

Original Article

The outcomes of behavioral abnormalities of human resources of the Ministry of Health and Medical Education

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Abstract

Background: The last criterion for behavioral abnormality occurs outside social and cultural norms. The present study aimed to design a model of behavioral abnormalities of human resources of the Ministry of Health and Medical Education.

Methods: The outcomes were identified through library studies, and the fuzzy Delphi technique was used with the opinion of experts until we reached a theoretical consensus. First, 13 factors were confirmed using the opinion of 50 experts. Then, a questionnaire was designed based on the results of the first stage of the study, and the experts were asked to specify the importance of each identified stage using verbal variables. Then, the verbal variables were converted into fuzzy triangular numbers, and the triangular fuzzy mean was de-fuzzified using the Minkowski formula by Excel and SPSS-21 software.

Results: The members of the expert group reached a consensus on all components (dissatisfaction, drug abuse, alcohol consumption, reduction of motivation, moral corruption, malice and revenge, suicide, absenteeism, early and excessive leaves, theft and destruction of property, procrastination, arguments and physical violence, sexual harassment, violation of laws and character assassination and humiliation of colleagues). The de-fuzzified mean difference of experts' opinions in the two stages was less than 0.1, indicating the intensity of experts' agreement with each of the components of the conceptual model of the study.

Conclusion: Behavioral abnormality is one of the problems of today's organizations, and the development of behavioral models in organizations is one way to guide employees' behavior and prevent the occurrence of abnormal behaviors.

Keywords: Health; Health Care Sector; Problem Behavior; Outcome Assessment, Health Care; Workforce.

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Introduction

Employees' positive and negative organizational behaviors have been considered (1). The relatively high rate of unethical behaviors in work and organizational environments has drawn the attention of thinkers and experts in various fields of science (2). Many organizations complain about the inappropriate behavior of some employees, and violation of

organizational norms, which may result in severe shock in the organization (3). Based on the American Psychiatric Association, the behavioral abnormality is considered a behavioral pattern in which a person has disturbed social norms or other basic rules of society (4). Behavioral abnormalities are commonly seen in many countries. Two out of ten people suffer from one or more

behavioral abnormalities (5). The rate of behavioral abnormalities has been reported higher than 25% in developing countries, due to economic problems, social tensions, and other stressful factors (6). Illegal, unethical, and inappropriate behavior is considered abnormal behavior (7). It imposes many costs for organizations (8) and leaves unfavorable impacts on the organization's performance (9). Lying, exaggerating, giving incorrect responses, and using inappropriate methods to provide services are also part of these behaviors (10). Absenteeism, lack of motivation, wasting time in the work environment, low productivity, low useful working hours and clients' wandering in the organizations, flattery, bribery, defamation, and deviant behaviors indicate behavioral abnormalities in an organization (11). Behavioral abnormality causes disturbance in performing tasks, reduced motivation, anxiety, fear, and worry. It causes a person to spend a significant part of his or her mental energy on such problems (12). Benitez et al., stated that 41% of medical students at the University of Chile are at risk of developing mental disorders. They believe that tension in this group will predispose them to mental disorders owing to the need for excessive physical, mental, and emotional activity (13). Caplan, found that stress and depression level is high among health workers (14). The Ministry of Health and Medical Education and its affiliated organizations are no exemption in this regard. To achieve their goals, managers should pay more attention to this trend. Given the negative consequences of behavioral abnormalities, researchers seek to reduce such behaviors in the work environment. Hence, the present study aimed to design a model of behavioral abnormalities of human resources in the Ministry of Health and Medical Education.

Methods

In the present study, to design the model of behavioral abnormalities of human resources of the Ministry of Health and

Medical Education, we used the expert opinions of the Ministry of Health and Medical Education and library studies such as books, magazines, etc. Simultaneously with identifying the behavioral abnormalities of human resources of the Ministry of Health and Medical Education, relevant experts (including professors and specialists who know organizational behavior and management) were interviewed. Then, the fuzzy Delphi technique was used. The Delphi technique is based on a group communication structure. It is used when incomplete and uncertain knowledge is available to achieve group agreement among the experts. In the classic Delphi method, experts' opinions are expressed in definite numbers. Experts use their subjective abilities to express their opinions, indicating the possibility of uncertainty governing these conditions.

