

Studying the Relationship between Managers' Communicative Styles and Employees' Counterproductive in Shahrbabak Copper complex

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Abstract

Communicative style and method among people are of effective factors on their behaviors. Managers' communication method by which they behave workers can affect on employees' behavior. This research studies the relationship between managers' communicative styles and employees' counterproductive in Shahrbabak copper complex. Statistical society of the research includes formal employed employees in Shahrbabak copper complex containing 746 people from which 186 people were selected as the sample by Cochran formulation. Data gathering instruments were two questionnaires. Communicative styles standard questionnaire for which validity was obtained 0.92 by Hashemi (2013). Also to measure employees' counterproductive behaviors a certain questionnaire by validity of 0.93 was used. Every questionnaire's validity was obtained by Cronbache Alpha method 0.90 and 0.87 respectively. To test hypotheses Pearson & Spearman correlation coefficient was used. All statistical analyses were done by SPSS statistical software. According to obtained results it is determined that there is a positive meaningful relationship between control and avoidance communicative styles; but there is a reverse relationship between equity, dynamic, entrusting and avoidance communicative styles with counterproductive behaviors. By the way there is no relationship between structuralism communicative style and counterproductive behaviors. Regarding the results from research hypotheses managers are suggested to use inclined dynamic communicative styles more to decrease counterproductive behaviors.

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Introduction

Discussion on organizational deviation isn't unfortunately a strange scenario for all organizations and personnel cause its organization a lot of loss in several ways. For example stealing organization or other colleagues, sexual injuries, gossip, unquiet behaviors, consuming alcohol in work place and... are totally introduced behaviors in several titles such as antisocial behaviors, organizational misbehaviors, organizational deviations, nonfunctional behaviors, ant product behaviors, incivility behaviors and... that there is no common definition (Ahmadi & Dehnavi, 1:2012). Organizational misbehavior includes reactions and operations occurred in workplace that is a kind of law breaking (Ahmadi & Dehnavi, 2:2012). Many organizations are conscious about negative effects of strong misbehaviors such as aggression and bullying in workplace; but until now weak forms of fear and interpersonal organizational behaviors are less paid attention (Pearson & et al, 2001). Aggression and other forms of counterproductive behaviors such as sabotage, intrigue and theft make big problems for several organizations. So organizations all through the world expect industrial organizational psychologists take an action against recognizing and decreasing this kind of behaviors (Mahdizadegan, Iran; 300:2010). Communicative style and method includes a special set of personal mutual behaviors which are used in a special position. So, communicative style and method refers to a set of behaviors shown by people in communicative process (Management approach, 2012). Leaders are effective factors on organization members' behaviors that define values and norms of organization and present a picture of organization. Leaders play an effective role in manner and rate of confidence in organization, creating mutual respect, recognizing and reforming problems and paying rewards or presenting punishments. Also skill of manager in controlling changes, conflicts and managing communications and time management plays an important role in controlling deviational behaviors (Salmani & Radmand, 52:2010).

Problem Explanation

Studying employees' immoral behaviors in organizations and industry has shorter history than studying positive and efficient and productive behaviors (Robinson & Bennett ; 556:1995). Although previously special kinds of negative and immoral behaviors in workplace are studied individually (Golparvar & Khaksar, 18:1387), Aggression and other forms of counterproductive behaviors such as sabotage, intrigue and theft make big problems for several organizations. So organizations all through the world expect industrial organizational psychologists take an action against recognizing and decreasing this kind of behaviors. However, different kinds of aggression in workplace and work time can be problematic for every organization, but other behaviors such as absenteeism, lapse of duty, laziness and sabotage which make problems for people job performance and then organizations' efficiency are the same important. In fact based on some current classification, people's behaviors in every organization can be classified in one of two classes of productive behaviors and counterproductive behaviors. In the first class or productive behaviors, one's duties and job performance are designed and in the second class, a broad scope of behaviors are placed on which harm either one's efficient and optimal performance or organization total space (Mahdizadegan Iran, 300:2010). Deviational and counterproductive behaviors are intentional behaviors and violating

important organizational norms that cause to threat organization and its employees' health (Robinson & Bennett; 557:1995). The main subject of all these behavior is that they damage organization by affecting on performance, equipments directly or by harming employees as their effectiveness decreases (Mehdad, 6:2012). In fact all counterproductive acts and behaviors in general level have common characteristics of violating an organization's legal interests and are potentially harmful for members and all the organization (Markoz et al, 34:2004).

