Research Paper

Examining the causal model of organizational deviance of education administrative staff based on job conflict with the mediation of organizational pessimism

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Abstract
The present study was conducted with the aim of testing the causal model of organizational deviance of education administrative staff based on job conflict with the mediation of organizational pessimism. This research was quantitative and descriptive-correlation type. The statistical population of this research was the employees of the four districts of education departments of Karaj in the academic year of 2020-2021. The sampling method was random (available). The sample size was determined according to the Kregci-Morgan model and considering the error of $\alpha = 0.05$, 125 person. To collect data from the organizational deviance questionnaires of Bennett and Robinson (2000) ($\alpha = 0.89$), Dobrin's job conflict (1985) ($\alpha = 0.86$) and organizational pessimism of Callaghan (2009) ($\alpha = 0.72$) was used. The validity of the instruments was confirmed by the opinion of professors of educational sciences and psychology. Data with two software Spss vs. 22 and lisrel. 8.50 and was analyzed by structural equation model method. The results showed that the presented model has a suitable and favorable fit (df/x2=2.80, GFI=0.92, AGFI=0.91, CFI=0.91, NFI=0.93, 0.082 RMSEA = 0) and the job conflict component directly and indirectly through the organizational pessimism component has a significant effect on the increase in organizational deviance of employees ($p<0.05$). Resolving the job conflict of employees can be an effective step in helping the organizational department of education departments to adapt as much as possible to the expectations of employees, planning for their productivity and preventing and reducing organizational deviance of employees. It will improve the level of education departments to achieve their goals.

Introduction

Undoubtedly, education is one of the most important institutions for the purpose of education, development and supply of human resources and the main pillar in the all-round progress of any country. This institution has major functions and duties regarding the economic, social, political, cultural and educational growth and development of societies, and as a structured institution, it requires scientific consideration of all its different parts and aspects (Nasiri, Ghanbari, Ardalan, Karimi, 2014). The sustainable development of this system requires balanced and balanced growth in both quantitative and qualitative dimensions in parallel with each other. The quantitative expansion of the educational system, regardless of the qualitative development, will result in consequences such as academic failure, dropping out, educational attrition, scientific dependence, brain drain and weak knowledge production (Hatamifar, Kakojoybari, Sarmadi, 2013). Therefore, the issue of improving the quality of education has always been considered and it is becoming more important day by day, and based on this, different countries are trying to develop the most budget items in the field of quality of educational services (Shayan Jahormi, Jamal Zadeh, Surghali, 2012).

In some cases, employees may tend to behave in ways that do not comply with organizational norms and thus threaten their health and that of other employees. The emergence of such behaviors, which are called deviant behaviors from the organizational behavior dimension, affects the level of development of employees and the success of the organization (Baghbanian, Khmernia, 2019). According to the definition, deviant and deviant work behaviors are defined as behaviors that undermine organizational norms and norms, threaten the health of the organization, the employees working in it, or both (Harter, Willett, Colbert, Mount, Barrick, 2014). Organizational deviant behaviors have three distinct characteristics: a) they are done deliberately and consciously; b) disrupt organizational norms and c) threaten the health of individuals or the organization (Christian, Ellis, 2014; Kish Jeffert, 2020). One of the problems of organizations is the existence of crooked and destructive behaviors.

During the last two decades, significant research has been done on the concepts, antecedents and consequences of deviant and destructive work behaviors. Although studies in the field of deviant behavior have often been conducted in private and for-profit companies (Nair, Bhatnagar, 2017); however, it is necessary to address this issue in educational organizations, including education departments (Sheikh, Ateshgah, Adibzadegan, 2015). Organizational bias in educational organizations that are responsible for the important task of educating the country; It costs a lot. Although the studies and research carried out are related to Western countries (Batury, Toker, 2015; Yilmaz, Yilmaz, Ozturk, Sezer, Karademir, 2015; Akbulut, Duvenmez, Dorsan, 2017; Akin, Olkok and Arar, 2017) but this issue It