The possibility of uncertainty is compatible with fuzzy sets. Thus, it is better to collect data from experts in natural language format and to analyze the data using fuzzy sets. For this purpose, it was suggested to use a fuzzy Delphi method, which is an integration of the traditional Delphi method and fuzzy theory. In this method, membership functions are used to show the experts' opinions (16). Fuzzy numbers are used to fuzzify the experts' opinions. Fuzzy numbers are fuzzy sets defined with numerical data in uncertainty about a phenomenon. A triangular fuzzy number is used in this study. The triangular fuzzy number with three real numbers is displayed as U, M, and L. The upper bound (U) is the maximum value of the fuzzy number, the lower bound (L) is the minimum value of the fuzzy number, and M is the most probable value of a fuzzy number.

The basis for collecting the data was expertise considering the limited number of experts in this study. The statistical population of the study included experts who are aware of the model development process. The experts of the present study

included university professors and specialists in the field of organizational behavior management, human resource management, and experts from the Ministry of Health and Medical Education. They participated in developing the model through the fuzzy Delphi technique. The judgmental method was used to determine the experts' sample size. Their number was determined at 50 people. Non-random and purposeful selective sampling was used to select the experts. The main data collection tool in this study was a questionnaire. First, a special type of questionnaire (open and closed) was designed and implemented to survey experts to finalize the list of behavioral abnormalities of human resources of the Ministry of Health and Medical Education. This questionnaire was used to confirm the consequences of behavioral abnormalities in human resources of the Ministry of Health and Medical Education. For this purpose, a 5-point Likert scale was used in this questionnaire. The items used in this questionnaire were designed as completely inappropriate, inappropriate, almost appropriate, appropriate, and completely appropriate (receiving a value of 5 to 1, respectively). In the second step of the Delphi method, a questionnaire was designed based on the results of the first step of the research. The experts were asked to specify the importance of each of the identified steps using the verbal variables of completely inappropriate, inappropriate, almost appropriate, appropriate, and completely appropriate. Then, the verbal variables were converted into fuzzy numbers. Adapted from qualitative coding, homogenous antecedents and outcomes were included and named in the form of macro categories. Antecedents and macro results were included in the questionnaire related to interpretative structural modeling and presented to the experts. The questionnaire is a matrix called "structural matrix of internal relations of variables" in which the variables related to the studied

phenomenon are placed in its rows and columns.

The steps of implementing the fuzzy Delphi method were as follows:

Collecting the experts' opinions

In the first step of Delphi, a questionnaire was designed based on the results of the first step of the study. The experts were asked to specify the importance of each of the identified steps using the verbal variables of completely inappropriate, inappropriate, almost appropriate, appropriate, and completely appropriate.

The second step of the survey

In this step, verbal variables were converted into triangular fuzzy numbers. In this step, the verbal variables were defined as triangular fuzzy numbers for verbal variables in five categories is included completely appropriate (0.5, 0.75, 1), Almost appropriate (0.25, 0.5, 0.75), Inappropriate (0, 0.25, 0.5) and completely inappropriate (0, 0, 0.25) in definite fuzzy number respectively 0.75, 0.5625, 0.3125, 0.0625 and 0.0625.

Results

Quantitative section results

Description of demographic indicators (examination of general characteristics)

Based on the data analysis, among the surveyed respondents, 36% (18 people) were female and 64% (32 people) were male. Regarding employment history, the highest group had 21 to 30 years of employment history with a frequency of 32 people (64%). Regarding the level of education, 36% (18 people) had a master's degree, and 64% (32 people) had a Ph.D. degree.