General counterproductive behaviors include a broad and different scope of acts having many characteristics from which eleven distinct classes are recognized until now (Sackett & Devore, 146:2001). These eleven classes of behaviors include theft and related behaviors, damaging property, using information incorrectly, using time and resources incorrectly, unsafe behaviors, weak and irregular presence, low work quality, consuming alcohol, consuming medicine and narcotic substances, improper verbal acts and physical measures (Golparvar & Khaksar, 19:2009). Counterproductive behaviors in workplace refer generally to some members' intentional behaviors at which organization look as behaviors against legal benefits (Ghayoor, 1:2012). Jablin (1987) points those employees who consider their relationship to superior as a close relationship, look at different kinds of special interactions between boss and subordinate by a better vision (Farhangi et al, 41:2007). Researches show that about seventy percent of errors and deviational behaviors in workplace result from ineffective communications (Rashidi, 2:2006). It is experimentally approved that many individual, organizational and social problems can result from shortage of effective communications and while noting hold correct communications in organization, affairs turnover is confused and works are disturbed (Alvani, 173:2007). Managers and employees are generally unsatisfied each other about their task demands and relationship times between self and personal characteristics, so effective managers can fill these gaps by using proper communicative style, discussion, participation, satisfying and presenting information. Also, managers who follow employee communicative style are more capable to bear employees satisfaction and innovations (this makes them more satisfied) (Farhangi et al, 41:2005). Presence of effective and correct communications in organization is ever of important components in management success (Rezaian, 223:2011). Every one's communicative style shows his/her ability to make communication (485:2008). A communicative style includes a set and class of communicative behaviors that are related to each other and a special communicative style is used by a person in similar positions in a constant manner (Farhangi et al, 72:2005). Sometimes some alienation and is seen and lack of a health and dynamic relationship is felt between manager and employees. Manager acts according to his feeling of mental understanding and doesn't pay attention to his employees' thought and feeling. This organization has a gap which gradually or suddenly causes to discompose organization's body (Moghadam, 4:2007). It is important to mention that today work force is considered as the most complex, sensitive and technological resource of organization. Behavior of organization's manager to employees in every condition affects on their behavior to organization or other co-workers. Emerging deviational and counterproductive behaviors in an organization are influenced by communication between manager and subordinates. So regarding above mentioned author is looking for a suitable answer to this basic question: is there a relationship between managers' communicative styles and employees' counterproductive behaviors? Answering this question needs to do scientific and research work.

Research purposes

- 1-Recognizing and describing the relationship between managers' control style and counterproductive behaviors in Shahrbabak copper complex.
- 2- Recognizing and describing the relationship between managers' equality style and counterproductive behaviors in Shahrbabak copper complex.
- 3- Recognizing and describing the relationship between managers' structuralism style and counterproductive behaviors in Shahrbabak copper complex.
- 4- Recognizing and describing the relationship between managers' dynamic style and counterproductive behaviors in Shahrbabak copper complex.
- 5- Recognizing and describing the relationship between managers' entrusting style and counterproductive behaviors in Shahrbabak copper complex.
- 6- Recognizing and describing the relationship between managers' avoidance style and counterproductive behaviors in Shahrbabak copper complex.

Theoretical principles of research variables

In language communication means having relationship and connection and is in the same root by communicator and connector. (Mirhedayati, 3:2009). Communication begins from self. Communication from self and self-recognition means start of communication. From all views every communication by human concludes that it it's started from self (Minaee Fakhrrabad, 1:2013). Communication isn't special for human, but human communications are so developed, spread, beautiful, dynamic and even complicated. A diligent, wise and strong human can develop more than present events. An innovative and thoughtful human can discuss about past and future, detailed or general, subjective or objective events. This kind of individual and social relationship makes human to make positive, successful and meaningful communications with others by making, holding and ending communications (Mirhedayati, 3:2009).

In his "Life and pioneers' thought of communications science", Sheram writes: Romans for the first time used the word of communication that is "comunicare". Greeks have long history in speech and eloquence. Communication results from Latin word of Communis that can be translated to understanding and common thought. It means when communicating others, a person in fact makes a common thought and understanding with them (Minaee Fakhrrabad, 1:2013).

Vicki Podia encyclopedia: communication as the process of translating message from sender to receiver is on condition of similar meanings between them (Vicki Podia, 2013).

An Iranian linguist writes that communication is a new scientific branch which is created by integrating mathematics, physics, psychology, biology and linguistics (Golbabai, 1:2012).

Webster dictionary: communication means delivering, giving, sending, informing, talking and socializing.

Moin Persian dictionary: Moin Persian dictionary as to relate, to close, connecting something to other thing and verbal noun: connection, relation, correlation and contact. It explains communication as relating, closing, connecting and...(Golbabai, 1:2012).

Counterproductive behaviors

Problematic behavior and its signs in organized environments isn't a new subject. Teylor presents idling and shortchanging behaviors in work which cause to decrease and lowering production rate. Primary followers of human relationships worked increasingly on production limits, bankruptcy and its consequences in 1920 (Ahmadi & Dehanavi, 2:2012).

