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Extracting Knowledge from Human Behavior to Present the Valuating Model: A Case Study of Difficult Employees

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ABSTRACT

Extracting knowledge from human behavior to develop a model of value systems involves analyzing and identifying patterns and complex relationships among variables related to human behavior in social or organizational contexts. This process investigates the interactions between factors that influence both individual and group behavior, employing analytical and modeling techniques, including system dynamics. The purpose of this research is to extract knowledge from human behavior to present the valuating model, specifically through a case study of difficult employees at Maysan University. In this context, it is crucial to collect both qualitative and quantitative data on human behavior, analyze feedback, and identify underlying trends. The results of these analyses can help create predictive models and offer solutions to enhance the performance of organizations and social systems, ultimately generating sustainable value. This research was conducted using a qualitative-inductive approach, employing the Stirling and Darling method (NVIVO), alongside a quantitative approach utilizing system dynamics (VENSIM). The primary data collection tool was a semi-structured interview. Applying the grounded theory method, the data obtained from interviews with 16 experts in the field of education and training—specifically, administrators and educational experts from Maysan University—were coded in three stages. The general category encompasses negative organizational behaviors, including negative management practices, anxiety factors, organizational injuries, a detrimental organizational culture, poor communication, inappropriate organizational changes, ineffective leadership, incorrect policies and procedures, and an unsuitable work environment. ©authors.

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1. Introduction

Extracting knowledge from human behavior is a complex and multi-faceted process aimed at identifying behavioral patterns and the relationships between various factors that influence individual and group performance in social or organizational contexts.

In this process, various techniques—including mathematical modeling, data analysis, and machine learning methods—can be employed to gain valuable insights into human behavior. This knowledge not only enhances our understanding of individual and group behaviors but also plays a crucial role in developing effective strategies and models to improve organizational performance and increase system value (Blazi, 2020).

In the evaluation model, which aims to enhance the performance of social or organizational systems while increasing both material and spiritual values, human behavior is regarded as a crucial factor. The actions of employees, managers, and even customers can directly or indirectly influence the efficiency and effectiveness of these systems (Gong, 2020). Specifically, within organizations, erratic or inconsistent behavior among employees can result in decreased productivity, create organizational tensions, and diminish customer satisfaction.

Therefore, accurately recognizing and analyzing human behaviors, as well as extracting knowledge from them, can enhance organizational performance and reinforce organizational values (Montano, 2019). Various techniques are employed to extract knowledge from human behavior, including statistical analysis, machine learning, system dynamics, and qualitative methods such as interviews and direct observation. One effective approach is the use of system dynamics models, which simulate complex interactions between behavioral variables and analyze both positive and negative feedback in organizational behaviors.

Also, analyzing behavioral data using machine learning algorithms can uncover hidden patterns and provide accurate

predictions of future behavioral changes. These tools assist decision-makers in formulating appropriate solutions to enhance organizational conditions based on the extracted information. While deriving insights from human behavior offers numerous opportunities to improve organizational performance and increase system value, it also presents challenges. One significant challenge is the complexity of human behavior, which is influenced by various factors, including psychological, cultural, and social elements (Cortina, 2001).

In addition, analyzing human behavior necessitates accurate and reliable data, the collection and analysis of which require significant time and financial resources. Furthermore, analytical methods must be capable of comprehending these complexities and delivering practical results, which entails the development of advanced models and the utilization of new technologies (Aguinis et al., 2022).

Finally, extracting knowledge from human behavior and applying it to the valuating model can positively impact the performance of organizations and social systems (Paunonen et al., 2001). By identifying behavioral patterns and analyzing their effects on overall organizational performance, managers can develop more effective policies to enhance the work environment and boost the satisfaction of both employees and customers (Yazdankhah et al., 2022). Furthermore, this knowledge can aid in creating sustainable and practical strategies to reinforce organizational values and improve overall efficiency.

The application of this approach extends beyond economic and management fields; it also has significant implications in various human sciences, including social psychology and sociology. This approach can enhance the quality of life and improve the performance of societies (Putra & Ali, 2022). Work behavior is a crucial aspect of human behavior, reflecting an individual's interactions with other members of the workplace.

Organizational behavior facilitates collaboration, interaction, and the

development of a robust cooperative experience, even in the face of cultural and intellectual differences. It examines human interactions; therefore, it can be quite complex, sometimes making it difficult to analyze the behaviors of organizational members (Mai, 2019). Individuals exhibit varying behaviors in different contexts, influenced by their thoughts and cultural backgrounds (Bennett et al., 2003). Understanding human behavior, particularly in the context of addressing inappropriate conduct among employees, presents a fundamental challenge for human resource management within organizations (Javed et al., 2014).

To influence organizational values and goals, it is essential to consider the complexities of human behavior. Recognizing and analyzing these behaviors through appropriate tools and accurate modeling can help managers address existing challenges more effectively and seek efficient solutions (Zarei et al., 2017). Employee misbehavior, such as non-cooperation, absenteeism, and dissatisfaction, can create tension in the workplace, reduce productivity, and increase labor costs. Such behaviors not only diminish the quality of services and products but also negatively impact team morale and organizational culture (Tuckey et al., 2022).

