


Original Article: The Effect of Emergency Management on Job Burnout by Considering the Mediating Role of Destructive Serial Behaviors of Employees

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ABSTRACT

The present study investigates the effect of companies' age and their intangible resources on the relationship between entrepreneurial orientation and companies' performance in Kalat Mashhad industrial site. The present operational research tries to answer the question of whether the age of companies and their intangible resources affect the relationship between entrepreneurial orientation and companies' performance in Kalat Mashhad industrial site.

The statistical population of the present study was the financial staff of Kalat industrial site in Mashhad. Using Cochran's formula, 194 people were selected by simple random sampling. Then, research variables were examined using a reliable and valid questionnaire. The collected data were analyzed using structural equation modeling (SEM) and path analysis; SPSS 24 and Smart PLS3 software were also used to analyze the data.

The results indicated that entrepreneurship has a significant effect on firm performance and its intangible resources. Intangible resources also have a significant effect on firm performance. But firm age did not play a moderating role in the relationship between entrepreneurship and firm performance. Finally, the results showed that intangible resources played a mediating role in the relationship between entrepreneurship and firm performance.

Introduction

Emergency condition is a situation that disrupts the normal situation of an organization or society, stops the normal operations of organizations, and damages the assets and reputation of organization. If emergency condition is not controlled immediately, it may be spread and intensified. Effective control of emergencies and

crises requires the establishment of an emergency management system [6].

Emergency management includes rules and regulations that deal with events that harm a large number of people or cause a great deal of damage to wealth and the assets of a country by employing science, technology, planning and management. Hendel *et al.* (2005) found that the main task in emergency management is to take the right steps and provide the necessary care to

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ensure that the negative effects of an issue or crisis, both on the public image of the organization and on its performance, are controlled and limited as much as possible. The main task of emergency management is finding an appropriate solution to resolve the abnormal situation, so that the basic interests of the organization are preserved [12].

In the face of emergencies, the four factors of humanity, social culture, structure and strategy play a vital role and those managers who have a deeper knowledge of these four factors are more successful. The more effective they will be in emergency management, the more successful they will be in controlling it. To be successful in your management, a crisis manager must always seek the initial signs of a potential crisis with a systematic approach, based on the least damage and the principle of continuous improvement, so that they can mitigate the crisis with the least damage in the event of a crisis [19].

Job burnout is a common phenomenon, but organizations tend to see it as a matter of talent management or personal problems of employees rather than a wide-ranging organizational problem, but such a view is wrong because the mental and physical problems of employees suffering from job burnout cost about \$ 125 billion to 190 billion annually. It must be noted that although this is the only most obvious effect of job burnout, its real cost for a business can be much higher. Low productivity in organizations, high turnover rate and loss of the most talented employees are some of the consequences of this problem [16]. Job burnout, which has been called the disease of the century by experts, is one of the most important factors that affect the performance of people in the organization as well as the performance of the organization, and this is agreed by theorists of organizational behavior sciences [15].

Job burnout is one of the most important factors in reducing efficiency and manpower loss today. It typically begins with abnormal reactions to conflict, failure, and job stress, and ultimately disrupts the individual's response and function, leading to mental and physical illnesses, especially in jobs that have more stress

and workloads and more responsibilities. When a person is exposed to psychological stress for a long time, he/she suffers from job burnout [21]. The most important factors affecting job burnout are low wages and benefits, poor working conditions, high job responsibilities, unreasonable expectations of managers, low job position, organizational conflicts, lack of proper feedback, and insufficient authority in the workplace [11]. Hence, job burnout affects the dysfunctional behaviors of employees. Committing dysfunctional behaviors in the workplace are problems and issues that have gradually arisen since the beginning of group work by humans to achieve common goals. Dysfunctional behaviors refer to a wide range of deviant, immoral and illegal behaviors such as theft, deception, intentional underemployment and unauthorized absenteeism [7].

Deviant Behaviors refer to a set of behaviors in which an individual or group intentionally violates or disregards the workplace, rules, policies, values, and norms of their workplace organization [17]. Deviant behavior of employees is a behavioral reaction in response to dissatisfaction with the current situation. Deviant work behavior is a voluntary behavior that violates organizational norms and threatens the health of the organization, its employees, or both [5]. Deviant behaviors have three distinct characteristics: A) they are intentional and deliberate; B) they break organizational norms; and C) They threaten the health of individuals or organizations [3].

The employees with deviant behaviors can reduce the productivity of other employees, cause the prevalence of deviant behaviors and increase organizational costs [2]. Dysfunctional behaviors are defined as the abuse of power in the organization or encroachment of organizational property for personal gain, which violates the public interest [8]. The employees engaged in deviant behavior are considered as a threat to the organization because they can lead other employees and customers to these thoughts. These behaviors are narrow-minded and illegal behaviors that are not allowed by the official authority and ideology of the organization [4].

A review of research on dysfunctional work behaviors shows that emotions or feelings underlie destructive work behaviors. Therefore, it is expected that employees with negative emotions are more likely to exhibit destructive work behaviors than employees with positive emotions [18]. The university, the institution of higher education of the country and its crucial part in decision-making and change in the country has always been the special emphasis and consideration of Imam Khomeini. It can be said that the university is considered as a very important humanizing factory and he attached so much importance to the university that in their words, this social institution is inextricably linked with the fate of the Islamic revolution and Islam. To play an effective role in society and in this regard, the university staff must be with other sections of society in order to be able to fulfill their role. He has highlighted this issue in one sentence: If we weaken the university, we have lost everything. By studying some sources and evidence, we find that university staffs have lost some of their respect and dignity among the clients, and the staffs themselves acknowledge this. The main aim of this research is to investigate the effect of emergency management on job burnout with the mediating role of destructive behaviors of employees in the organization. Therefore, researchers in this study are looking at the question that whether emergency management through destructive behaviors of employees affects job burnout.