is also considered a threat to educational organizations inside the country (Ebrahimi, Mashbaki, 2013; Jandaghi, Elwani, Metin, Koze Kanan, 2015). For this reason, the prevalence of such behaviors in the organization and the costs resulting from these behaviors reveal the importance of a detailed and systematic study of this phenomenon. In addition, in every society, the educational system and organizations related to education are considered an important and important part. This system has extensive and significant effects on the structure of the society and social, cultural, economic and political spheres and is the basis for intellectual growth and development as well as the maturity and realization of human capacities (Ghorban-Najad , Issakhani, 2015). Due to the fact that education is known as one of the most important educational organizations, the occurrence of any deviant and destructive behavior is a deviation from organizational and work standards that causes a waste of human resources. It becomes scarce and as a result, the services that can be provided are reduced and the country's education system is deprived of its ultimate goal.

It seems that reasons such as reducing stress, having fun to get away from monotony and understanding injustice in the work environment cause the occurrence of deviant behaviors among employees (Akin et al., 2017). Research claims that organizations whose environment is perceived by their employees as an unfair organization are places where deviant behaviors such as violation of norms, reciprocal behaviors and

theft of employees, etc. are seen. be (Wolf, Picor, 2018).

Mainly, reasons such as reducing stress and increasing job satisfaction (Battori, Toker, 2015), perceived organizational injustice, fatigue and technological characteristics of employees (Jia, Jia and Karo, 2013) are among the reasons for employees to turn to Organizational deviant behavior. In this regard, Jandaghi et al. (2015) divide the reference of organizational bias into three main categories: organizational factors, policies and justice. According to researchers such as Asko et al. (2014), Baturi, Toker (2015) and Akbulot et al. (2017), job demands, role conflict, individual factors (including personality traits and locus of control) are the reasons for paying The employees behave in a crooked way. In addition, according to the study of Suh, Kwai, Chiwu (2017), with technological advances and intense work pressure, employees who cannot balance their work and life and have to work at home; It is natural for them to spend their time on non-work activities at work. With the continuation of the current process, in addition to an ordinary employee, organizational bias is experienced by all knowledge workers (Yilmaz et al., 2015; Glassman et al., 2015) and in other words, in all knowledge-based organizations (Akin et al. colleagues, 2017).

It can be said that the behavior of employees in the organization is affected by many individual and organizational factors (Kaviani, Pourashraf, 2015; Askari; Saeed; Khojste, Mehdipour, 2015). In this context, Kaviani and Pourashraf (2015) in their

research considered job conflict as one of the individual factors affecting the organizational behavior of employees. Conflict is an inevitable aspect of human daily life. Major trends such as continuous change, greater diversity of employee composition, more teamwork, less face-to-face communication (more electronic interaction) and more intercultural exchanges cause conflict (Robert, Kinski, 2020). There are different views about job conflict. The first view is the view of classical management theorists. Proponents of this view believed that any conflict is bad and should be avoided. According to this group, restless people who are few inside the organization create conflict, so they should be fired. The experts of this scientific management, such as Taylor, believed that all conflicts ultimately threaten the power and authority of management. Therefore, they should be prevented or quickly resolved (Vine, Musiska, Fleisson, 2020). The second view is the view of the school of human relations. Proponents of this theory believed that conflict is inevitable and cannot be prevented, but it can be minimized. The group suggested that managers learn how to manage and live with conflict. The third point of view was put forward by interactionists. Interactionists consider conflict not only destructive, but also useful. This group believes that moderate conflict is good and some of it is necessary for effective performance (Parsaian, Arabi, 2015). Conflict is a phenomenon that has positive and negative effects on the performance of individuals and organizations. The correct and effective use of conflict improves performance and raises the level of health of