To uphold strong values, organizations should thoroughly examine and analyze negative behaviors, aiming to identify and address their underlying causes. This process can enhance working conditions and boost employee satisfaction. Organizations can employ various techniques to extract insights from employee misconduct (Yildiza et al., 2015).

One effective method for understanding bullying behavior is the analysis of qualitative data, including interviews and surveys, which can help identify the factors influencing a bully's actions. Additionally, employing quantitative techniques, such as statistical analysis and system dynamics modeling, can enhance our understanding of the interactions between behavioral factors and their impact on organizational performance. These tools enable decision-

makers to gain deeper insights into employee behaviors and their effects on the organization (Linden & Arnold, 2022).

Extracting knowledge from employee misbehavior presents several challenges. One significant challenge is the diversity of human behaviors and the complexity of the factors influencing them. Additionally, collecting valid and reliable data on bullying behaviors can be difficult, as employees may be hesitant to disclose their issues and dissatisfaction (Punia & Rana, 2013).

In addition, the analysis of the results may be influenced by the presuppositions and biases present within the organization. Therefore, it is essential to employ scientific and documented methods when analyzing disruptive behaviors and proposing appropriate solutions (Appelbaum et al., 2005). Consequently, deriving insights from the disruptive behavior of employees and developing a valuating model for the system can enhance the organization's conditions and increase efficiency (Vaazi et al., 2016).

Organizations should strive to enhance a culture of cooperation and commitment among employees by thoroughly analyzing employee behaviors, identifying key factors that influence these behaviors, and developing targeted training and development programs (Blazi, 2020). Additionally, fostering a supportive and transparent environment can mitigate careless behaviors, while promoting Samani values will further contribute to this effort. Ultimately, through detailed analyses and the application of acquired knowledge, managers can make informed decisions that improve organizational performance and align with long-term goals (Kelley, 2007).

2. Literature Review

Expert systems are a subset of artificial intelligence that use specialized knowledge to solve complex problems. These systems mimic the decision-making process of human experts in a specific field, helping non-experts make better decisions. Expert systems typically consist of two main components: a knowledge base and an inference engine. The knowledge base contains information, facts, rules, and

principles gathered and input by specialists in the field. This knowledge is systematically and structurally organized in the form of "if-then" rules. These rules enable the system to respond to various conditions and provide suggestions or solutions. The inference engine is the other key component of the expert system, functioning as the system's brain. It uses logical and mathematical algorithms to analyze data and, based on the knowledge stored in the knowledge base, generates outcomes and recommendations. This process is typically carried out in two ways: forward chaining, which starts from facts and leads to a conclusion, and backward chaining, which begins with a conclusion and works backward to find the relevant facts. The primary advantage of expert systems is that they can automatically address problems and provide expert-level advice without direct human involvement. These systems are used in fields such as medicine, engineering, finance, law, and many others, helping to reduce costs and increase accuracy and decision-making speed.

During the study conducted by Agarwal and Pandey (2021), several reasons were identified for why individuals in companies and organizations may be categorized as restless employees. These reasons include an inability to deliver services on time, feelings of disappointment and hopelessness regarding the potential for improvement, neglecting the contributions of careless individuals, psychological pressure stemming from job demands, and the reinforcement and reward of inappropriate behaviors (Agrawal et al., 2023).

Considering that difficult and inconsistent behavior can have profound negative effects on organizations and employees, imposing significant costs and causing considerable harm (Burlita & Rudawska, 2021), it can manifest as arrogance and pretentiousness among employees (Agrawal & Pandey, 2021). Additionally, such behavior can be passive and evasive, making it nearly impossible to accurately assess individuals or their true skill sets (Imam & Kim, 2022).

Individuals who are dissatisfied and resistant to change often exhibit behavior

akin to that of a child who is denied freedom (Burlita & Rudawska, 2021). Those who feel envious and vengeful may resort to inappropriate actions in an attempt to suppress these negative emotions (Alagah, 2021). Furthermore, autocratic and aggressive individuals tend to engage in reckless behavior, often acting in ways that others perceive as unpleasant, uncomfortable, or even repugnant (Burlita & Rudawska, 2021).

When difficult behavior is observed within a company or organization and is not addressed in a logical and appropriate manner, it can encourage others to exhibit similar behavior. In such instances, difficult behavior can spread among employees like a contagious disease (Amiri, 2014). Research indicates that factors such as organizational health (Barati Marnani et al., 2013), professional ethics (Zinali Soumae and Pourezzat, 2014), job pressure (Hosseini and Hazrati, 2014), and internal competition significantly influence the behavior of challenging employees.

The key to effectively dealing with difficult individuals is maintaining control over your emotions. Any emotional outbursts or inappropriate responses in these situations can foster a hostile environment within the group or organization, exacerbating the circumstances. In today's workplace, there is a growing emphasis on understanding and managing the behaviors of challenging individuals (Lee et al., 2020).