Theoretical Background and Review of Literature

Organizations do not have the same atmosphere. Just as members are different, so the atmosphere is from one organization to another. Organizational atmosphere affects the outcomes and activities of the organization and can increase employees' morale and motivation and consequently affects the employees' behaviors and actions. Employees will have a better level of job satisfaction when they have a pleasant understanding of the ethical atmosphere. Ethical mismatch between employees and the organization causes stress and dissatisfaction. Job satisfaction plays an important role in people's work cycle, motivation, performance, productivity, and

mental health. Organizational ethics is one of the important factors in preventing employees' job burnout.

Because of the huge expense of employees' unethical behaviors and non-negligible effect of ethical atmosphere which has on organizational outcomes, organizational ethical atmosphere for managers and their management turns out to be noticeable [22]. Lack of organizational ethics causes many problems for the organization. Employees' tendency to leave the service is one of the consequences that is caused by lack of appropriate ethical atmosphere in the organization. Another negative organizational consequence for employees is job burnout; job burnout leads to negative job consequences including low performance, decreasing job satisfaction, Increasing the rate of leaving the service and increasing the health spending of job burnout which due to their negative consequences have been considered by organizational researchers [20].

Considering the significant costs of employees' unethical behaviors and the important effects of ethical atmosphere on organizational outcomes, the importance of organizational ethical atmosphere for managers and their management becomes more prominent [22]. Lack of organizational ethics causes many problems for the organization. One of the reasons for the desire of employees to leave the service is the lack of a proper ethical atmosphere in the organization. Another negative organizational consequence for employees is job burnout. Job burnout leads to negative job consequences, including low performance, decreased job satisfaction, increase in the rate of leaving the service. Increasing the treatment costs of job burnout due to their negative consequences has been considered by organizational researchers [20].

In this regard, Fattahi, Jahangirfard and Mehdizadeh (2019) found that the political behaviors of managers have a significant effect on the occurrence of deviant behaviors of employees. The analysis was carried out through Structural Equation Modeling (SEM) technique using the LISREL software. The results showed that the variables of party-game managers

(0.84), formation of manager's coalition (0.80), tendency to control managers (0.73) and non-compliance of managers (0.78) have a direct, positive and significant effect on deviant behaviors of employee. Kheirkhah *et al.* (2019) in an article entitled "Study of how to establish and evaluate the emergency management system based on the HSE-MS and OGP model" evaluated the emergency management program and its compliance with the HSE standard. They concluded that non-compliance with the level of deployment of emergency management is often the case in the design and planning scenario of rescue instructions.

Muslimi-Kaviri *et al.* (2017) reported that emotional intelligence and leader-employee interaction have a negative effect on destructive work behaviors and in other words, injustice, stress and personality traits including introversion, disagreement, lack of conscientiousness, neuroticism and lack of openness to experiences have a positive effect on destructive work behaviors. Khorasani Toroghi *et al.* (2015) focused on discovering the components of destructive behaviors of immoral leaders and found that one of the new approaches in the field of immoral behaviors is the discussion of destructive leadership. These leaders exhibit behaviors that disrupt the health of the organization or individuals. These behaviors classified in nine dimensions include inappropriate behaviors, dishonesty, excessive control, undesirable political behaviors, narcissism, lack of expertise and skills, being aimless and unplanned, misuse of organizational resources and poor motivation.

Asgari, AbediSarvestani and Mahboubi (2017) delved into the relationship between job burnout and ethical behavior in the workplace and found that job burnout related to experts can be measured moderately. Lack of personal success obtained the highest score, and metamorphosis obtained the lowest score. Also, the moral behavior of the subjects can be evaluated moderately. Human relations at work obtained the highest score, and interaction and interest in work obtained the lowest score. The results also showed that of experts' job burnout has a negative and significant relationship with their ethical behavior in the workplace.

Koutsimani *et al.* (2019) found that the phenomenon of job burnout is a psychological symptom and is more common in jobs with long hours, which are dealing with humans and include emotional fatigue, metamorphosis and reduced feelings of inadequacy. Blake and Shot (2017) also examined the effect of aggressive behaviors and injustice on destructive work behaviors. The results showed that three dimensions of personality have an effect on destructive work behaviors. Social skills and education also play a moderating role. In another study, Yogi *et al.* (2017) examined the moderating role of emotional intelligence in the relationship between job burnout and destructive work behaviors. Data were collected from 401 nurses from various hospitals in southeastern Nigeria. The outcomes showed that emotional intelligence has a negative relationship with job destructive behaviors and moderates a positive relationship between burnout and destructive job behaviors.

Zagenczyk *et al.* (2014) approached the mediating role of psychological contracts in the relationship between Machiavellian behaviors and employee citizenship and deviant behaviors. They found that psychological contracts act as a moderating variable in the relationship between organizational commitment and deviant behaviors in the workplace.

Research Methodology

Research methodology was based on the researcher's specific theoretical beliefs and his / her attitude toward social facts along with the specific requirements of each subject. The method of the present study was descriptive-inferential.

The present study used journals, books and internet in order to write theoretical background and review of literature.

