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The Relationship between Spirituality at Work and Destructive Working Behaviours in the Case Study Employees (Iran's National Oil Company, Bandar Abbas Branch)

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Abstract The aim of this study was to investigate the relationship between spirituality at work and malicious working behavior. This research is functional in terms of purpose, and is correlation-based in terms of the nature and method. The statistical population of this investigation is Iran's national oil company's employees of Bandar Abbas branch in 2015 that have been more than 145 people. 145 people were chosen as the sample according to the aforementioned population by census data collection method. The tools of data collection were two standard questionnaires of Rego and Pina's spirituality at work questionnaire (2008) and standard questionnaire of non-constructive working behaviors from the questionnaire of Fox and others (2001). Research results indicate that there is a significant relationship between spirituality at work and its components (except) with destructive working behavior among employees working in Iran's national oil company of Bandar branch. In addition, constructive proposals have been presented to authorities in order to prevent and reduce destructive working behaviors.

Keywords: Spirituality at work, destructive working behavior, staff

Introduction

Destructive working behavior is such an intentional and voluntarily behavior that damages the organization or the employees. Among these behaviors, which are inherently harmful and damaging, we can consider: avoiding work, improper fulfillment of duties, physical confrontations, verbal insults, destruction of the organization property and theft or illegal use of the property. Some behaviors such as aggression and hostility are directly related to the person while others return to the organization such as: improper fulfillment of duties or the destruction of the organization's property (Farokhnezhad et al, 2011). Fox et al (2001) divided destructive working behaviors into two categories that have been the basis for the present study:

- individual deviant behavior: the deviant behavior that is concentrated in the member such as the rude behavior to colleagues and so on.
- Organizational deviant behavior: the deviant behavior that is driven through the organization such as withholding efforts and so on (Salmani and Radmand, 2009).

Destructive working behaviors in organizations and institutions may expose them to major crises according to their scope and importance (Gholipour and Poor Ezzat, 2007). So, the factors in reducing the incidence of this behavior should be detected. One of these factors can be spirituality at work. In numerous studies, the relationship between spirituality at work and occupational variables have been studied. For example, in a study, Faghihi et al (2013) showed that there is a significant and positive correlation between spirituality at work and the

empowerment of employees. In another study, Farokhnezhad et al (2011) showed that accountability and work ethics are the predictors of the organizational citizenship behavior. Moreover, their results also show that accountability and work ethics have significant simple and multiple correlations with destructive working behavior.

The results of Golparvar and Karami (2011) also showed that positive emotion modifies the relationship between interactional injustices with Exit as the first component of the destructive behaviors. Moreover, the positive emotion adjusted the relationship between interactional injustices with neglect and aggressive voice. Nikpour et al (2011) have also showed that there is a significant relationship between significant work variables, solidarity with others, alignment with organizational values and organizational citizenship behaviors.

In a study entitled as: "The relationship between job engagement, organizational citizenship behavior and destructive working behaviors", Ariani (2013) showed that there is no difference between job engagement among male and female employees. In a study, Soleiman and Khalid Betty (2013) showed that employees are more likely to be at the risk of malicious behavior in organizations that there is injustice or the understanding of lack of fair payment. The results of their study also showed that spirituality at work can reduce destructive working behaviors. The results of Weitz et al (2012) also showed that there is an inverse relationship between spirituality at work and destructive working behaviors and an increase in spirituality at work leads to the reduction of destructive working behaviors.

It has been tried in the present study to examine the relationship between spirituality at work and its components with destructive working behaviors among the employees working in Iran's national oil company in Bandar Abbas branch based on the theoretical foundations as well as the results of past studies.

Methodology

This research is functional in terms of purpose, and is correlation-based in terms of the nature and method. The statistical population of this investigation is Iran's national oil company's employees of Bandar Abbas branch that have been 145 people. The sampling has been conducted as census since all the employees of Iran's national oil company of Bandar Abbas Branch were 145 people and all the 145 people were chosen as the sample.

In this study, the researcher has developed theoretical and investigational foundation via library research, papers and other research available and has used field study and questionnaire to measure views. Two types of questionnaires were used to gather the necessary data.

