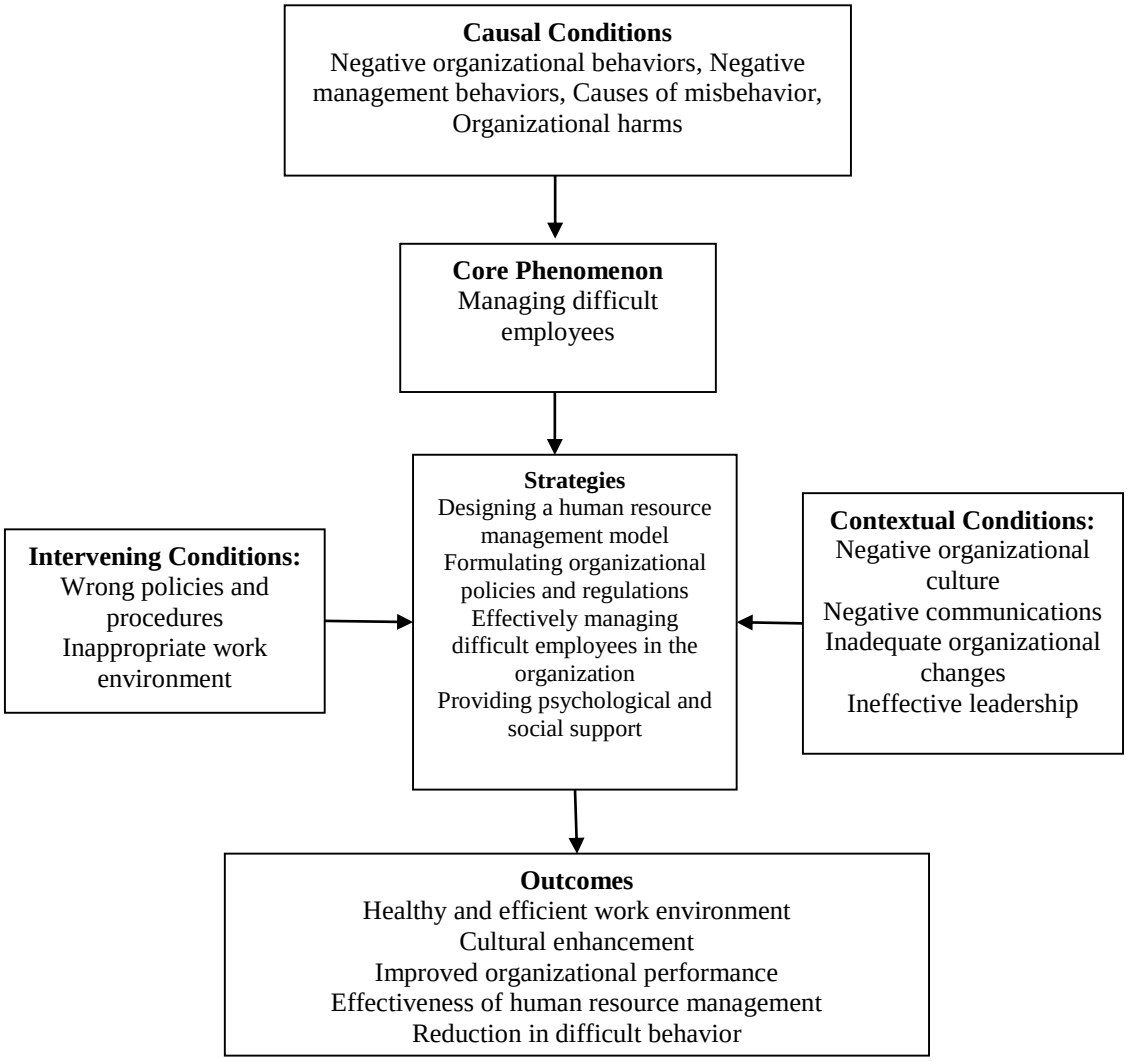

Figure 1. Paradigmatic Model of Managing Difficult Employees

In the second phase of the research, the designed model was validated using SEM based on the questionnaire. Before addressing this section, a summary of the descriptive statistics is provided in the table below.

H_0: The distribution of the data related to the variables is normal.

H_1: The distribution of the data related to the variables is not normal.

Table 6. Data normality test

Variables	level of significance	Kolmogorov Smirnov	test result
Causal conditions	0.088	1.292	Normal
Background conditions	0.094	1.099	Normal
Intervening conditions	0.074	1.372	Normal
Strategies	0.063	1.400	Normal
Consequences	0.253	0.987	Normal

Based on the results of the Kolmogorov-Smirnov test, in all cases, a significance value greater than the error level (0.05) has been obtained. Therefore, there is no reason to reject the null hypothesis and the data distribution is normal.