The inferential statistics was utilized in the second phase of the study and a questionnaire was developed to examine the components of each variable. Two methods were utilized in order to collect the data. Library method was used in order to identify research variables and dimensions. Field method was used to collect data from research population. Statistical

population in the study included all employees of Chamran University of Ahvaz city who composed 800 people, among whom 260 cases were selected as research sample by using Cochran formula and questionnaires were distributed among them

Results

Table 1: Frequency and Frequency Percent of Demographic Data

| Age Interval | | Number | Percent |
|------------------|---------------------|--------|---------|
| | Below the age of 30 | 16 | 6.15 |
| | 30-39 | 64 | 24.62 |
| | 40-49 | 112 | 43.08 |
| | Above the age of 49 | 68 | 26.15 |
| Gender | Female | 75 | 28.85 |
| | Male | 185 | 71.15 |
| Education Status | Associate Degree | 31 | 11.92 |
| | B.A Degree | 111 | 42.69 |
| | M.A Degree | 76 | 29.23 |
| | P.H.D Degree | 42 | 16.16 |
| Total | | 260 | 100 |

Inferential results

In this study, structural equation modeling has been utilized with the help of partial least squares method and also PLS software to test the hypotheses and the accuracy of the model. PLS is a variance-based approach that requires fewer data compared with techniques similar to structural equations such as LISREL and Imoun also, its main advantage is that it requires fewer samples compared with LISREL modeling.

Modeling in PLS is done in two stages. In the first stage, the measurement model should be examined through reliability and validity analysis, and in the second stage, the structural model is analyzed by estimating the path between variables and determining the model fit indices.

Step 1: Measurement Model

The measurement model test is related to checking the validity and reliability of measuring instruments.

To evaluate the convergent validity, Average variance extracted (AVE) and composite reliability (CR) were used. The results of this

Descriptive results

In this section, descriptive statistics of demographic variables are examined. Demographic data of research sample is shown in Table 1.

criterion for 4 research variables are shown in Table 1. Appropriate convergent validity and correlation go with reliability higher than 0.7 and mean variance higher than 0.5. As can be seen from Table 2, all obtained reliability values are higher than 0.7 and the mean values of variance are higher than 0.5, which confirms that the convergence validity of the present questionnaire is acceptable.

Cronbach's alpha formula was used to evaluate the reliability of the questionnaire. If the Cronbach's alpha value is greater than 0.70, the reliability of the questions is acceptable. In order to calculate the reliability of the questionnaire, the prototype including 30 pre-test questionnaires was applied and then the data obtained from these questionnaires were analyzed by SPSS software and finally reliability was calculated. The results are shown in Table 2 below. As can be seen, all the questions of the questionnaire have a reliability above 0.70, which indicates the high degree of reliability of the questionnaire. According to the results of Table 1, the reliability of the questionnaire can be confirmed. In addition to Cronbach's alpha, index reliability was used to assess the reliability of the questionnaire. The reliability of the index

is also calculated by measuring the factor loads by calculating the value of the correlation of the indices of a structure with that structure. If this value is equal to or greater than 0.3, it confirms that the reliability of that measurement model agreed. But if the amount of factor loading between a question and the corresponding

dimension is less than 0.3, that question can be removed from the model of subsequent analyzes. As shown in Figures 1 and 2, all values of factor loads between structures and queries are greater than 0.3, indicating a high correlation.

Table 2: Reliability Coefficient of Questionnaire

| Variables | AVE | CR | Cronbach's Alpha |
|--------------------------------|-------|-------|------------------|
| Emergency Management | 0.551 | 0.818 | 0.81 |
| Job Burnout | 0.569 | 0.894 | 0.89 |
| Dysfunctional serial behaviors | 0.502 | 0.728 | 0.73 |

Divergent Validity

Divergent validity is the third criterion for measuring the fit of measurement models in the PLS method. Divergent validity refers to the low correlation of items of one latent variable with other latent variables. According to the method proposed by Fornell and Larcker (1981), divergent validity is acceptable when the AVE root for each structure is greater than the common variance between that structure and the other structures in the model. Accordingly, the acceptable divergent validity of a measurement model implies that a structure in the model has more interaction with its characteristics than with other structures. In the

PLS method, this is done by a matrix in which the cells of this matrix contain the values of the correlation coefficients between the structures and the principal diameter of the square root of the AVE values of each structure. The divergent validity matrix is presented in Table 2.

As can be seen in Table 2, the square root of the AVE reported for each structure (principal diameter) is greater than its correlation with other model constructs, indicating acceptable divergent validity for the measurement models. After ensuring measurement models through reliability test, convergent validity and divergent validity, the results of the external model can be presented.

Table 3: Divergent Validity Matrix

| | Emergency Management | Job Burnout | Dysfunctional Serial Behavior |
|-------------------------------|----------------------|-------------|-------------------------------|
| Emergency Management | 0.708 | | |
| Job Burnout | 0.688 | 0.754 | |
| Dysfunctional Serial Behavior | 0.611 | 0.747 | 0.742 |

Investigating Goodness of Fit Indexes

Table 4: Obtained Goodness of Fit Indexes

| Dimensions | R ² Index | Q ² Index | GOF |
|-------------------------------|----------------------|----------------------|-------|
| Emergency Management | | 0.43 | 0.549 |
| Job Burnout | 0.717 | 0.437 | |
| Dysfunctional Serial Behavior | 0.657 | 0.47 | |

The coefficient of determination indicates the effect of the exogenous variable on the

endogenous variable. This criterion is able to reduce errors in the measurement model and

increase the variance between structures and indicators and is controlled only in PLS. The three values of 0.10, 0.23 and 0.57 are related as weak, medium and strong values for intensity, which according to the value of the coefficient of determination obtained from the table, the value of the coefficient of determination of endogenous variables is acceptable.