Understanding the behavioral patterns of difficult employees enables individuals to transform the frustrating experience of working with them into a productive one by employing interactive strategies and effective communication. Additionally, understanding the factors that influence difficult employees provides leaders and managers with the opportunity to better manage these individuals by addressing these specific areas (Yazdankhah et al., 2022).

According to the importance of identifying the organizational behavior management of difficult employees, the studies that have been done are either different in terms of approach from the current study or that they

have been done with a limited purpose, express some examples in Table 1: which we will point out in the following to

Table 1. Internal and External Background in short

Researcher	The title of the research	Research results
Apeldoorn(2024)	Comprehensible Extraction of Knowledge Bases for Learning Agents in Games	Applications are presented, e.g., in the context of general video game playing. Moreover, an outlook on the InteKRator toolbox is provided which implements the most essential approaches in a more general context for the potential use in other domains
Albuquerque et al (2023)	Exploring Large Digital Bodies for the Study of Human Behavior	These tools can help access social and cultural varieties worldwide. In this article, we briefly review the potential of these corpora in the study of human behavior. Therefore, we propose Culturomics of Human Behavior as an approach to understand, explain, and predict human behavior using digital corpora.
Yazdankhah et al. (2022)	Analyzing organizational anxiety: characteristics of anxious employees and factors affecting them	Anxiety behaviors can be classified into three cognitive, attitudinal and behavioral categories, and special environmental and structural factors can fuel it as reinforcements of these behaviors in the organization.
Sadeghi et al. (2021)	The effect of dark dimensions of personality on the behavior of anxious employees	The attitude of narcissism and antisocialism have a significant and positive effect on all indicators of the behavior of restless employees. While the attitude of Machiavellianism only has a significant and positive effect on the behavior of jealous and vengeful employees.
Zarei et al. (2017)	Investigating the effect of organizational pessimism factors on the staff pessimism of Hamedan University of Medical Sciences	Organizational pessimism factors have an effect of 6.5% on the anxiety of the staff of Hamadan University of Medical Sciences, the amount of influence of these organizational pessimism factors in the behavioral dimension with 9.4% and the emotional dimension with 5.8% has an effect on the anxiety of the employees.
Yazdankhah (2016)	Identifying the characteristics of restless employees and the factors affecting them	According to Ahranjani's three-dimensional model, first the behavioral characteristics of the employees and then the environmental and structural factors affecting such employees were identified.
Gbulabu et al. (2023)	Poor workplace conditions and employee psychological status among employees of the Ministry of Interior, Lagos	Management of organizations should deal with workplace incivility by strengthening ethical procedures, policies, effective communication plan, information infrastructure, good governance, direction and response.
Wai et al. (2021)	The effect of difficult colleagues on employees' reactions in Macao public organizations - the mediating role of perceived stress	The attitude of employees towards rude colleagues does not have a significant effect on mental health
Lily (2017)	Understanding rude behavior from the lens of organizational justice	Managers must be aware of the dangers of rude behavior and create a workplace environment that counters the productivity interference caused by rudeness and inability to compromise.
Kamalgar et al. (2011)	Who are the bad employees? Psychopathological documents of their colleagues	Narcissistic traits, regardless of hierarchical role (boss, peer, subordinate), are facet descriptors for the problematic employee.
Hutton & Gates (2008)	Rudeness in the workplace and reduced productivity among employees	Workplace rudeness from patients and management has a greater impact on employee productivity than workplace rudeness from other sources

Difficult employees can have a negative impact on the overall performance of the organization. By identifying their behavioral patterns and extracting relevant knowledge, organizations can develop strategies to improve these employees' behavior, ultimately enhancing team productivity. This contributes to better organizational performance and reduces costs associated with decreased productivity.

HR managers need a deep understanding of various employee behaviors to design appropriate management programs. Extracting knowledge from difficult employees' behavior can help identify the

root causes of behavioral issues, such as stress, job dissatisfaction, or misalignment with organizational culture, thus enabling the development of appropriate strategies to manage and improve these behaviors.

Problematic behaviors can lower the morale and motivation of other employees. By properly identifying and managing these individuals, organizations can prevent negative impacts on the rest of the team, creating a healthier work environment. This, in turn, leads to increased job satisfaction and reduced turnover rates.

Extracting knowledge from the behavior of difficult employees provides managers with

more accurate insights into the causes of problematic behaviors. This information can be used to make more informed managerial decisions, such as role assignments, the development of training programs, and the provision of psychological counseling.

Ultimately, a valuation model based on human behavior helps organizations address challenges related to difficult employees more effectively and scientifically, facilitating the overall improvement of organizational performance.