Regarding the job position, 4 people (8%) were Chairman, 10 people (20%) were working in the health, education and research department deputy, 9 people (18%) were working in the support department deputy, 5 people (10%) were working in the treatment department

Table 1. The results of counting the responses of the first step of the survey

Row	Components	Completely inappropriate	Inappropriate	Almost appropriate	Appropriate	Completely appropriate
1	Dissatisfaction	1	4	9	21	15
2	Drug use and alcohol consumption	2	2	16	20	10
3	Reduced motivation	1	1	11	23	14
4	Moral corruption	2	3	8	28	9
5	Malice and revenge	1	2	9	24	14
6	Suicide	5	2	16	18	9
7	Absenteeism and leaving early and excessive holidays	1	3	18	18	10
8	Theft and destruction of property	2	3	15	24	6
9	Procrastination	2	1	11	25	11
10	Dispute and physical violence	2	4	11	22	11
11	Sexual harassment	3	6	11	17	13
12	Violation of the rules	2	5	8	24	11
13	Character assassination and humiliation of coworkers	3	3	13	24	7

deputy, and 2 (4%) were working in the food and drug deputy.

In this study, 13 factors (dissatisfaction, drug use, alcohol consumption, reduced motivation, moral corruption, malice and revenge, suicide, absenteeism and early leaving, excessive leaves, theft, and destruction of property, procrastination, dispute and physical violence, sexual harassment, violation of rules and character assassination, and humiliating coworkers) were identified using the opinion of 50 experts.

The definite fuzzy numbers are calculated using the Minkowski formula as follows:

Formula 1:

$$\chi = 1 + (u - m) / 4$$

Based on the suggested options and linguistic variables defined in the questionnaire, the results of examining the responses are presented in Table 1. Based on the results of this table, the fuzzy mean of each component was calculated according to the following formula:

Formula 2: $A_i = (a_1(i), a_2(i), a_3(i)), i = 1, 2, 3, \dots, n$

Formula 3:

$$Ave = \left(\frac{1}{n} \sum_{i=1}^n a_1^{(i)}, \frac{1}{n} \sum_{i=1}^n a_2^{(i)}, \frac{1}{n} \sum_{i=1}^n a_3^{(i)} \right)$$

In this regard, A_i represents the opinion of the i^{th} expert and A_{ave} represents the mean opinions of the experts. The results of these calculations are shown in Table 2.

In Table 2, the triangular mean fuzzy is calculated using Formula 2. Then, it is defuzzified using the Minkowski formula (Formula 2). The obtained absolute mean shows the intensity of experts' agreement with each of the components of the study. As seen, the highest level of agreement among the experts belongs to the component of reduced motivation and malice and revenge. The lowest level of agreement belongs to the component of sexual harassment.

The second step of the survey

After the first step of the survey, it is necessary to implement the second step to compare the results of both steps and determine the result. In the second step, the results of counting the responses to the behavioral abnormalities of the human resources of the Ministry of Health and Medical Education are described Table 3.

Table 2. The mean opinions of experts in the first survey

Row	Components	Mean fuzzy (l, m, and u)			Defuzzified mean (χ_1)
1	Dissatisfaction	0.48	0.725	0.9	0.52
2	Drug use and alcohol consumption	0.43	0.67	0.87	0.48
3	Reduced motivation	0.495	0.74	0.92	0.54
4	Moral corruption	0.455	0.695	0.9	0.51
5	Malice and revenge	0.495	0.74	0.92	0.54
6	Suicide	0.395	0.62	0.825	0.45
7	Absenteeism and leaving early and excessive holidays	0.42	0.665	0.865	0.47
8	Theft and destruction of property	0.405	0.645	0.865	0.46
9	Procrastination	0.47	0.71	0.905	0.52
10	Dispute and physical violence	0.44	0.68	0.875	0.49
11	Sexual harassment	0.42	0.655	0.84	0.47
12	Violation of the rules	0.445	0.685	0.88	0.49
13	Character assassination and humiliation of coworkers	0.41	0.645	0.86	0.46