The quality of the structural model is calculated by the forecast strength index (Q2). The purpose of this index is to investigate the ability of the structural model to predict by ignoring method, based on which the model should predict the indicators of reflex endogenous latent variables. Regarding the predictive intensity of the model, three values of 0.02, 0.15 and 0.35 have been determined as weak, medium and strong values, respectively, which is acceptable for all the variables in Table 4 above.

Goodness of fit criterion (GOF) is related to the general part of structural equation models,

which after examining the measurement part and the structural part of its general research model, also controls the general fit, developed by Tennhaus *et al.* (2004) and also it is calculated by considering three values of 0.01, 0.25 and 0.36 as weak, medium and strong values respectively; which were fitted by calculating the strong value model.

Step 2: Structural Model and Test of Hypotheses

Path Analysis Model for Research Hypotheses

In this section, the coefficients between the researches variables are examined, which are referred to as the coefficients of regression effect in the relationships between the variables. In these coefficients, the effect of independent variables on the dependent variable or in other words, their effect on the dependent variables is determined.

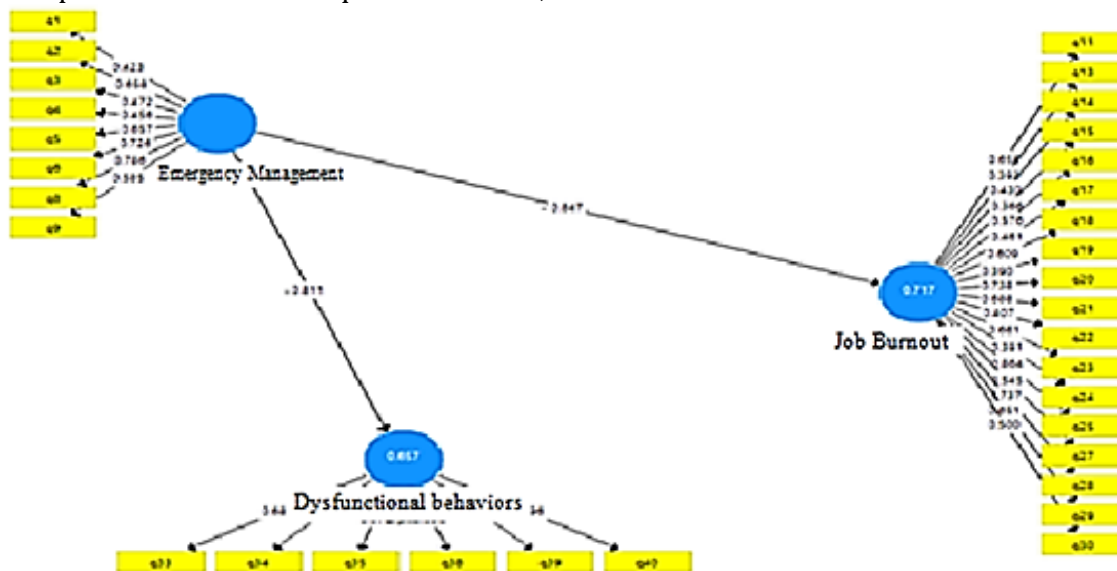


Figure 1: Confirmatory Analysis with Partial Least Squares

Assessing the Structural Model of Significant Numbers

The main criterion for measuring the relationship between structures in the model is

the significant numbers. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the structures and thus confirms the research hypotheses at the level of 95% confidence.

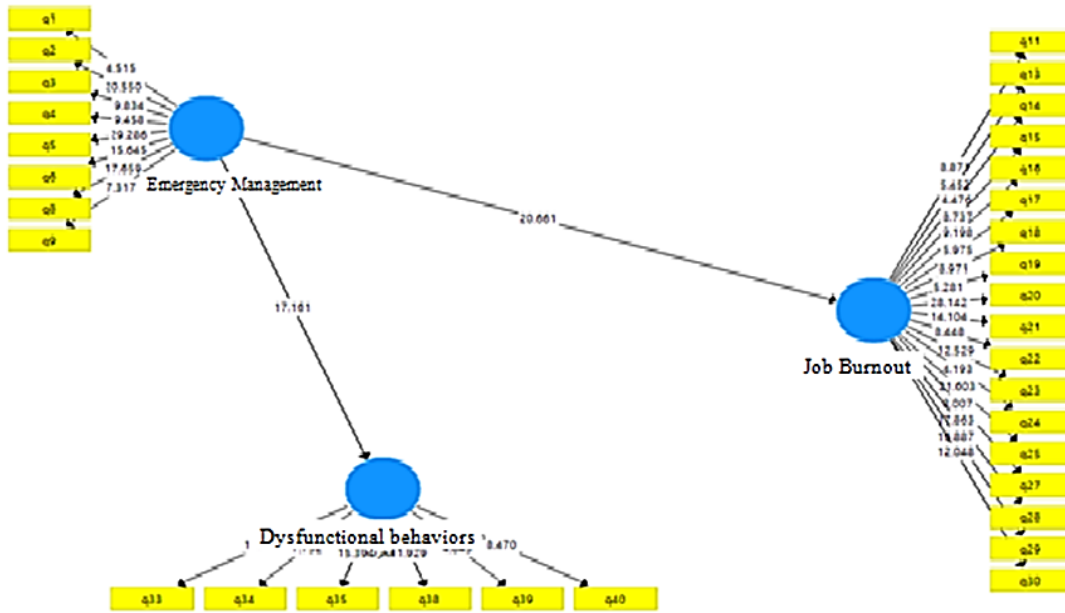


Figure 2: Confirmatory Factor Analysis (t-value statistics)