3. Method

Considering that this research aims to extract knowledge from human behavior to present the valuating model: the case study of difficult employees in Maysan University, Iraq, the current research in terms of purpose, practical developments, in terms of data collection time, a cross-sectional survey in terms of data nature and the research approach is of a mixed type. To answer the research questions, library studies and searching in the literature and theoretical background related to the topic and interviews were used, and descriptive and inferential statistics methods were used to investigate the research questions. The most important goal of the current qualitative research is to discover the variables and structures related to the concept model of managing the organizational behavior of difficult employees in Maysan University, Iraq, and to develop a suitable model for it. For this purpose, to describe and collect data from the tool of observing organizational actions related to the subject of research and exploratory interviews of 16 experts in the field of education and training (administrators and educational experts of Maysan University) who were selected from the purposeful and snowball sampling methods and a semi-structured, in-depth interview with open questions was conducted with them. The demographic characteristics of the participants are given in Table (2). The adequacy of the number of studied samples was achieved through the theoretical saturation method (Glasser and Strauss, 1967, 65). In the qualitative part, the Sterling Darling technique is used in NVIVO

software. Sterling-Darling technique (Sterling-Darling technique) is a statistical method that is mainly used in examining ordinal data and simulation. This technique is especially used to analyze complex data that includes human behaviors and can be effective in extracting knowledge from difficult employee behaviors. In the context of extracting knowledge from human behavior to provide a model of systematic value, such as in the case of difficult employees, this technique can be used as a tool to analyze behavioral patterns, identify the strengths and weaknesses of performance, and discover complex relationships between behavioral variables. Especially when the data is unbalanced or highly volatile, the Stirling-Darling technique can effectively help investigate anomalies or unusual patterns.

Table 2. Demographic characteristics of participants

Frequency	Classify	Demographic
19%	Woman	Gender
81%	Man	
95%	Ph.D	Education
5%	MA	

In the quantitative stage, the system dynamics technique has been used in VENSIM software. System Dynamics is a modeling approach to analyze the behavior of complex systems over time. This technique simulates the behavior of systems according to different variables and the relationships between them. In the context of extracting knowledge from human behavior, especially in the case of difficult employees, system dynamics can help to understand the complex interactions between different factors influencing behavior, organizational performance, and long-term results. At this stage, by using system dynamics, it is possible to identify cause-and-effect relationships between key variables such as difficult employee behavior, and its impact on productivity, organizational interactions, and management strategies. For example:

- *Difficult behavior* → *decrease in positive interaction with colleagues* → *decrease in team productivity* - *Management intervention* → *reducing undesirable behavior* → *increasing employee satisfaction*

One of the most important features of system dynamics is the possibility of

simulating behaviors and their effects over time. These simulations can show us how the difficult behavior of employees affects the organization over time and also how the effects of management interventions will be. This helps decision-makers see which strategies have the most positive impact over time.

System dynamics, considering feedback loops, investigates the effect of different variables on each other. By analyzing the results of modeling, it is possible to identify the key points that have the greatest impact on improving difficult behavior. These points may include changes in organizational culture, developing communication skills, or implementing training programs for employees and managers.

System dynamics helps to understand the impact of disruptive employee behavior on organizational values. Through simulation, it is possible to examine the effects of different behaviors on system value indicators such as productivity, employee satisfaction, organizational commitment, and financial

performance. Based on this, behavior optimization patterns can be presented to increase the organizational value of the organization.

Factors such as job pressure, job dissatisfaction, stress, and communication quality are identified. By drawing cause and effect maps, dynamic models of the interactions of these factors are designed. Dynamic models are simulated over time to evaluate the impact of difficult employee behaviors on the organization in different scenarios. Using the simulation results, the best strategies to reduce the difficult behavior and increase the value of the system are presented.

4. Finding

To answer the research question "The conceptual paradigm of extracting knowledge from human behavior to provide the valuating model: Is it difficult to study the employees?", three-stage coding has been specified in the identification of themes:

Table 3. Identifying the themes of extracting knowledge from human behavior to present the valuating model: the case study of difficult employees

Primary theme	Constructive theme	Overarching theme
Desire for violence	Individual deviation	Negative organizational behaviors
Insult		
Harassment		
Disobeying the rules		
Failure to comply with regulations		
Abnormal behaviors in the workplace		
being a criminal	cognitive	
Degradation control		
Poor cognitive skills		
Unknowingly arrogant		
lack of self-esteem		
narcissism		
self-monitoring		
Machiavellianism		
being introverted	Disturbing behaviors in the workplace	
Lack of criticism		
delay and lateness		
Unexcused absences		
Reducing the quality and quantity of employees' work		
Criticism and complaints	Decreased trust in management	
Decreased motivation and commitment		
Non-cooperation and inattention	Reducing the quality of organizational communication	
Decrease in trust in the management and officials of the organization		
Chaotic force in the workplace		
Reducing the quality of organizational communication	Weakening team morale	
Negative behavior and speech of employees		
Damage to the relationship between employees and management		
Creating unhealthy competition		
Not paying attention to small successes		
Public criticism		
Lack of effective communication		