Examining the Significance of the Organizational Behavior Management Model for Difficult Employees

After confirming the factorial structure of the research constructs, structural equation modeling has been used to

examine the relationships between the variables. Structural equations have been used to measure research hypotheses. A structural equation model is a specific causal structure between a set of unobservable constructs. A structural equation model consists of two components: a structural model that specifies the causal structure between latent variables and a measurement model that defines relationships between latent variables and observed variables. Using the structural equation model, the relationships between hidden variables can be investigated, as well as the measurement items of each hidden variable with the relevant variable. Multivariate theoretical models cannot be evaluated by the bivariate method, where only the relationship of an independent variable with a dependent variable is considered each time. Multivariate analysis refers to a series of analysis methods whose main feature is the simultaneous analysis of K independent variables and n dependent variables.

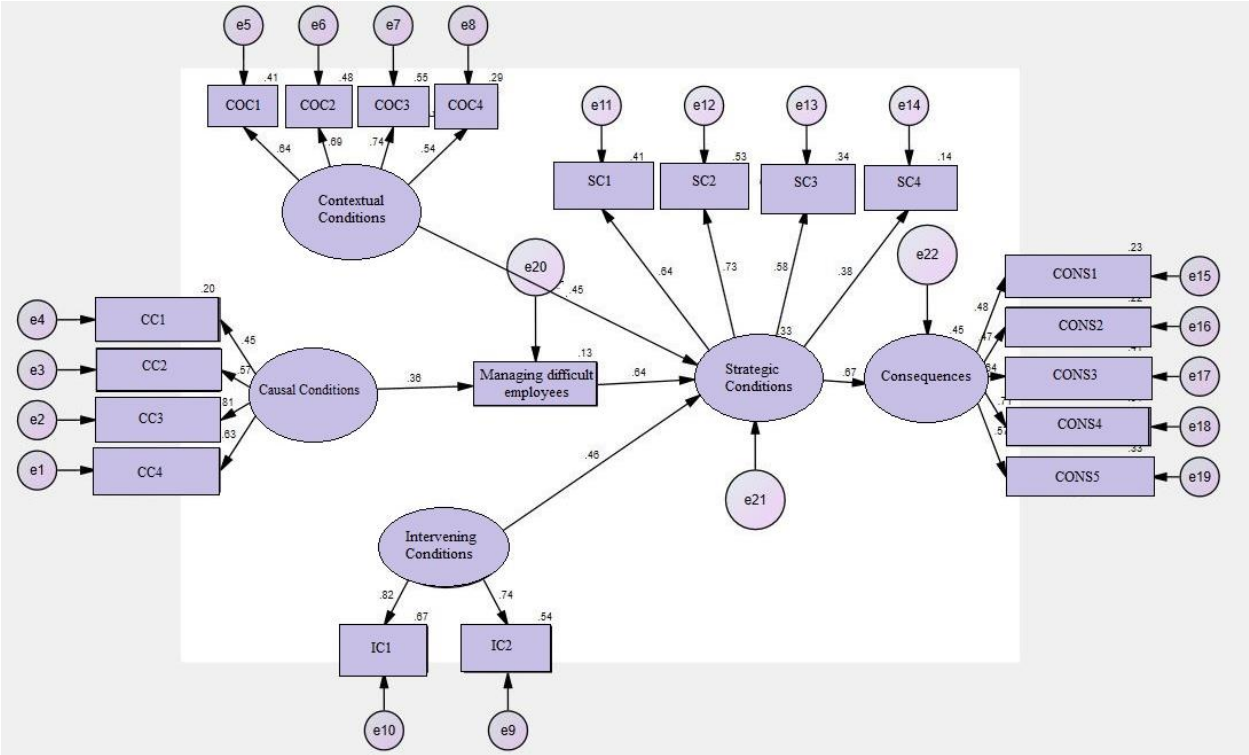

Figure 2. Structural model being estimated by Amos software

All factor loadings are higher than 0.3, to express the acceptability of the model, Bentler-Bonnet normalized fit indices, relative fit, incremental fit, adaptive indices and perfect square are used, and the results obtained from the model are in table (9) is displayed.

Table 7. Model fit indices

Model	X2/df	RMSEA	NFI	CFI	GFI	IFI	RFI	SRMR	AGFI
Acceptable amount	1-3	>0.1	>0.9	>0.9	>0.9	>0.9	>0.9	>0.9	>0.8
Calculated	1.12	0.018	0.97	0.96	0.94	0.94	0.94	0.16	0.87

In the following, the influence of the identified factors on each other has been investigated:

Table 8. Investigating the influence of the identified factors of the foundation data model on each other

Result	level of significance	t statistic	operational factor	impact

Confirmation of relationship	0.000	5.474	0.36	Causal factors on the main category
Confirmation of relationship	0.000	7.110	0.45	Background factors on strategies
Confirmation of relationship	0.000	6.276	0.46	Intervening factors on strategies
Confirmation of relationship	0.000	5.465	0.64	The main category on strategies
Confirmation of relationship	0.000	8.119	0.67	Strategies on consequences

According to the table, the factors identified in the foundation's data model have influenced each other. The factor load of causal factors on the main category is 0.36 and its t-statistic is 5.474, the factor load of background factors on strategies is 0.45 and its t-statistic is 7.110. The factor load of intervening factors on strategies is 0.46 and its t-statistic is 6.276, the factor load of the main category is 0.64 on strategies and its t-statistic is 5.464. Finally, the factor load of the strategies on the results was 0.67 and the T statistic was 8.119. Therefore, it can be said that the research model is approved.