Testing Hypotheses

hypotheses of the present study can be confirmed or rejected as follows:

Accordingly, considering the results obtained from structural equation modeling, the

Table 5: Testing Main Research Hypotheses

| Hypothesis | Regression Co. | T. Statistics | Result |
|--|----------------|---------------|---------------------------|
| Emergency management affects job burnout | -0.84 | 20.66 | Rejecting Null Hypothesis |
| Emergency management affects dysfunctional serial behavior | -0.81 | 17.16 | Rejecting Null Hypothesis |

Examination of Sub-Hypotheses

Sobel test

Investigating the First to Third Sub-Hypotheses Using Sobel Test

Table 6: Sobel Test Results Related to Mediating Role of Dysfunctional Serial Behaviors

| Hypotheses | T-Value Co. | Standard Deviation | P- Value | Hypothesis Test Result |
|---|-------------|--------------------|----------|--|
| Emergency management affects emotional fatigue by mediating the dysfunctional serial behaviors of employees. | 3.63 | 0.09 | 0.0002 | Rejecting null hypothesis (sig = 0/95) |
| Emergency management affects depersonalization by mediating the dysfunctional serial behaviors of employees. | 5.34 | 0.068 | 0.0000 | Rejecting null hypothesis (sig = 0/95) |
| Emergency management affects the lack of personal success by mediating the dysfunctional serial behaviors of employees. | 6.27 | 0.065 | 0.0000 | Rejecting null hypothesis (sig = 0/95) |

The first sub-hypothesis

We examined the mediating role of destructive serial behaviors on the relationship between management-anxiety and emotional-fatigue, given the t-value which is greater than 1.96; therefore, it can be said that at the level of sig= 0.95, this mediating role is significant. Therefore, at the 95% confidence level, emergency management has an effect on emotional fatigue by mediating role of destructive serial behaviors of employees.

Second sub-hypothesis

Regarding the mediating role of destructive serial behaviors on the relationship between emergency management and depersonalization,

given the value of t-value which is greater than 1.96, it can be said that at the level of sig=0.95, this mediating role is significant. Therefore, at the level of 95% confidence, emergency management has an effect on depersonalization by mediating the destructive serial behaviors of employees.

Third sub-hypothesis

Regarding the mediating role of destructive serial behaviors on the relationship between management-emergency relations and lack of personal success, according to the t-value which is more than 1.96, it can be concluded that management anxiety affects the lack of personal success by mediating the destructive serial behaviors of employees.

Table 7: Testing Research Side Hypotheses

| Hypothesis | Regression Co. | T-Statistics | Result |
|--|----------------|--------------|--------------------------|
| Destructive serial behaviors affect employees' emotional fatigue. | 0.553 | 3.73 | Null Hypothesis Rejected |
| Destructive serial behaviors affect employees' depersonalization. | 0.584 | 5.65 | Null Hypothesis Rejected |
| Destructive serial behaviors affect employees' lack of personal success. | 0.662 | 6.78 | Null Hypothesis Rejected |

Fourth sub-hypothesis

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that destructive serial behaviors do not affect emotional fatigue can be rejected and it can be said that destructive serial behaviors are 0.53. Standard deviation affects and exacerbates emotional fatigue.

Sub-hypothesis 5

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that

destructive serial behaviors do not affect depersonalization is rejected and it can be said that destructive serial behaviors 0.58 Standard deviation affects and intensifies depersonalization.

Sixth sub-hypothesis

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that destructive serial behaviors do not have success has been rejected and it can be said that destructive serial behaviors are 0.66. Standard deviation affects and exacerbates the lack of success.