A: spirituality at work questionnaire: Rego standard questionnaire (2008) quoted in Moghimi and Ramadan (2011) was used to study the spirituality at work. This questionnaire has 15 questions and the lowest to the highest scores are in the order of 1 to 5. The reliability and validity of the questionnaire were obtained by Cronbach's alpha. Reliability of the questionnaire was studied using a pilot study of 20 people and Cronbach's alpha coefficient for spirituality at work questionnaire was evaluated as 0.925.

B: counterproductive work behaviors questionnaire: 19-question questionnaire of Fox et al (2001) was used to study destructive working behaviors. The lowest and highest scores in the survey were in the order of 1 to 5. The validity and reliability of the questionnaire were obtained using Cronbach's alpha which was 0.797 for the destructive working behaviors.

Results

The main hypothesis: there is a significant relationship between spirituality at work and

destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used to assess the relationship between spirituality at work and destructive working behavior. The results of Pearson's correlation showed a significant inverse relationship at the level of 5% error ($p < 0.05$) between spirituality at work and destructive working behavior. So, the hypothesis is confirmed. This means that the more the spirituality in the work of staff will increase, the destructive working behavior will correspondingly decrease. Figure 1 shows the distribution of spirituality at work and destructive working behaviors.

Table1. The correlation between spirituality at work and destructive working behavior

Index	Pearson's correlation coefficient	Level of significance
The relationship between spirituality at work and destructive working behavior	-0.288	0.001



Figure1. The plot of spirituality at work and destructive working behaviors

Subordinate hypothesis 1: there is a significant relationship between the sense of community organization and destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used for evaluating the correlation between the sense of community organization and destructive working behaviors. According to (Table 7-4) and (p -value < 0.05) there is a significant inverse relationship at the level of 5% error ($p < 0.05$) between the sense of community organization and destructive working behavior. So, the hypothesis is confirmed. This means that the more the sense of community organization of staff will increase, the destructive working behavior will correspondingly decrease. Figure 2 shows the distribution of the sense of community organization and destructive working behaviors.

Table2. The correlation between the sense of community organization and destructive working behavior

Index	Pearson's correlation coefficient	Level of significance
The relationship between the sense of community organization and destructive working behavior	-0.246	0.004

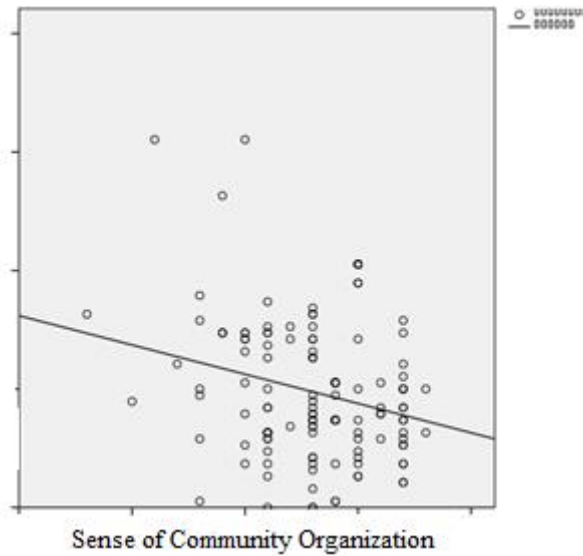


Figure2. The plot of the sense of community organization and destructive working behaviors

Subordinate hypothesis 2: there is a significant relationship between the alignment of personal and organizational values and destructive working behaviors among the staff of Iran's national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used for evaluating the correlation between the alignment of personal and organizational values and destructive working behaviors. According to (Table 8-4) and (p -value < 0.05) there is a significant inverse relationship at the level of 5% error ($p < 0.05$) between the alignment of personal and organizational values and destructive working behavior. So, the hypothesis is confirmed. This means that the more the alignment of personal and organizational values of staff will increase, the destructive working behavior will correspondingly decrease. Figure 3 shows the distribution of the alignment of personal and organizational values and destructive working behaviors.