4. Discussion and Conclusion

Improving the efficiency of employees with unusual behaviors, including restlessness, causes technical effectiveness and organizational strategic effectiveness; Therefore, by using the foundation's data research, identified factors include causal conditions (negative organizational behaviors, negative management behavior, anxiety factors, organizational injuries), background conditions (negative organizational culture, negative communication, inappropriate organizational changes, ineffective leadership), intervening conditions. (wrong policies and procedures; inappropriate work environment), strategies (designing a human resource management model; formulating organizational policies and rules; effective management of restless employees in the organization; psycho-social support) and consequences (healthy and efficient work environment; cultural promotion; improvement organizational performance; the effectiveness of human resources management; the reduction of unruly behaviors) with the main phenomenon of unruly management. These strategies ultimately lead to the reduction of unruly behaviors, cultural promotion and improvement of organizational performance by creating a healthier and more efficient work environment and strengthen the technical and strategic effectiveness of the organization. By reducing negative and pessimistic behaviors, the workplace becomes healthier and more collaborative, which leads to increased employee satisfaction and engagement. Yazdankhah et al. (2022) identified the cognitive, attitudinal and behavioral characteristics of restless employees and showed that the environmental and structural factors of the organization can strengthen these behaviors. This result is related to the causal conditions, especially "discomfort factors" and "organizational damages" and shows the importance of accurately identifying these factors to develop effective strategies. Sadeghi (2021) have investigated the effect of dark aspects of personality such as narcissism and antisociality on the behavior of restless employees. This research is also aligned with the causal conditions, especially "negative organizational behavior" and "negative management behavior", and shows how these personality traits can fuel bad behavior [17]. Zarei et al. (2017) investigated the effect of organizational pessimism on employees' anxiety and showed that these factors, especially in behavioral and emotional aspects, can significantly affect anxiety behaviors. These results are consistent with underlying conditions such as "negative organizational culture" and "negative communication" [6]. Yazdankhah (2016) also focused on identifying the behavioral characteristics of restless employees and the environmental and structural factors affecting them. This research is consistent with the causal conditions, including "negative organizational behaviors" and "anxiety factors" [11]. Gbolabo et al. (2023) have discussed the importance of strengthening ethical procedures and organizational policies in dealing with rudeness and unusual behavior in the workplace [18]. This study refers to intervening conditions, especially "wrong policies and procedures" and "unsuitable work environment" and emphasizes the importance of properly managing these factors. Kemelgor et al. (2011) have identified narcissistic traits as key descriptors for problematic employees, which aligns with causal conditions related to "negative organizational behaviors" and "anxiety factors." [20]. Hutton and Gates (2008) have also studied the effect of rudeness in the workplace on reducing productivity and have shown that rudeness from management has a greater effect on productivity. This research is consistent with intervening conditions and consequences, such as "unsuitable work environment" and "reduced organizational productivity" [21]. These studies show that the unusual and restless behavior of employees can be effectively managed through the accurate identification of the causal, underlying,

and intervening conditions, and through the formulation of appropriate strategies, positive consequences can be created in the organization. Effective management of these behaviors reinforces a positive organizational culture and improves intra-organizational communication, which contributes to greater team stability and cohesion. By reducing the negative effects of unruly behaviors, the overall performance of the organization improves and productivity increases. Successful management of these behaviors increases the effectiveness of human resource management, because the organization's ability to attract, retain and promote high-quality employees increases. Appropriate management of disruptive behaviors leads to reduced organizational harm, which can minimize costs associated with employee problems and conflicts.

Therefore, it is suggested:

-The use of tools such as anonymous surveys, individual interviews and performance reviews can help to accurately identify the causes of unusual and unruly behaviors.

-Develop clear and fair policies and laws to deal with unusual and unruly behavior.

-Holding training courses for managers and employees in order to develop communication skills, conflict resolution and emotion management can help reduce unusual behaviors.

-Organizational psychology trainings can also help to increase awareness of bullying behaviors and how to manage them.

-Providing counseling and psychological services to employees who have anxious behaviors can help improve their mental status and reduce negative behaviors.

-Creating an environment where employees can raise their concerns without fear of punishment is also important.

-A positive organizational culture that emphasizes the values of respect, cooperation, and fairness can help reduce unethical behaviors. The leaders of the organization should be an example of these behaviors and support this culture.

- If there is a need for organizational changes, these changes should be done in a planned manner and with effective management in order to avoid dissatisfaction and bad behavior.

-Providing regular feedback to employees about their behaviors and performance and supporting them to improve helps to reduce abnormal behaviors.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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