the organization, and its ineffective use reduces performance and creates conflict and convulsions in the organization. The ability to deal with conflict and manage it plays a valuable role in the success of individuals and organizations. If the conflicts are constructive, they cause new and creative thoughts and provide the context for change and innovation and constructive transformation in the organization and ultimately help the management to achieve its organizational goals (Makhund Lotfali , Hosseini, Khanke, Falahi Khokhnab, Hosseinzadeh, 2013). Researches have shown that constant conflict in the work environment while creating negative effects on people's physical and mental health; It destroys the working atmosphere, increases the rate of absenteeism, reduces cooperation and participation in work, and reduces effectiveness (Torani, Ahmadi, Karmi, 2013). Therefore, the importance of understanding the issue of conflict and its negative and positive effects on the performance of employees can provide the necessary knowledge for the managers of the organization to make appropriate decisions when necessary (Ghafourian, Flamerzi, 2018). In this regard, Aryani ghizghapan (1401) showed in his research that job conflict has a positive and significant role in predicting deviant behavior.

Esmaili, Hakak and Shah Siah (2015) in their research, considered organizational pessimism as one of the effective factors in employees' behavior. In this regard, it is worth mentioning that globalization, information technology and the diversity of the workforce

have faced human resource managers with problems and issues, the biggest challenge for managers to move forward is the phenomenon of organizational pessimism (Khan, Roud, 2014). Experts define pessimism as a person's pessimistic thoughts about the future and unreasonable expectations for themselves and others. Such people believe that others have a low level of thinking, are selfish and do not value trust and loyalty (Mitt, 2013). Also, many problems and issues related to employees that provide negative effects for the organization are the product of organizational pessimism. Studies show that organizational pessimism is related to the effects that can seriously weaken the success of the organization. In other words, pessimistic employees have a great impact on the organization. They can prevent the organization from achieving its goals (Nafi, 2013; Wilkerson, Evans, Davis, 2008). According to the recent studies and existing literature on the discussion of types of deviant behaviors, many researchers have identified the effective factors in the occurrence of such behaviors and have introduced organizational pessimism as one of the reasons for deviant behaviors (Barski, 2020). In addition to this, the phenomenon of organizational pessimism in many societies has become one of the major challenges of organizational leadership

(Ward, 2014). Therefore, it is necessary for organizations and managers to prioritize the study of the effects of this phenomenon, the ways to face this new reality, and the prevention of its negative consequences in the workplace (Kim, Batman, Gilbert, Anderson, 2009; Ward, 2014).

In short, deviations and deviations in the work environment have become an important issue in various organizations, including educational organizations, and have economic, social and psychological effects (Budankin, Teziner, 2019). In addition, despite the strong emphasis on the predictive power of various situational variables in explaining organizational deviant behaviors, the link between these variables in explaining the mentioned behaviors has received less attention in empirical studies (Aryani, 2021). Therefore, in this research, the model of diagram 1 is presented to study the effects of job conflict through organizational pessimism on organizational deviance (organizational destructive behaviors) of education administrative staff and the researcher seeks to answer this basic question whether Does employee job conflict through organizational pessimism have an effect on the increase in organizational deviance of education employees?
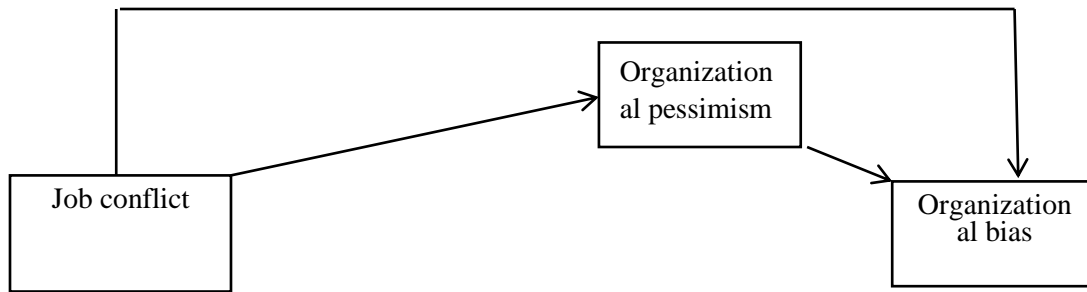
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                          ┌──────────────┐
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   ┌──────────────┐              │
   │              │              ▼
   │ Job conflict │      ┌──────────────┐
   │              │      │ Organization │
   └──────────────┘      │   al bias    │
                         └──────────────┘
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Chart 1: The model of the effect and impact of job conflict variables and organizational pessimism on organizational deviance