Primary theme	Constructive theme	Overarching theme	
Lack of job satisfaction	Personal and family problems	Anxiety factors	
Psychological tensions in the home environment			
Conflicts and job pressures	Job stress and pressure		
Different problems and behaviors of employees			
Feeling of injustice or inequality in the organization	Social deviation		
Abnormal behaviors in the workplace			
Creating a negative culture	Cultural issues and differences with organizational norms		
Ambiguity in rules and regulations			
Inappropriate behavioral guidelines			
Replacement costs	Direct damage	Organizational damage	
The cost of destroying resources and equipment			
Decreased team morale	Indirect damage		
Negative impact on mental health			
Increasing employee stress	Negative culture		
Lack of cooperation and positive interaction			
Baseless criticism and constant complaining			
Mistrust and pessimism			
Prioritizing results over processes		Displacement of organizational values	Negative organizational culture
Lack of attention to the satisfaction and well-being of employees			
Reducing moral and professional values, promoting unhealthy competition			
Rewarding negative behaviors			
Destructive and baseless criticism		Individual deviation	Negative communication
Complaining and complaining constantly			
Lack of transparency and openness in communication			
Unprofessional and disrespectful behavior			
Lack of cooperation and positive interaction			
Rumors and divisiveness			
Reducing the quality of organizational communication	Analysis of deviant behaviors		
Lack of communication skills			
Rapid and unplanned changes	Lack of transparency in changes	Inappropriate organizational changes	
Reducing manpower without considering the effects			
Mismanagement of human resources			
Creating complex and bureaucratic structures			
Failure to adapt to the real needs of the organization	Structural problems		
Barqwanin's overemphasis			
Manual management style			
High power distance			
Ambiguity of duties and roles			
Focus with high formality	leadership	Ineffective leadership	
Rapid and unplanned changes			
Mismanagement of human resources			
Reducing manpower without considering the effects			
Creating complex and bureaucratic structures			
Lack of transparency in changes			
Failure to adapt to the real needs of the organization			
Effective performance management			
Recognition and appreciation			
Changes in the management team	Management changes		
Human resources			
Changes in management approaches			
Inefficient performance appraisal system	Non-transparent policies	Wrong policies and procedures	
Poor communication and lack of transparency			
Inefficient crisis management			
Unfair bonuses and promotions			
Lack of attention to the well-being and satisfaction of employees			
Failure to provide development and training opportunities			
Failure to accept feedback and constructive criticism			

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Primary theme	Constructive theme	Overarching theme	
Lack of transparency in disciplinary policies	Incorrect disciplinary procedures		
Unfair and discriminatory disciplinary actions			
Failure to provide feedback and opportunities for improvement			
Disproportionate and severe disciplinary measures			
Increase in the rate of leaving the service			
Decrease in organizational trust and commitment			
Discipline enforcement without detailed documentation			
Decreased motivation and productivity			
Increased dissatisfaction and stress			
Effects of wrong disciplinary procedures and Ignoring negative behaviors for a long time			
Irresponsible crisis management			
Increase in negative and bad behavior	Lack of supportive work environment	Inappropriate work environment	
Lack of physical work environment			
Lack of psychologically suitable work environment	Economic environment		
Economic situation			
labor market			
Insufficient and cramped space	Improper workspace design		
Improper lighting			
Improper ventilation			
Inappropriate equipment and furniture			
Disturbing sounds			
Decreased job satisfaction and organizational commitment			
Increasing conflicts and tensions			
Decreased productivity and motivation			
Increased stress and dissatisfaction			
Lack of common spaces			
Increase cooperation between employees	Identification and evaluation of anxious behaviors	Human resource management model design	
Use of performance evaluation tools, surveys			
Colleagues' feedback to identify bad employees			
Analyzing data collected from antisocial behaviors			
Determining the impact of bad behavior on the organization	Analysis of the depth and severity of problems		
Providing quantitative data to analyze negative and pessimistic behaviors			
Providing qualitative data to analyze negative and pessimistic behaviors	Designing corrective programs		
A foundation for designing appropriate behavior and environment			
Implementation of programs to improve behavior and improve the working environment	Continuous evaluation and feedback		
Periodic evaluation			
Continuous monitoring			
Feedback sessions			
Innovation and change	Behavioral policies	Elaboration of organizational policies and rules	
Creating and compiling acceptable policies and rules of conduct			
Determining the clarity of roles and responsibilities			
Define acceptable and unacceptable behaviors clearly	Legal advice		
Access to online legal advice			
Legal advice centers			
Consultant associations and unions			
Legal software and applications	Disciplinary protocols		
Developing disciplinary protocols for dealing with disruptive behaviors			
Implementation of disciplinary protocols regularly	Training and development of skills		Effective management of angry employees in the organization
Implementation of training courses related to communication skills			
Current training programs			
Professional development opportunities			
Stress management and positive behaviors			