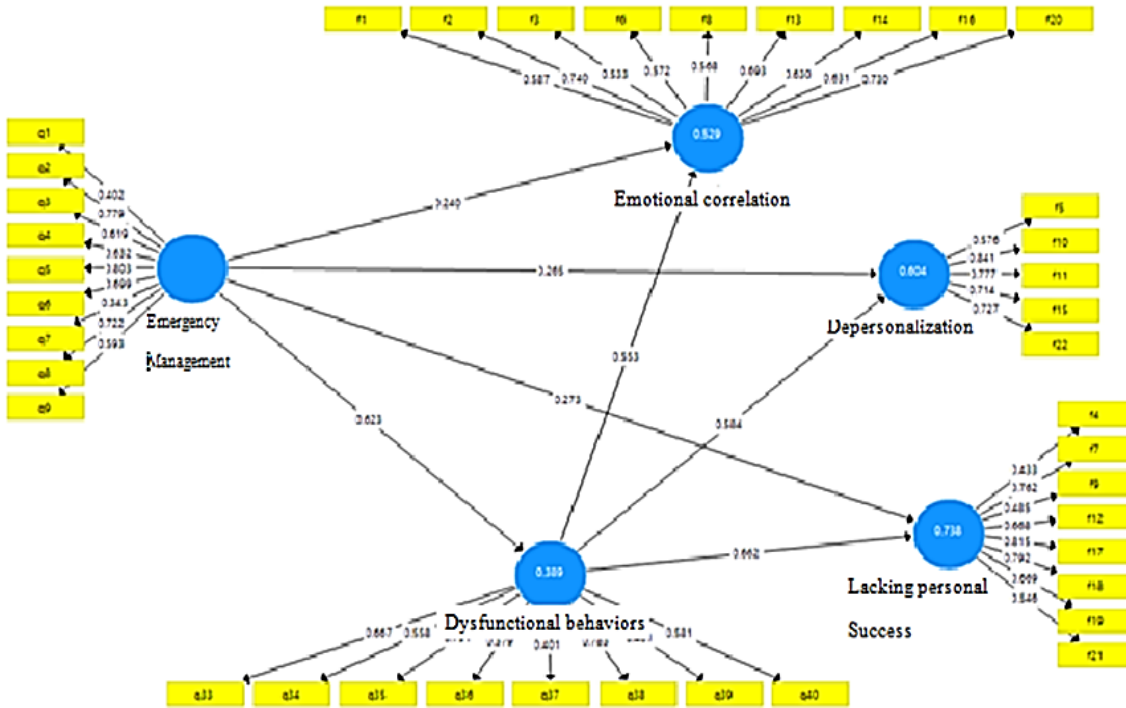


Figure 3: Confirmatory Analysis with Partial Least Squares

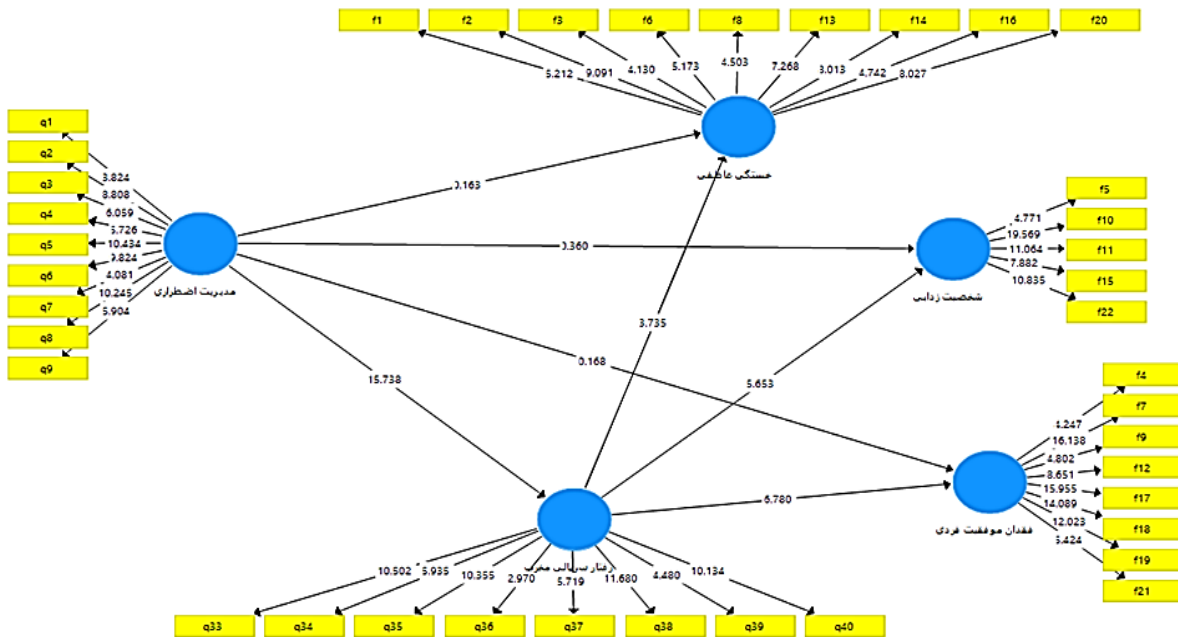


Figure 4: Confirmatory Factor Analysis (t-value statistic)

Table 7: Testing Research Side Hypotheses

| Hypothesis | Regression Co. | T-Statistics | Result |
|--|----------------|--------------|--------------------------|
| Emergency management affects the destructive behaviors of employees. | 0.86 | 13.24 | Null Hypothesis Rejected |
| Emergency management affects the deviant interpersonal behaviors of employees. | 0.70 | 7.68 | Null Hypothesis Rejected |
| Emergency management affects employees' deviant organizational behaviors. | 0.75 | 9.84 | Null Hypothesis Rejected |

Seventh hypothesis

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that emergency management does not affect the destructive behaviors of employees is rejected and it can be said that emergency management is 0.86. Standard deviation affects the destructive behaviors of employees.

Eighth sub-hypothesis

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that emergency management does not affect the

interpersonal deviant behaviors of employees is rejected and it can be said that the size of 0.70 standard deviation affects the interpersonal deviant behavior of employees.

Ninth sub-hypothesis

Considering the amount of t-test statistics and that this value is more than 1.96, it can be concluded that the null hypothesis that the management of emergency management does not affect the deviant organizational behaviors of employees is rejected and it can be said that emergency management 0.75 Standard deviation affects the organizational deviant behavior of employees.