Table3. The correlation between the alignment of personal and organizational values and spirituality at work

Index	Pearson's correlation coefficient	Level of significance
The relationship between the alignment of personal and organizational values and destructive working behavior	-0.176	0.042

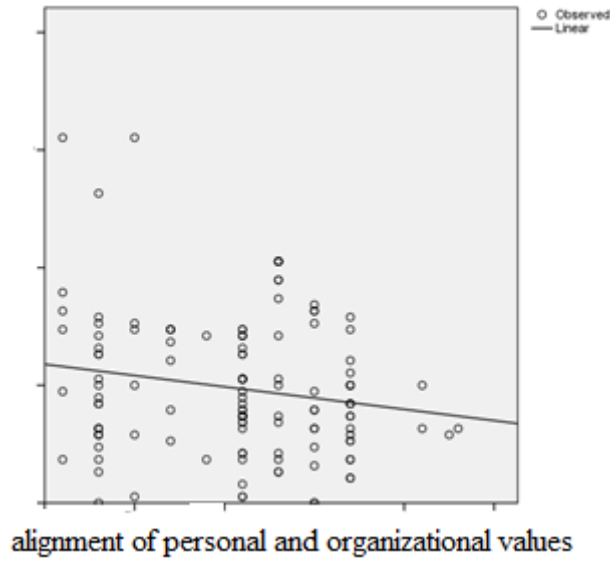


Figure3. The plot of the alignment of personal and organizational values and destructive working behaviors

Subordinate hypothesis 3: there is a significant relationship between the common sense with community and destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used for evaluating the correlation between the common sense with community and destructive working behaviors. According to (Table 4) and (p-value < 0.05) there is a significant inverse relationship at the level of 5% error ($p < 0.05$) between the common sense with community and destructive working behavior. So, the hypothesis is confirmed. This means that the more the common sense with community of staff will increase, the destructive working behavior will correspondingly decrease. Figure 8-4 shows the distribution of the common sense with community and destructive working behaviors.

Table4. The correlation between the common sense with community and destructive working behaviors

Index	Pearson's correlation coefficient	Level of significance
The relationship between the common sense with community and destructive working behavior	-0.367	0.001

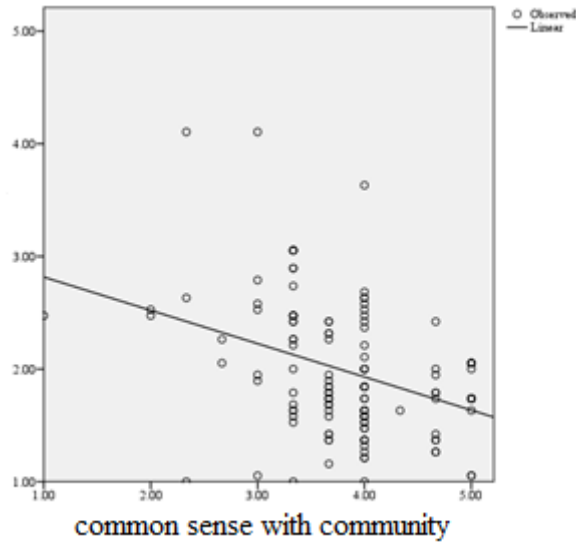


Figure4. The plot of the common sense with community and destructive working behaviors

Subordinate hypothesis 4: there is a significant relationship between the sense of pleasure from work and destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used for evaluating the correlation between the sense of pleasure from work and destructive working behaviors. According to (Table 5) and (p -value < 0.05) there is a significant inverse relationship at the level of 5% error ($p < 0.05$) between the sense of pleasure from work and destructive working behavior. So, the hypothesis is confirmed. This means that the more the sense of pleasure from work of staff will increase, the destructive working behavior will correspondingly decrease. Figure 5 shows the distribution of the sense of pleasure from work and destructive working behaviors.

Table5. The correlation between the sense of pleasure from work and destructive working behaviors

Index	Pearson's correlation coefficient	Level of significance
The relationship between the sense of pleasure from work and destructive working behavior	-0.219	0.011



Figure5. The plot of the sense of pleasure from work and destructive working behaviors

Subordinate hypothesis 5: there is a significant relationship between the chances for internal life and destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

Pearson's correlation coefficient was used for evaluating the correlation between the chances for internal life and destructive working behaviors. According to (Table 6) and (p -value < 0.05) there is no significant inverse relationship between the chances for internal life and destructive working behavior. So, the hypothesis is not confirmed. Figure 6 shows the distribution of the chances for internal life and destructive working behaviors.