Primary theme	Constructive theme	Overarching theme
Conducting a workplace behavior interaction workshop	Interactive workshops	
Discussion and opinion for unruly behavior		
Encourage desirable behaviors		
Reward systems	Reward and encouragement	
Access to counseling	Psychological support and counseling	Psychosocial support
Stress management		
Providing mental and psychological support programs		
Senior management support	Social support	
Colleague support		
Increase employee satisfaction	Improving the work environment	Healthy and efficient work environment
Making positive changes in the work environment	Effectiveness of organizational processes	
Technical effectiveness		
The effectiveness of human resource management	Positive organizational culture	Cultural promotion
Organizational strategic effectiveness		
Promoting an organizational culture based on cooperation	Organizational values	
Mutual respect and support		
Perform positive behaviors	Reducing organizational costs	Improving organizational performance
Dealing with negative behaviors		
Reducing disciplinary costs	Transparency in communication	
Preventing long-term costs		
Creating clear and open communication between employees	Increasing the efficiency of teams	The effectiveness of human resource management
Creating clear and open communication between managers and employees		
Developing effective teams	Human resource management	
Strengthen cooperation in teams		
Success in implementing strategies	Management of anxious behaviors	
Improving human resource management methods		
Proactively manage change	Improving working relationships	
Develop mutual trust		
Improving the organizational climate		
Psychological support	Increase productivity	Reduction of anxious behaviors
Strengthening relationships between employees		
Healthy and positive communication between employees	Improving employee efficiency	
Increasing employee productivity		
Increase job satisfaction	Improving the mental and physical health of employees	
Reducing absenteeism and leaving the job		
Fair reward and incentive systems	Personal development and growth	
Strengthening employee motivation		
Superior performance		
Reducing stress and tension		
Mental health support		
Professional development		
Career advancement		

System dynamics technique

The data was analyzed using thematic analysis, in this analysis, the roof of the quality house is one of the parts of the matrix in which the internal relationships of the identified components with qualitative items such as very strong relationship, strong relationship, weak relationship, very weak or no communication is determined using a questionnaire. Therefore, in supply chain logistics matrices based on the Internet of

Things, this relationship is completely qualitative and only by placing signs, the degree and intensity of positive or negative relationship between indicators can be determined, but these relationships are calculated in the weights obtained from the matrix are not considered. In the next step, by convention, we consider the internal relationship between the indicators as described in Table 3:

Table 3. Communication scale

Estimated value	Type of communication
9+	very strong
3+	medium strong
+1	strong
0	ineffective
1-	weak
3-	weak medium
9-	very weak

Table 4. Identified components

Symbol	Components
F1	Negative organizational behaviors
F2	Negative management behavior
F3	Anxiety factors
F4	Organizational damage
F5	Negative organizational culture
F6	Negative communication
F7	Inappropriate organizational changes
F8	Ineffective leadership
F9	Wrong policies and procedures
F10	Inappropriate work environment
F11	Human resource management model design
F12	Elaboration of organizational policies and rules
F13	Effective management of angry employees in the organization
F14	Psychosocial support
F15	Healthy and efficient work environment
F16	Cultural promotion
F17	Improving organizational performance
F18	The effectiveness of human resource management
F19	Reduction of anxious behaviors

Also, by convention, in order to reduce the volume of numbers and facilitate calculations, we can divide the numbers by 10 and consider the values with one tenth of a decimal. In the continuation of the research, we will show the relationship between problems with γ and the relationship of solutions with β . Therefore, according to the above table:

$$\beta = [\pm 0.1. \pm 0.3. \pm 0.9]$$

$$\gamma = [\pm 0.1. \pm 0.3. \pm 0.9]$$

The identified components are specified in Table 4:

Modeling

After determining the internal connections between the model components and how to modify the calculation of component weights, we enter the modeling process using VENSIM software. Drawing loops and conceptual relationships between variables is one of the most important steps in building dynamic system models, in this part we draw cause and effect diagrams using the data obtained from the questionnaire.

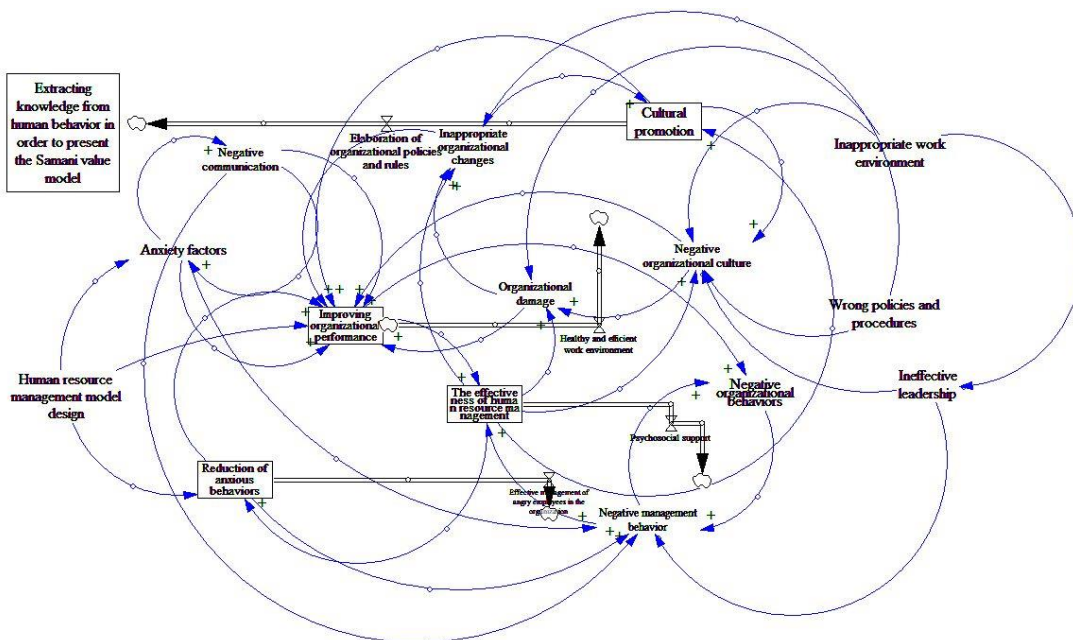


Figure 1. Proposed model of system dynamics

Sensitivity analysis test

After simulating and observing the behavior of all the components of the model in the