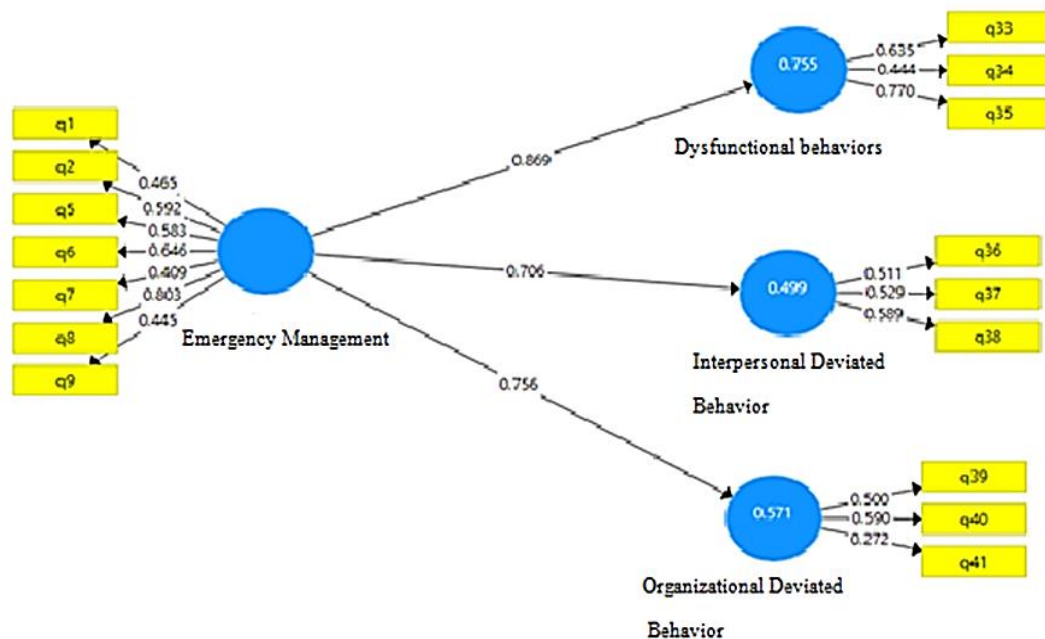


Figure 5: Confirmatory Analysis with Partial Least Squares

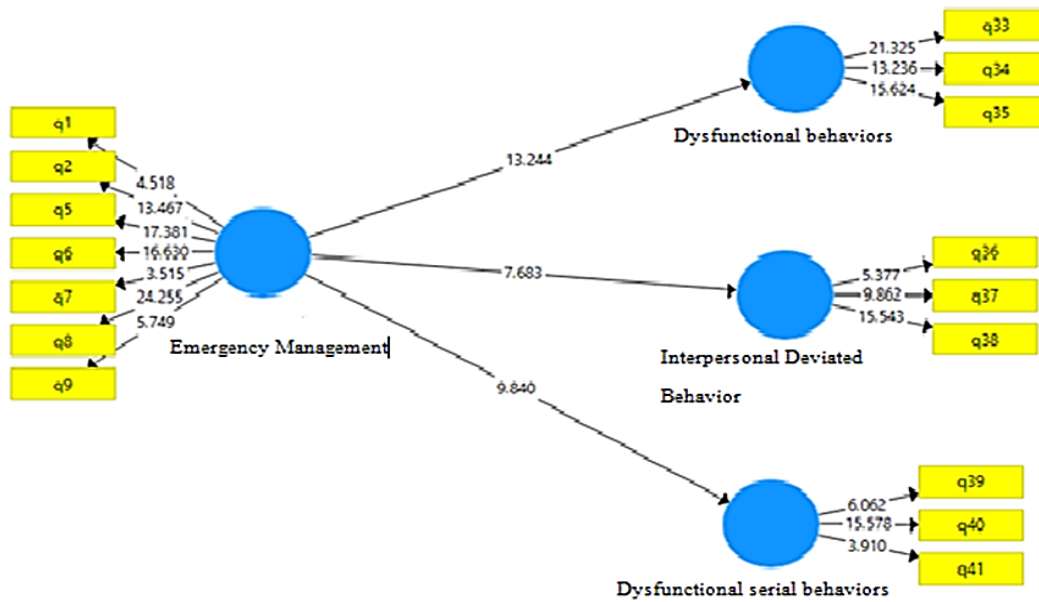


Figure 6: Confirmatory Factor Analysis (t-value statistic)

Conclusion

Test results of the first main hypothesis of the research that emergency management has an effect on job burnout. It indicates that at the 95% confidence level, emergency management has a significant effect on job burnout. In this regard, it can be said that in general, managers who use appropriate strategies to control their problems at work, have employees who are less likely to suffer from burnout. He is one of those who do not use emergency management strategies. In contrast, managers who use coping or escape strategies are more exposed to emotional burnout in themselves and their employees. Asgari *et al.* (2017) showed the job burnout of experts has a negative and significant relationship with their ethical behavior in the workplace.

The second main hypothesis of the research is that emergency management has an effect on the destructive serial behaviors of employees. The results showed that according to the t-value and the level of significance obtained, emergency management has an effect on the destructive serial behaviors of employees. Therefore, in the absence of immediate and effective control of destructive serial behaviors, there is the potential to spread and intensify their effects. This issue, along with the imposition of severe

and sometimes irreparable consequences, can indicate weaknesses in prevention systems as well as emergency response to these accidents. Effective emergency management requires the establishment of an emergency management system. The emergency management chain includes prevention, impact mitigation, preparedness, response and disaster recovery.

In this regard, Fattahi, Jahangirfard and Mehdizadeh (2019) state that the party of managers (0.84), the formation of a coalition of managers (0.80), the desire to control managers (0.73) and non-compliance with managers (78) have a significant effect on deviant behaviors of employees.

The first sub-hypothesis of the research predicted emergency management has an effect on emotional fatigue by mediating the destructive serial behaviors of employees. Structural equation modeling and Sobel test were used to test the hypothesis. The results showed emergency management has an effect on emotional fatigue with the mediating role of serial destructive behaviors of employees. The results of this study showed emergency management strategies can affect the outcome of fatigue. Emotions that can lead to employees' unethical behaviors are influential. Muslimi Kaviri *et al.* (2017) in this regard stated

emotional intelligence and managers' interaction have the negative effect on destructive work behaviors and in other words, injustice, stress and personality traits including introversion, lack of agreement, lack of conscientiousness, neuroticism and lack of openness to experiences have a positive effect on destructive work behaviors.