Table6. The correlation between the chances for internal life and destructive working behaviors

Index	Pearson's correlation coefficient	Level of significance
The chances for internal life and destructive working behavior	-0.128	0.140

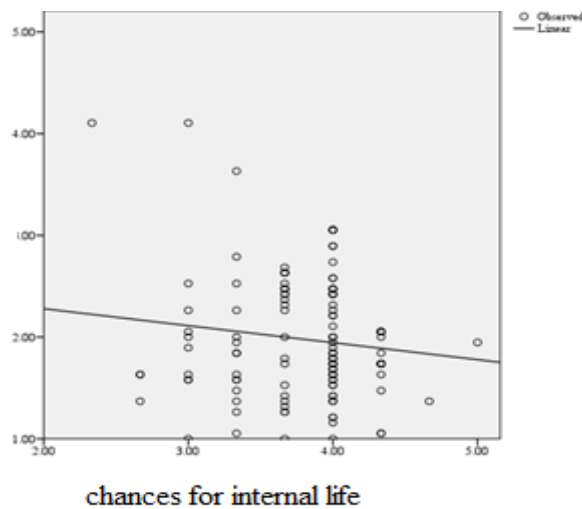


Figure6. The plot of the chances for internal life and destructive working behaviors

Subordinate hypothesis 6: dimensions of spirituality at work are good predictors for the destructive working behaviors among the staff of Iran’s national oil company of Bandar Abbas branch.

multiple regression analysis were used among the staff of Iran’s national oil company of Bandar Abbas branch in order to measure the simultaneous effects of spirituality at work (sense of community organization, alignment of individual and organizational values, common sense with community, the sense of pleasure from work, chances for internal life) on their destructive working behaviors. Dimensions of spirituality at work are the predictor variables and the destructive working behaviors are the criterion variable. Coefficient of determination indicates that what percentage of criterion variables is affected by the predictive variable.

Before the test, according to Table 7 based on the Kolmogorov-Smirnov test result, the P-value is greater than the significance level of 0.05. Therefore, the distribution of the population in the dependent variable of destructive working behaviors is normal.

Table 7. Kolmogorov-Smirnov test

Test/variable	destructive working behaviors
Kolmogorov-Smirnov statistics	1.322
Level of significance	0.061

Data results of Table (7) show that Durbin-Watson statistic is placed in the range of 1.5 to 2.5. So, the condition of errors independence is fulfilled. Table 8 shows the results of multiple correlation coefficients and coefficients of determination of destructive working behaviors under the influence of spirituality at work.

Table8. multiple correlation coefficients and coefficients of determination of destructive working behaviors under the influence of spirituality at work

	multiple correlation coefficients	coefficients of determination	Adjusted coefficients of determination	Durbin-Watson statistic
Model	0.379	0.144	0.111	1.796

Results of Table 8 show that the coefficient of determination and multiple correlation coefficients ($R^2 = 0.144$ and $R = 0.379$) indicate that only 14.4% of the variance of destructive working behavior of employees is influenced by the dimensions of spirituality at work and the rest are caused from other variables. Table 9 shows the results of analysis of variance between the dimensions of spirituality at work and destructive working behaviors of employees.

Table9. Analysis of variance between the dimensions of spirituality at work and employees' destructive working behavior

Model	Sum of squares	Degree of freedom	Mean of squares	F	Level of significance
Regression	6.499	5	1.300	4.336	0.001
Remnants	38.669	129	0.300		
Total	45.168	134			

According to the table of variance analysis (9), we can perceive that the model is significant (p -value < 0.05). Therefore, the dimensions of spirituality at work predict the destructive working behaviors of employees. Table 10 shows the results of the regression coefficients of spirituality at work effects on the destructive working behaviors of employees.

Table10. The regression coefficients of spirituality at work effects on the destructive working behaviors of employees

Model	Non-standardized coefficients		Standardized coefficients	t	Level of significance
	Standard deviation	B	Beta		
Fixed value	2.971	0.432	-	6.881	0.00
sense of community organization	-0.112	0.150	-0.111	-0.744	0.458
alignment of individual and organizational values	0.023	0.167	0.021	0.135	0.893
common sense with community	-0.293	0.098	-0.364	-3.005	0.003
the sense of pleasure from work	0.011	0.105	0.014	0.107	0.915
chances for internal life	0.108	0.150	0.082	0.718	0.474

The results of table 10 show that the only effect of the "common sense with community" dimension of spirituality at work dimensions are the predictor of the destructive working behavior of employees (p-value <0.05). The impact of the "common sense with community" dimension is reverse and negative. The value of the "common sense with community" is -0.364 using beta coefficients. So, the predicting equation of destructive working behaviors of employees can be as follows:

$$\text{Destructive working behaviors of employees} = 2.971 - 0.293 * \text{common sense with community}$$

Discussion

The results showed that there is a significant relationship between spirituality at work and destructive working behaviors among the staff of Iran's national oil company of Bandar Abbas branch. These findings are consistent with the findings of Weitz et al (2012). They reported a significant and reverse relationship between destructive working behaviors and spirituality at work in their survey (Weitz et al, 2012).