Research Methodology

In terms of the main strategy, this research was quantitative, in terms of goal, applied, in terms of implementation method, field, in terms of analytical technique, descriptive-correlation. The statistical population of this research consisted of the employees of the four districts of Karaj Education Department in the academic year of 2020-2021. By complying with ethical considerations, including obtaining consent from the participants to participate in the research, confidentiality of people's information, no coercion to continue the work process, the availability of the researcher to answer questions and obtain permission to carry out the research from the protection of the General Department of Education of the city. Karaj distributed the questionnaire among the office staff of the four districts (District 1, 2, 3, 4). The sampling method was random (available). The sample size was considered to be 130 people according to the table of Kregci and Morgan and considering the error of α = 0.05. Finally, 116 fully answered questionnaires were collected. The rest of the questionnaires were excluded from the research process due to being incomplete and distorted in order to avoid any errors.

Organizational Cynicism Questionnaire (QCQ): Callaghan's (2009) Organizational Pessimism Questionnaire (OCQ) was used to collect data related to the variable of organizational cynicism. This questionnaire has 13 questions and 3 subscales of emotional dimension (1 to 4), cognitive dimension (5 to 9) and behavioral dimension (10 to 13). The questions are presented on a 5-point Likert scale. In Callaghan's (2009) study, the construct validity of the instrument has been confirmed and its reliability has been reported as 0.82 in Cronbach's alpha coefficient. In the present study, the content validity was confirmed by the opinion of three professors of psychology and educational sciences, and its reliability was obtained with Cronbach's alpha coefficient α = 0.72.

Job Conflict Questionnaire (JCQ): The Job Conflict Questionnaire (JCQ) developed and validated by Dobrin (1985) was used to collect data related to the variable of job conflict. This questionnaire has 20 questions. The questions are scored in the form of two

options (mostly agree and mostly disagree). In Aliabadi and Khakpour's research (2012), the content and construct validity of this tool was confirmed and its reliability was reported as 0.81 in Cronbach's alpha coefficient. In the present study, the content validity of the tool was confirmed by the opinion of three professors of psychology and educational sciences, and its reliability was obtained with Cronbach's alpha coefficient $\alpha = 0.86$.

Organizational Deviance Questionnaire (ODQ): Bennett and Robinson (2000) questionnaire was used to measure organizational deviation behavior in the workplace. This questionnaire has 19 items and 2 structures. Items 1 to 10 measure the structure of bias towards the organization and items 11 to 19 measure the structure of bias towards individuals. The questions are designed on a five-point Likert scale (completely agree - somewhat agree - no opinion - somewhat disagree - completely disagree). In this tool, none of the questions are reverse graded. In Ariani et al.'s study (1401), the construct and content validity of this questionnaire has been confirmed and its reliability has been obtained as $\alpha = 0.90$. In the present research, the content validity of the tool was confirmed by three professors in the field of management, organizational

behavior and psychology, and its overall reliability in Cronbach's alpha coefficient was equal to $\alpha = 0.89$ in the form of two components of deviant behavior towards the organization (with a reliability of 85. $\alpha = 0$) and deviant behavior towards people (with reliability $\alpha = 0.91$) was obtained.

Finally, before proceeding to the main analysis, the normality of the data distribution should be checked and confirmed using the one-sample Kolmogorov-Smirnov test, and the data collected using the two software Spss vs. 22 and lisrel. 8.50 and was analyzed by structural equation model method.

Research findings

Out of the 116 sampled people, 42.25% were female (49 people) and 57.75% were male (67 people), of which 60 people (51.72%) were in the fields of humanities, 15 people (93/ 12 percent) were studying in the fields of mathematical and technical sciences, 36 people (31.03 percent) were studying in the fields of agriculture and 5 people (4.32 percent) were studying in the fields of art and architecture. Also, 60 people (51.72 percent) were in bachelor's degree and 56 people (48.28 percent) were in master's degree and doctoral degree.