Table 3. The results of counting the responses in the second step of the survey

Row	Components	Completely inappropriate	Inappropriate	Almost appropriate	Appropriate	Completely appropriate
1	Dissatisfaction	0	0	8	25	17
2	Drug use and alcohol consumption	2	3	10	26	9
3	Reduced motivation	0	2	13	23	12
4	Moral corruption	2	0	12	26	10
5	Malice and revenge	1	2	14	25	8
6	Suicide	3	5	15	20	7
7	Absenteeism and leaving early and excessive holidays	1	3	11	26	9
8	Theft and destruction of property	3	4	10	22	11
9	Procrastination	2	3	11	24	10
10	Dispute and physical violence	3	7	8	23	9
11	Sexual harassment	5	10	10	16	9
12	Violation of the rules	2	4	10	22	12
13	Character assassination and humiliation of coworkers	3	4	8	24	11

Table 4. The mean opinions of experts in the second survey

Row	Components	Mean fuzzy (l, m, and u)			Defuzzified mean (χ_1)
1	Dissatisfaction	1	0.795	0.96	0.59
2	Drug use and alcohol consumption	2	0.685	0.89	0.5
3	Reduced motivation	3	0.725	0.915	0.52
4	Moral corruption	4	0.71	0.91	0.52
5	Malice and revenge	5	0.685	0.895	0.49
6	Suicide	6	0.615	0.83	0.43
7	Absenteeism and leaving early and excessive holidays	7	0.695	0.9	0.5
8	Theft and destruction of property	8	0.67	0.865	0.48
9	Procrastination	9	0.685	0.885	0.5
10	Dispute and physical violence	10	0.64	0.845	0.46
11	Sexual harassment	11	0.57	0.775	0.4
12	Violation of the rules	12	0.69	0.88	0.5
13	Character assassination and humiliation of coworkers	13	0.68	0.875	0.49

Table 5. The difference between the defuzzified means of the first and second steps of the survey

	Variables	Defuzzified mean of the 1 st step (χ_1)	Defuzzified mean of the 2 nd step (χ_2)	The difference between the defuzzified means of the 1 st and 2 nd steps $ \chi_1 - \chi_2 $
1	Dissatisfaction	0.52	0.59	0.07
2	Drug use and alcohol consumption	0.48	0.5	0.02
3	Reduced motivation	0.54	0.52	0.02
4	Moral corruption	0.51	0.52	0.01
5	Malice and revenge	0.54	0.49	0.05
6	Suicide	0.45	0.43	0.02
7	Absenteeism and leaving early and excessive holidays	0.47	0.5	0.03
8	Theft and destruction of property	0.46	0.48	0.02
9	Procrastination	0.52	0.5	0.02
10	Dispute and physical violence	0.49	0.46	0.03
11	Sexual harassment	0.47	0.4	0.07
12	Violation of the rules	0.49	0.5	0.01
13	Character assassination and humiliation of coworkers	0.46	0.49	0.03

After determining the number of responses to the results of human resource behavioral abnormalities of the Ministry of Health and Medical Education, the triangular mean fuzzy for the results are calculated using the Minkowski formula and definite fuzzy numbers for each component. Table 4 presents the mean fuzzy and defuzzification results of antecedents and outputs.

After completing the steps of the survey, it is necessary to analyze the difference between the defuzzified mean of the behavioral abnormalities of human resources of the Ministry of Health and Medical Education. Table 5 presents the results of analyzing the defuzzified mean difference of the results of behavioral abnormalities of human resources of the Ministry of Health and Medical Education in the first and second steps.

Based on the opinions of the first step and comparing it with the results of the second step, if the difference between the defuzzified mean in the two steps is less than the threshold (0.1), the survey process is stopped. As Table 5 shows, the members of the expert group have reached an agreement on all the components. Also, the defuzzified mean difference in experts' opinions in the two steps was less than 0.1. Thus, the survey is stopped.