desired time period, the change of the internal communication of each of the criteria and its effect on the weights of the

model is discussed. For this purpose, 9 scenarios will be considered as follows:

- Scenario No.1: $\gamma_{31}=0.9$
- Scenario No.2: $\gamma_{101}=-0.3$
- Scenario No.3: $\gamma_{101}=-0.9$
- Scenario No.4: $21 = -0.1 \beta$
- Scenario No.5: $21 = \beta_{21}=-0.1$
- Scenario No.6: $91 = \beta_{91}=0.3$
- Scenario No.7: Scenarios 1 and 4
- Scenario No. 8: Scenarios 1, 2, and 5
- Scenario No.9: Scenarios 3 and 5

Scenario number 1

- Current situation: In this situation, the relationship between reducing bullying behavior and strong human resource management is medium (blue graph).
- Future situation: In this situation, the relationship between reducing anxiety behavior and human resource management is very strong (red graph).

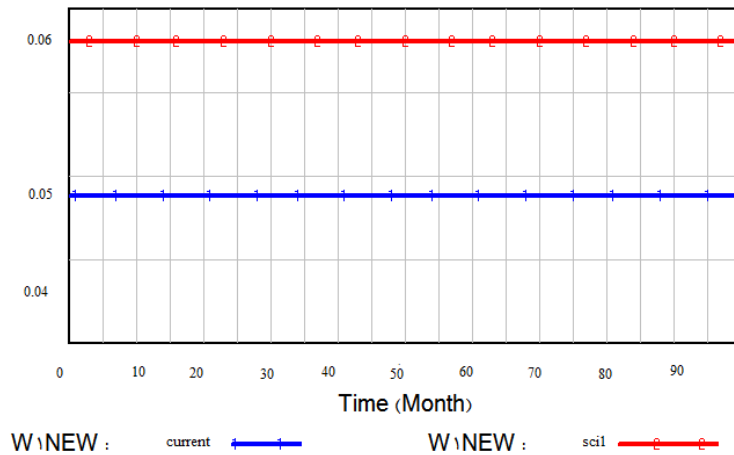


Figure 1. The relationship between the reduction of bullying behavior and human resource management

Scenario number 2

- Current situation: In this situation, the effectiveness of human resource management and culture promotion is very strong (blue diagram).

- Future situation: In this situation, the relationship between the effectiveness of human resource management and the promotion of poor culture is moderate (red diagram).

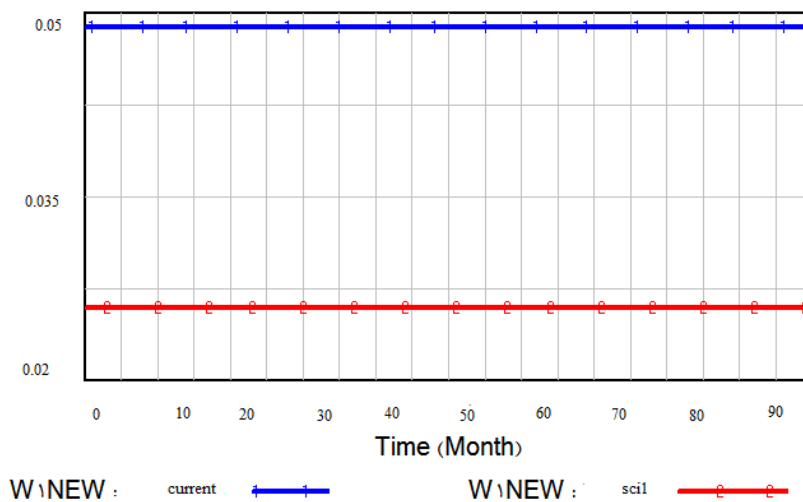


Figure 2. The relationship between the effectiveness of human resource management and culture promotion

Scenario number 3

– Current situation: In this situation, the relationship between policy efficiency and the reduction of unruly behaviors is very strong (blue graph).

– Future situation: In this situation, the relationship between policy efficiency and the reduction of unruly behaviors is very weak (red graph).