Table 1: Descriptive indices of the mean and standard deviation of the main research variables (n=116)

N	SD	M	General factor
116	6.63	65.57	organizational deviance
116	5.14	26.41	Job Conflict
116	9.82	40.58	Organizational Cynicism

According to Table 1, it can be seen that the mean and standard deviation of organizational bias are 65.57 and 6.63, respectively, the mean and standard deviation of job conflict are 26.41 and 5.14, respectively, and the mean and standard deviation of pessimism organization was equal to 40.58 and 9.82 respectively. Among the three mentioned components, organizational bias had the highest average and job conflict component had the lowest average.

Table 2: Correlation matrix between the components of organizational deviance analysis, job conflict and organizational pessimism

3	2	1	Variable
		1	1.organizational deviance
	1	0.32**	2.Job Conflict
1	0.35**	0.52**	3.Organizational Cynicism

*P<0.05, **P<0.01

The results of the correlation matrix in Table 2 show that the correlation between job conflict and organizational deviance of employees (r=0.32, p≥0.01), the correlation between organizational pessimism and

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organizational deviance (r=0.52, p≥0.01) and the correlation between organizational pessimism and job conflict (r=0.35, p≥0.01) is significant at the 99% confidence level.

**Table 3: KMO and Bartlett test statistics**

		Bartlett's test	organizational deviance
0.93	KMO		
1055.07	$\chi 2$		
110	Df		
0.000	Sig		
0.61	KMO	Bartlett's test	Job Conflict
2228.87	$\chi 2$		
110	Df		
0.000	Sig		
0.87	KMO	Bartlett's test	Organizational Cynicism
1271.05	$\chi 2$		
110	Df		

0.000	Sig

The KMO index was used to check the validity and adequacy of the data (Table 3). The value of this index for the research data was 0.93 for the organizational deviation questionnaire, 0.61 for the job conflict questionnaire and 0.87 for the organizational cynicism questionnaire. This index is in the range of zero to one, and the closer the value of this index is to one, the more suitable the sample size is for factor analysis. Bartlett's test was also used to check the correlation matrix. As can be seen in Table 3, Bartlett's test for all three questionnaires is smaller than the value of 0.05, and the assumption of unity of the correlation matrix is rejected.

Structural equation modeling method was used in order to explain the relationship pattern between job conflict and organizational deviance of education administrative staff with the mediation of organizational pessimism. Figure 2 shows the tested model of the research in the case of standard coefficients and Figure 3 shows the tested model of the research in the case of significant coefficients (t-value).
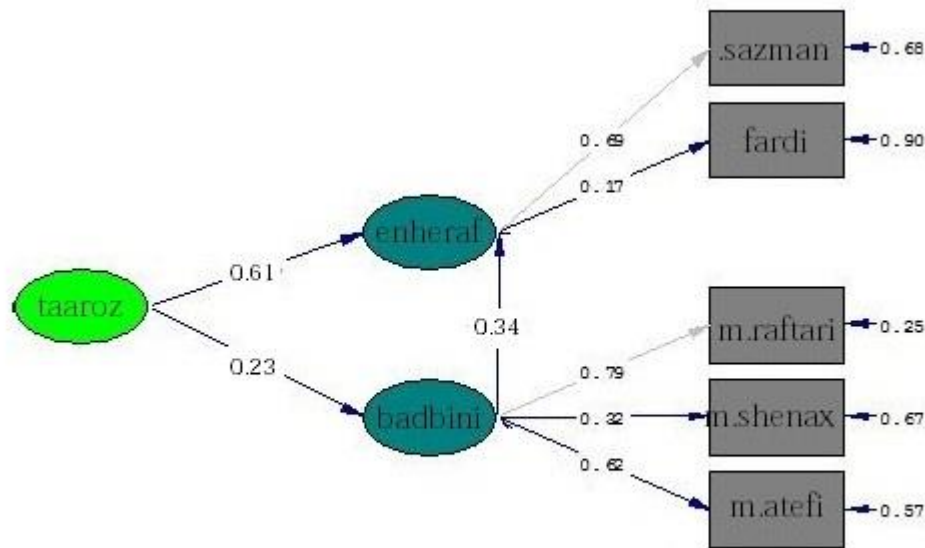
Chi-Square=308.7, df=110 , P-value=0.000 , RMSEA=0.082