Discussion

The results suggest that the highest level of agreement among the experts belongs to the components of reduced motivation and malice and revenge. The lowest level of the agreement also belongs to the component of sexual harassment. Human capital is one of the main components of sustainable growth and development (13). Human resource is one of the key issues for survival and achieving the organizational goal. It can be considered the most crucial capital and the primary source of competitive advantage for any organization. Also, strategic thinking toward human resources is essential. Its significance increases with environmental changes (14). This study was an attempt to identify the behavioral abnormalities of human resources in the Ministry of Health and Medical Education. These results can pave the way for the prevention and spread of behavioral abnormalities of human resources in the Ministry of Health and Medical Education.

Reduced motivation: In new organizational environments, which face complexity, confusion, speed, and rapid changes, employees should be self-controlled and self-sustainable, entrepreneur, responsible, and seek initiative and freedom of action. Fundamental changes in the methods of creating motivation, management styles,

etc. are required. Organizations that do not pay attention to the motivational system of employees reduce the motivation of the employees or demotivate them. Some factors cause behavioral abnormalities in employees. They are manifested in the form of administrative corruption, anger, and moral corruption (16).

Malice and revenge: The study results revealed that malice and revenge are the significant consequences of behavioral abnormalities in the work environment. It has been confirmed by Vardi & Wiener (17), Spector & Fox (18) and Bennett & Robinson (19).

Dissatisfaction: Capable and committed employees are the most significant source of any organization for progress and productivity and satisfying citizens. The labor force is the real wealth of any organization. Studies suggest that human resources affect 85% of an organization's performance and non-human factors affect 15% of its performance. Thus, creating an appropriate motivational environment, in which employees can provide appropriate services, has always been a challenging management goal. Today's work environments need employees to make appropriate decisions, provide constructive solutions for problems, and perform their duties optimally. Hence, the employees of any organization should be motivated and perform their job-related responsibilities with complete self-confidence. To survive, the current organizations should have some characteristics, such as customer orientation, good flexibility, transparency, continuous improvement, etc. To achieve such characteristics, they should use their most significant resource and competitive tool, i.e. labor force. They should be motivated to promote productivity and use their capacities and abilities without behavioral abnormalities (20).

Drug use and alcohol consumption: Drug use and alcohol consumption have been identified as one of the consequences of behavioral abnormalities in the work

environment. The studies by Bennett & Robinson (19) and Golparvar & Khaksar (22) have also identified them as one of the consequences of behavioral abnormalities.

Moral corruption: Moral corruption was identified in this study as one consequence of behavioral abnormality. This factor has also been identified as one of the consequences of behavioral abnormality in the studies by Spector & Fox (18), Bennett & Robinson (19), Golparvar & Khaksar (22), Neuman & Baron (23), and Barkand et al. (24).

Suicide: Suicide was also identified as one consequence of a behavioral abnormality. This result has been confirmed in the studies by Fadaian & Khorramabadi (25), Baron (26), and Griffin et al. (27).

Absenteeism and early leaving and excessive leaves: Hunt (28) also conducted extensive studies to examine employee evaluations of coworkers' organizational behaviors. He obtained data from 18,000 employees from 36 companies. He extracted different types of misbehavior, including absenteeism, resting without allowance during work, doing personal work, and financial abuse.

Theft and destruction of property: The results revealed that theft and destruction of property are one of the consequences of abnormal behavior. The studies by Spector & Fox (18), Bennett & Robinson (19), Neuman & Baron (23), Baron (26), Griffin et al. (27) and Shirbagi et al. (29) introduced theft and destruction of property are the consequences of behavioral abnormalities.

Procrastination: Spector & Fox (18), Bennett & Robinson (19) and Shirbagi et al. (29) confirmed the results of this study. They found that procrastination is a consequence of behavioral abnormality.