In their study titled as "spirituality in the workplace, job satisfaction and destructive working behaviors", Asrun et al (2012) concluded that spirituality at work has a significant and direct relationship with job satisfaction and has a significant inverse relationship with destructive working behaviors (Asrun, 2012).

These results are also in line with research findings of Robert and Jarrett (2011). In their study titled as "Whether staffs with spirituality at work are less mean and corrupt" concluded that staff with higher spirituality have less destructive working behavior (Robert and Jarrett, 2011).

In the view of James and others, spirituality at work prevents their destructive working behaviors through making the staffs paying attention to their behaviors in the workplace and having the self-control (James and others, 2011).

In the end, Shahraki et al (2014) state in their study that "the employees who feel a deep meaning in their job believe that human beings are linked together, have solidarity with others in their workplace, view their values and goals in line with the values of the organization, believe that their organization pays attention to the well-being of all staff and show ethical behavior in the workplace.

The results of this research show that there is a significant relationship between the sense of community organization and destructive working behaviors of staff of Iran's national oil company of Bandar Abbas branch and this relationship is reversed. In this regard, Gupta et al (2013) state that spirituality at work causes to reduce the destructive working behaviors through a common connection to other colleagues or business communities (Gupta et al, 2013: 5).

The results also showed that there is a significant relationship between the alignment of personal and organizational values and destructive working behaviors among the staff of Iran's national oil company of Bandar Abbas branch and this relationship is reversed. In this context, Khosravi (2011) also states that "when the person seeking their own interests above the organizational and collective interests, the grounds of infringement will be more prepared. WHO has stated the global slogan in a few years such as this: to think globally and to act locally. If people come and "think organizationally and act partly" we will not see the destructive behaviors and administrative offenses or we will make their probability to the least".

Furthermore, it can also be assumed that the employees who view their individual objectives

and goals in the line of the organization and its goals are important for them have less behaviors such as accepting bribes and wasting the resources of organization, rude behaviors with colleagues and the withholding of their efforts.

The results of research show that there is a significant relationship between the common sense of community and destructive working behaviors of the staff of Iran's national oil company of Bandar Abbas. This finding or the finding is in the line of Shahraki et al (2014). They have also stated that the employees who perceive and feel the relationship between their organization and the society that are useful for their community and show ethical behavior in their workplace.

The results of research show that there is a significant relationship between the sense of pleasure from work and destructive working behaviors of the staff of Iran's national oil company of Bandar Abbas branch. In this context, Saatchi (2003) states that: "the implementation of the necessary conditions to perform a task and personality traits lead to the pleasure of work and job satisfaction of employees". If the personality and the type of job are consistent, job satisfaction reaches to its peak and consequently the displacement of workers, absenteeism, hidden slack off, offense and conflicts are dropped at the lowest level. The consistency of the character of the worker with job would be: 1) the job productivity of an individual in the organization should be at an optimal level, 2) the amount of errors in the organization is declined and 3) his absence from the work hours are reduced (Saatchi, 2003). Finally, the results show that there is no significant relationship between the chances for internal life and destructive working behaviors of staff of Iran's national oil company of Bandar branch. But in this context, Mahmoudi and Sadri (2012) have a different view and say: if the governing values, norms and beliefs of the employees are based on materialist, individualistic and consumerist values and structures do not have the necessary solidarity and functions, they would be followed by the inefficiency and weakness of social and cultural system, and it is subsequent to the formation of corruption and destructive behaviors at all levels and layers of the organization.

Moreover, Khoda Bande Lu (2011) in this regard states that: perhaps, the most important of such behaviors is the cultural and ideological issues. Public cultures of the society, governing values and norms of people and communities and the beliefs of people have a central role in this regard. Materialism, individualism, consumerism, obscenity reduce of irregularities in the organization, society, and above all the lack of faith and work ethics are of the most important cultural and social roots of the administrative destructive behaviors.

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