Figure2: The tested model of the research in the case of standard coefficients

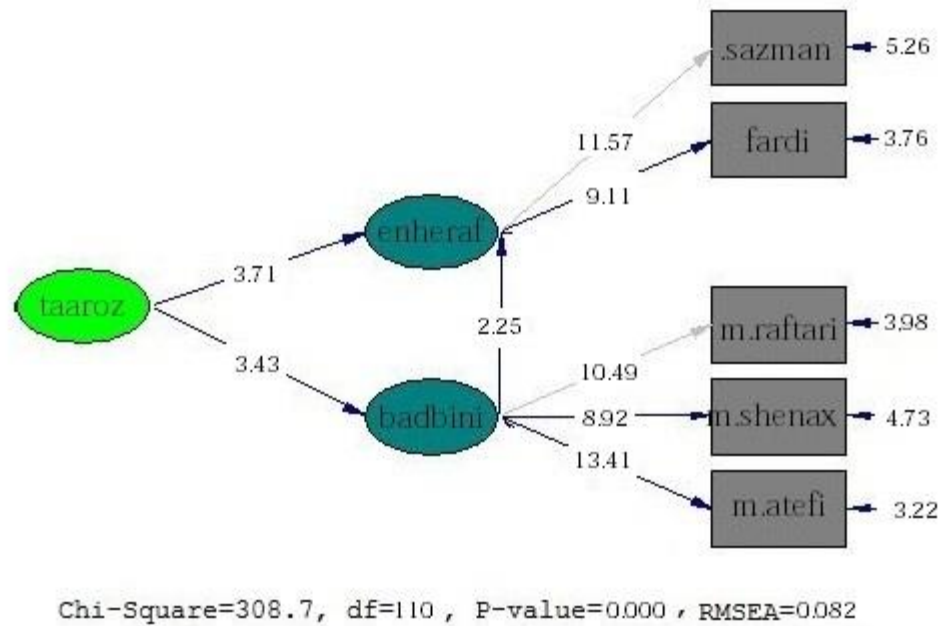Chi-Square=308.7, df=110 , P-value=0.000 , RMSEA=0.082

Figure3: The tested model of the research in the case of significant coefficients (t-value)

In Table 4, the results related to the prediction of deviant and deviant organizational behaviors of education

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workers by job conflict with the mediation of organizational pessimism are reported

Table 4: Coefficients of the effect of job conflict on employees' anti-organizational behaviors through organizational pessimism

Result	T	Standard coefficient	path of the hypothesis
The relationship is meaningful and direct (positive)	3.71	0.61	Job conflict - on - organizational bias
The relationship is meaningful and direct (positive)	3.43	0.23	Job conflict - on - organizational pessimism
The relationship is meaningful and direct (positive)	2.25	0.34	Organizational pessimism - on - organizational bias

According to Table 4, it can be seen that job conflict has a significant relationship both directly and indirectly, through organizational

pessimism, with employees' deviant organizational behaviors ($p<0.05$).

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The results related to the fit indices of the structural model of the mediating test of organizational pessimism of employees in the relationship between job conflict and the tendency to deviate and deviant organizational behaviors for each of the indices proposed by Hu and Bentler (1999) are presented in Table 5.

Table 5: Fit indices of the tested research model

Result	Accepted domain	observed value	Model fit indices
disapproval	≤ 3 not statistically (significant)	38.07 (P < 0.00)	x^2
Model verification	$x^2/df<3$	2.80	x^2/df
Model verification	GFI>0/90	0.92	GFI
Model verification	AGFI>0/90	0.91	AGFI
Model verification	CFI>0/90	0.91	CFI
Model verification	NFI>0/90	0.93	NFI
Model verification	RMSEA≤0/10	0.82	RMSEA

A detailed review of the goodness of fit indices of the structural model in Table 5 shows that the structural model of the organizational pessimism mediation test in the relationship between job conflict and employees' tendency to organizational deviance has a favorable fit; therefore, the detector variables have the necessary ability to operationalize the immediate variables.