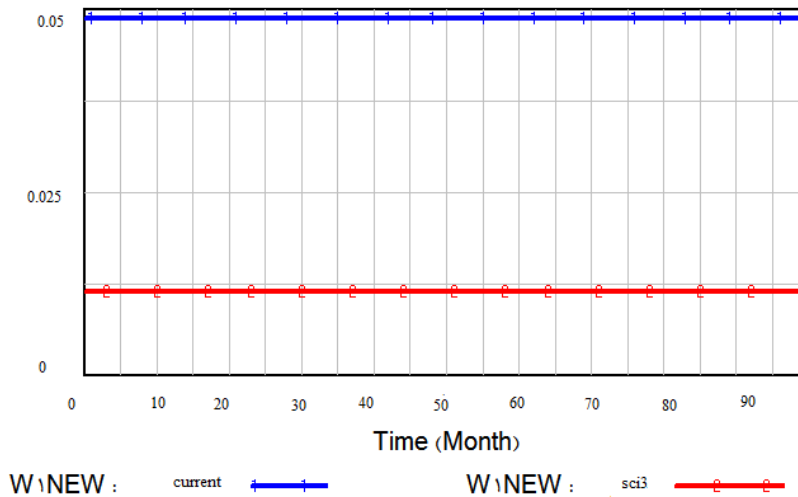


Figure 3. The relationship between policy efficiency and the reduction of unruly behaviors

5. Discussion

Improving the efficiency of employees with unusual behaviors, including restlessness, causes technical effectiveness and organizational strategic effectiveness; Therefore, by using the foundation's data research, identified factors include causal conditions (negative organizational behaviors, negative management behavior, anxiety factors, organizational injuries), background conditions (negative organizational culture, negative communication, inappropriate organizational changes, ineffective leadership), intervening conditions. (wrong policies and procedures; inappropriate work environment), strategies (designing a human resource management model; formulating organizational policies and rules; effective management of restless employees in the organization; psycho-social support) and consequences (healthy and efficient work environment; cultural promotion; improvement organizational performance; the effectiveness of human resources management; the reduction of unruly behaviors) with the main phenomenon of unruly management. These strategies ultimately lead to the reduction of unruly

behaviors, cultural promotion and improvement of organizational performance by creating a healthier and more efficient work environment and strengthen the technical and strategic effectiveness of the organization. By reducing negative and pessimistic behaviors, the workplace becomes healthier and more collaborative, which leads to increased employee satisfaction and engagement.

Yazdankhah et al. (2022) identified the cognitive, attitudinal and behavioral characteristics of restless employees and showed that the environmental and structural factors of the organization can strengthen these behaviors. This result is related to the causal conditions, especially "discomfort factors" and "organizational damages" and shows the importance of accurately identifying these factors to develop effective strategies. Sadeghi et al. (1400) have investigated the effect of dark aspects of personality such as narcissism and antisociality on the behavior of restless employees. This research is also aligned with the causal conditions, especially "negative organizational behavior" and "negative management

behavior", and shows how these personality traits can fuel bad behavior.

Zarei et al. (2017) investigated the effect of organizational pessimism on employees' anxiety and showed that these factors, especially in behavioral and emotional aspects, can significantly affect anxiety behaviors. These results are consistent with underlying conditions such as "negative organizational culture" and "negative communication".

Yazdankhah (2016) also focused on identifying the behavioral characteristics of restless employees and the environmental and structural factors affecting them. This research is consistent with the causal conditions, including "negative organizational behaviors" and "anxiety factors".

Gbolabo et al. (2023) have discussed the importance of strengthening ethical procedures and organizational policies in dealing with rudeness and unusual behavior in the workplace. This study refers to intervening conditions, especially "wrong policies and procedures" and "unsuitable work environment" and emphasizes the importance of properly managing these factors.

Wai et al. (2021) have investigated the effect of difficult colleagues on employee reactions and have shown that this effect is not significant on employees' mental health.

This research examines the intervening conditions and the effects of perceived stress on anxious behaviors.

Kamalgar et al. (2011) have identified narcissistic traits as key descriptors for problematic employees, which aligns with causal conditions related to "negative organizational behaviors" and "anxiety factors."

Hutton and Gates (2008) have also studied the effect of rudeness in the workplace on reducing productivity and have shown that rudeness from management has a greater effect on productivity. This research is consistent with intervening conditions and consequences, such as "unsuitable work

environment" and "reduced organizational productivity".

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

Therefore, it is suggested:

- The use of tools such as anonymous surveys, individual interviews and performance reviews can help to accurately identify the causes of unusual and unruly behaviors.
- Develop clear and fair policies and laws to deal with unusual and unruly behavior.
- Holding training courses for managers and employees in order to develop communication skills, conflict resolution and emotion management can help reduce unusual behaviors.
- Organizational psychology trainings can also help to increase awareness of bullying behaviors and how to manage them.
- Providing counseling and psychological services to employees who have anxious behaviors can help improve their mental status and reduce negative behaviors.
- Creating an environment where employees can raise their concerns

without fear of punishment is also important.

- A positive organizational culture that emphasizes the values of respect, cooperation, and fairness can help reduce unethical behaviors. The leaders of the organization should be an example of these behaviors and support this culture.
- If there is a need for organizational changes, these changes should be done in a planned manner and with effective management in order to avoid dissatisfaction and bad behavior.
- Providing regular feedback to employees about their behaviors and performance and supporting them to improve helps to reduce abnormal behaviors.

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