The Sobel test was also used to test the second sub-hypothesis of the research that emergency management affects depersonalization with the mediating role of destructive serial behaviors of employees. According to the obtained results, it can be said that emergency management has an effect on depersonalization with the mediating role of serial destructive behaviors of employees. In this regard, KhorasaniToroghi *et al.* (2015) state that one of the new approaches in the field of immoral behaviors is the issue of destructive leadership. These leaders exhibit behaviors that disrupt the health of the organization or individuals. Nine dimensions of misbehavior, dishonesty, over-control, undesirable political behavior, narcissism, lack of expertise and skill, lack of aim and plan, misuse of organizational resources, and poor motivation are some of the components of destructive leaders that can affect the destructive behavior of employees. Therefore, managers must deal with emergency management in accordance with ethical principles in order to prevent organizational ethical deviation.

The results of the Sobel test in the third sub-hypothesis of the research predicted emergency management affects the lack of personal success with the mediating role of serial destructive behaviors of employees. It was shown emergency management affects the lack of personal success by mediating the destructive serial behaviors of employees. Asgari *et al.* (2017) in their research stated that lack of success is one of the factors affecting the destructive behaviors of employees that the results of these studies are consistent with the results of the present study.

The fourth sub-hypothesis of the research predicted that emergency management affects the lack of individual success with the mediating

role of serial destructive behaviors of employees. It is also suggested that emergency management affects the lack of personal success by mediating the destructive serial behaviors of employees. In this regard, Asgari *et al.* (2017) in their research stated that lack of success is one of the factors affecting the destructive behaviors of employees that the results of these studies are consistent with the results of the present study. These behaviors resulting from burnout are effective.

The fifth sub-hypothesis of the research is that destructive serial behaviors affect employees' emotional fatigue. Structural equation modeling method was used. The results of t-test and that this value was higher than 1.96 shows that the null hypothesis is rejected and destructive serial behaviors affect employees' emotional fatigue. The greater the perceived inequality in employee pays, the greater the likelihood of employee misconduct (especially theft). Also, the lack of wage-based services compensation system as an internal system will lead to unethical behaviors that affect the employees' psyche, causing job boredom, emotional fatigue and eventually it becomes burnout. Yogi *et al.* (2017) showed that emotional intelligence is negatively related to destructive job behaviors and moderates the positive relationship between burnout and destructive work behaviors.

The sixth hypothesis of the research predicted that destructive serial behaviors have an effect on employee depersonalization. Structural equation modeling method was used. The results of t-test and that this value was more than 1.96 shows that the null hypothesis is rejected and destructive serial behaviors have an effect on employee depersonalization. Destructive serial behaviors such as underemployment, theft in the organization, antisocial behaviors and inappropriate behavior affecting the personality of individuals cause employees to be indifferent to each other and work and non-work problems and think only of their personal interests. In this way, an immoral atmosphere will prevail, which will lead to loss of work desire and burnout.

MuslimiKaviri *et al.* (2017) in this regard stated that emotional intelligence and leader-member interaction have the opposite effect on destructive work behaviors and in contrast to injustice, stress and personality traits including introversion, disagreement, lack of duty; cognition, psychosis, and lack of openness to experiences have a direct impact on destructive work behaviors.

The results of the seventh sub-hypothesis test of the research revealed that destructive serial behaviors affect the lack of personal success of employees, suggesting that the null hypothesis is rejected and destructive serial behaviors affect the lack of personal success of employees. MuslimiKaviri *et al.* (2017) in this regard stated that emotional intelligence and leader-member interaction have the opposite effect on destructive work behaviors and in contrast to injustice, stress and personality traits including introversion, disagreement, lack of duty, cognition, psychosis, and lack of openness to experiences have a direct impact on destructive work behaviors.

According to the obtained results, the following suggestions are presented.

1. In order to prevent such behaviors in the organization, it is suggested that the management can be improved by creating a participatory atmosphere in the organization, while establishing a friendly and intimate relationship with employees and being aware of the needs and wants of their employees strengthen the employees' sense of loyalty to the organization in a way that employees prioritize the interests of the organization over their own interests and thereby provide the means of productivity, efficiency and effectiveness of the organization.

2. Due to the impact of emergency management on reducing deviant behaviors in the organization, it is suggested that emergency management training courses be held for managers so that managers can reduce the benefits of this management method in reducing malicious employee misconduct and the organization's atmosphere towards enthusiasm.

3. In order to reduce the negative effects of destructive serial behaviors of employees, it is suggested that the ethical behavior of managers in organizations be strengthened. On the other hand, ethical principles should be taught among managers and employees. Managers and employees can be trained by conducting workshops to identify ethical issues and behaviors. It is also possible to measure the ethical behavior of managers by consulting employees and encouraging managers who adhere to ethical principles, to further encourage managers and encourage them to display ethical behavior in the organization.

4. It is recommended that behavioral experts be hired to identify unconventional organizational behaviors and advise employees who have behavioral problems.

5. Disciplinary committees should be formed in the departments to deal decisively with immoral behaviors.

6. In order to improve the performance of the employees, it is suggested that working groups be reviewed in the existing laws and regulations and that steps be taken to amend and improve the discriminatory laws.

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