Discussion and Conclusion

The purpose of this research was to test the causal model of organizational deviance based on job conflict with the mediation of organizational pessimism among the administrative staff of education and training in Karaj city. In the current study, before analyzing the data using the statistical method of structural equation modeling, in line with the suggestion of Klein (2005), Myers, Gamest and Gurin (2006), univariate normality assumptions were used - with the help of estimating the skewness values and Elongation - multivariate normality and outliers - were tested and confirmed by Mahalanobis distance method. In addition, the results related to the common dispersion between the observed variables reported in

the correlation table (Table 2) show that the assumptions of linearity and multiple collinearity have been met. Finally, in the present study, the maximum expectation method was used to manage missing data. Also, the maximum likelihood method was used to estimate the model. It should be noted that the complex and multidimensional nature of the selected model makes the use of structural equation modeling inevitable. According to Weston and Gore (2006), although the statistical method of structural equations is comparable with other widely used quantitative methods such as regression analysis and analysis of variance, it has some differences compared to these methods. First, while in other general linear models, the structures are presented only with the help of one value and there is no possibility to include the measurement error, in the method of structural equations, while the researcher uses multiple measurements for each uses a single structure, this method also provides the possibility of estimating the specific error of each size. This difference is important because it provides the possibility of construct validity test for different factors. Second, in this method, the meaningful interpretation of the results not only requires the estimation of multiple statistics, but also makes judgment about the appropriateness of the assumed model with the observed data inevitable using different goodness of fit indices.

In general, the results of the data analysis showed that job conflict both directly and through the mediation of organizational pessimism has a significant and positive effect on the organizational bias of education administrative staff, and with the increase in the amount of job conflict and organizational pessimism of employees. , their tendency to deviant behavior increases and vice versa.

This finding is in agreement with the opinion of Rezaian (2016), Zarei Matin (2019), Elwani and Danai Fard (2015) and Peterson (2005) and with the results of the research of Siri and Saviti (2010), Gol Parvar et al. (2012), Qasim Zadeh et al. (2013), Kaviani and Porashraf (2015), Arami and Kodkhoda (2015), Rahmani and Rajab Dari (2015) and Zalibani Shadbad et al. (2016); Samadi Miyarklai and Samadi Miyarklai (2016), Mimand (2018) and Seyed Hosseini (2019) and Ariani et al. (2014) in the field of the effect of job conflict on organizational deviance and with Wiener's opinion (1985) in the theory of social motivation, Wilkerson (2008), Nafi (2013), Ozgar (2015), Sabhrwal (2015), Aslani Qara-baba (2016), Trosch, Boer (2017) and with the results of research by Barnes (2010), Bashir (2011), Mirzamohammadi (2010).), Mohammadi Moghadam and Azadeh (1395), Esmaili et al. (1395) and Aryani et al. (2021), in the context of the effect of organizational pessimism on the tendency towards organizational deviance, are consistent. According to the similarity of the data collection tools and the approximate similarity of the statistical communities of the studies, the agreement obtained seems reasonable and logical. In order to explain the effect of job conflict on the tendency of employees to deviate from organizational behavior, it can be said that job conflict is one of the stressful areas in work environments and organizations that strongly

affects the mental states and attitudes of employees. This effect is due to the fact that the variable of job conflict disturbs the psychological and social balance of people. According to Mahin Noord's opinion (2015), job conflict is the presence of open and hidden conflicting requests and demands in the field of roles assigned to people, which puts people under pressure and in a confusing state during work. When a person is confused in his job, he cannot use his strength, talent and ability effectively, which lowers the efficiency and effectiveness of the person and consequently reduces the motivation, power and positive attitude of the person. And in this way it affects a person's performance and a person tends to fail and engage in deviant behaviors. In the conditions of job conflict, a person does not know exactly what he should do and what his job duties are, which confuses him in his job, and the confusion itself is a basis for deviant and destructive organizational behavior. In fact, this uncertainty (occupational conflict) can lower job motivation and then cause a person not to get satisfaction from the job, which strengthens job boredom and deviant behavior. In justifying this finding, in general, it can be said that when the organization and working conditions put employees in a position of job conflict, in this situation, part of the expectations aimed at fulfilling the obligations towards the employees are weakened. Therefore, the ground is provided for weakening the performance.