Dispute and physical violence: Aggression is divided into two categories based on reasons and motivations. One type of aggression occurs in response to a stimulus (stressors) and provokes violence and other

negative emotions. It is called hostile aggression in the literature of social psychology (30) and reactive aggression in the growth literature. The response in such cases is often immediate and thoughtless aims at harming individuals or organizations. Another type of aggression is not in response to an inappropriate or stressful environment and the ultimate motivation is something other than harm. It is usually not accidental and is called instrumental aggression or proactive aggression (31). The person performs this type of aggression with a previous intention. The main cause of this behavior is the person's unfavorable mental attitude toward the job or inappropriate organizational norms or culture. It predisposes the person to these abnormal behaviors.

Sexual Harassment: Spector & Fox (18), Golparvar & Khaksar (22), Baron (26) and Griffin et al. (27) confirmed the results of the present study. They found that sexual harassment is the consequence of behavioral abnormalities of employees in the work environment.

Violation of rules: Human society and social relations are regulated based on social order and social norms. Social norms are patterns and ways of behavior. Rules determine the interaction between people. Following them brings balance and order to society. A norm determines what behavior should be or should not be in various situations. In this regard, one of the social issues is deviant behavior. Like poverty, ignorance, and disease, it has always been found in human societies and includes various types (32).

Character assassination and humiliation of coworkers: Character assassination and humiliation of coworkers were identified as the consequences of abnormal behavior in this study. This factor has also been identified as the consequence of abnormal behaviors in the studies by Spector & Fox (18), Bennett & Robinson (19), Baron (26), and Erkutlu & Chafra (33).

Recommendations

Based on the results, the following recommendations are presented:

It is recommended to take measures such as increasing the salaries and benefits of employees, granting bonuses, granting long-term facilities without fees, etc., in the working environment of the Ministry of Health and Medical Education, so employees of this ministry and its subordinate organizations do not suffer from poverty and livelihood problems. Giving sufficient salaries and rewards to them will reduce the incidence of behavioral abnormalities.

It is recommended to hold training programs and counseling sessions in the area of self-knowledge and self-confidence to increase the self-control and self-management of employees. It is also recommended to provide theoretical and in-service training to employees in the area of controlling their emotions, so employees can control their emotions and feelings, which prevents the occurrence of abnormal behaviors. A monitoring system should be established in this area to monitor the mental health and hope for the future and optimism of the employees periodically. The results should be recorded to be used in the next steps.

Conclusion

Nowadays, human resource management in the public sector faces many challenges. One of these significant challenges is the abnormal behavior of employees. It has been the subject of studies in the area of abnormal behaviors in the work environment for more than one decade. Behavioral abnormality is a type of voluntary behavior by employees that violates the basic norms of the organization and consequently threatens the health of the organization and its members. Behavioral abnormalities in the work environment have resulted in violating official norms recommended in the organization. Some behavioral abnormalities in the

organization jeopardize the health of the organization and its members.

In the present study, the highest level of agreement among the experts belonged to the components of reduced motivation and malice and revenge. The lowest level of agreement belonged to the component of sexual harassment. Also, other behavioral abnormalities including dissatisfaction, drug use, alcohol consumption, moral corruption, suicide, absenteeism and early leaving and excessive leaves, theft, and destruction of property, procrastination, dispute and physical violence, violation of rules and character assassination, and humiliation of the coworkers in the Ministry of Health and Medical Education were confirmed based on experts' opinions. If behavioral abnormalities spread in society, it will lead to depriving other people's rights and peace of mind. In such conditions, it is necessary to control and manage these behavioral abnormalities. This study was an attempt to identify abnormal behaviors in the Ministry of Health and Medical Education and manage and control such behaviors.

Ethical considerations

The authenticity, honesty, and trustworthiness of the texts were observed in this study.

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Authors' contribution

Aaliyeh Mirzaei and Malikeh Beheshtifar developed the study concept and design. Mohammad Ziaaddini acquired the data. Aaliyeh Mirzaei and Malikeh Beheshtifar

analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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