In order to explain the role of organizational pessimism in employees' organizational deviant behavior, it can be said

that both job characteristics and organizational characteristics have an effect on pessimism. In terms of job characteristics, people who have less access to resources are more likely to experience organizational pessimism. Therefore, managers should pay attention that the system of communication, information and allocation of organizational resources should be in such a way that different resources are easily available to all employees of the organization while having organizational transparency. On the other hand, as Hasanpour, Nouri, and Kiaei (2013) have expressed, job change is one of the factors that influence organizational pessimism. In order to reduce the impact of job changes on organizational pessimism, it is better to fully open the reasons for the changes to the employees before making the changes, so that the employees do not feel that they will lose their position. It should also be kept in mind that unrealistic claims about the benefits of changes should not be presented. Because this leads to the creation of unfounded expectations in the employees and creates organizational pessimism, which subsequently leads to a tendency towards deviant organizational behaviors. In addition, the amount of access to information is considered as one of the effective factors in organizational pessimism. Acquiring correct information in the organization leads to people becoming aware of the logic of decisions and work processes, which can play a significant role in preventing organizational pessimism and subsequently preventing deviant behaviors. In addition, it seems that people who have better working relationships with their supervisors, on the one hand, can

get more resources and information, and on the other hand, they are trusted more in important tasks and responsibilities. Therefore, it is less likely that these people have a wrong understanding of organizational decisions and changes and engage in deviant and deviant organizational behavior. So managers should note that their leadership and management style should be such that they establish a better relationship with the employees and ensure the trust of the employees towards the organization and should be based on a healthy psychological contract and Be transparent between the organization and the employee, pay enough attention and attention to human resources issues. Another category in organizational pessimism is employees' perception of organizational support, performance evaluation system and promotion. If an employee feels that the organization does not pay attention to him and that the evaluation of organizational performance and appointments is not fair, there is a possibility of pessimism towards the organization and, subsequently, he will tend to misbehave in the organization. In fact, the understanding of organizational support and the fairness of evaluation systems can lead to the reduction of organizational pessimism and the reduction of deviant behaviors. As the present research showed, organizational pessimism is related to several important organizational outputs and can lead to a decrease in employee participation and a tendency to deviant behavior. If organizational pessimism is an individual characteristic, people who have organizational pessimism should be pessimistic about many other things as well,

and organizational pessimism should be rooted in their origins or childhood experiences. Meanwhile, by examining the background of organizational pessimism, it is expected that this concept is more rooted in organizational issues and not personal issues. Therefore, in order to reduce crooked and destructive behaviors, it is necessary and worth emphasizing to pay attention to organizational pessimism and to prevent the occurrence of the underlying factors of organizational pessimism. Toxic behaviors are such that they can easily spread among the members of the organization. The expansion of pessimism of employees towards managers and towards each other causes their level of trust and confidence towards each other to be at a lower level, and this factor, in turn, causes the emergence of destructive behaviors. In addition to this factor, the leader's attitude and his lack of support for organizational citizenship behaviors lead to frustration and a decrease in the motivation of subordinates, who show deviant and destructive behaviors. Knowing the effective factors in organizational skepticism and the role of organizational skepticism in the tendency towards destructive and deviant behaviors can help organizations in order to prevent creating skepticism in employees towards the organization and prevent destructive and deviant behaviors to the organization. On the other hand, by understanding the consequences of organizational pessimism, one can realize the existence of pessimism among employees and implement the necessary plans to reduce it.

It should be noted that one of the main limitations of this research in the process of data collection was the lack of belief and interest of some students in the research and the research topic, and this made the data collection process slow.

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