Organizational misbehaviors are explained by several meanings such as antisocial behavior, bad function, deviation and According to Bennett and Robinson definition organizational deviation includes obligated behavior which damages organizational norms and threads people, organization or both (Ahmadi & Dehnavi, 3:2012).

Counterproductive behaviors in workplace point to every intentional behavior which causes to face one organization employees' interests to workplace organization (Sackett & Devore, 2001). Today, in many thinkers' beliefs of counterproductive behaviors scope, these behaviors should be regarded as a dimension of job function. In fact, from view points of Campbell et al (1993) function should be regarded reflected behaviors in workplace by organization's employees instead of behavioral results or consequences. In this regard from reflected behaviors in workplace many behaviors may be among counterproductive behaviors (Khaksar, 61:2007). Researchers seriously disconnect interpersonal counterproductive behaviors from organizational counterproductive behaviors. Of course in literature related to counterproductive behaviors, two similar phrases such as work deviational behaviors and counterproductive behaviors are used together. But there is a difference that in counterproductive behaviors definition, intentional behavior is designed opposite to organization's purposes and functions seriously (Dalal & Spencer, 2003). Counterproductive behaviors such as basic function (civil-organizational behaviors) are defined in researches in a way including a spread scope of negative behaviors such as robbery, incorrect use of information, incorrect use of time, improper verbal and physical acts and resources. In general, two groups of work deviational behaviors and counterproductive behaviors can be regarded as ant productive or inefficient behaviors (Golparvar & Khaksar, 18:2009).

In his researches Khaksar (2007) presents the main branches of counterproductive behaviors based on viewpoints of industries and organization's employees as following: (Khaksar, 70:2007)

First branch: Consuming alcohol drinks while working, presenting in workplace in a state of drunkenness, consuming narcotic substances in work place, having narcotic substances in workplace, buying and selling narcotic substances in organization, doing sexual or semi-sexual behaviors to co-workers, picking up money belonging to organization or co-workers and picking up organization properties. This branch is called lawbreaking deviational behaviors based on Euclidean interval.

Second branch: carelessness in caring organization secret information, seizing documents to cover facts, sabotage in producing products and presenting services and goods. This branch is called sabotage and unsafe behaviors based on Euclidean interval of common speeches.

Third branch: damaging form and appearance of organization's property, destroying organization's property and ignoring properties. This branch is called ant properties deviational behaviors based on Euclidean interval of common speeches.

Fourth branch: disputing co-workers or customers, harassing co-workers by snide remarks, fighting co-workers in workplace, doing obscene and indecent jokes with co-workers in workplace. This branch is called aggressive deviational behaviors based on Euclidean interval of common speeches.

Fifth branch: delay in presence in workplace, absenteeism without former advice and using incorrect medical certification for absenteeism. This branch is called resignation deviational behaviors based on Euclidean interval of common speeches.

Sixth branch: wasting time while working and retouching time-related information. This branch is called humiliating aggression based on Euclidean interval of common speeches.

Seventh branch: slowing of action, disordering while working and disobeying safe methods and cares while working. This branch is called disorder-based deviational behaviors based on Euclidean interval of common speeches.

Eighth branch: just doing personal works during charged work time in organization.

Ninth branch: just paying less attention to safe cares.

Tenth branch: incorrect personal influence in using facilities.

Eleventh branch: betraying organization secret information (Khaksar, 72:2007).

Research theoretical framework

Employees' counterproductive behavior is a variable discussed in this research (base variable), a variable that is tried to explain and interpret its changes by managers' communicative styles (anticipator variable).

Communicative method and style includes a special set of personal mutual behaviors which are used in a special position. So, communicative style and method refers to a set of behaviors shown by people in communicative process (Management approach, 2012).

Voford et al (1988) believe that six communicative styles are generally studied in organizational framework:

Control communicative style: In this style a person who communicates is merely going to follow and obey, not discussing in work to achieve a mutual agreement and doesn't intend to hear and present suggestive instructions from others (Farhangi et al, 71-89:2008).

Equality communicative style: is a mutual communicative style in which sender and receiver of message both (boss and subordinate) affect on each other. Discussion space between two parties in organization is open and they decide together in an environment accepting several ideas (Farhangi et al, 71-89, 2005).

Structuralism communicative style: it tries to encourage others by concentrating on rules, regulations and standards.

Dynamic communicative style: in this style communicative party or message sender intends to cite the main matter and it doesn't take a long time in communication. It means that the best and the most effective kind of communication and information exchange are created in the least time (Farhangi et al, 71-89:2005).

Entrusting communicative style: boss or superior don't intend to control and supervise people directly, but rather prefer that communicative parties are assisted by themselves not controlled and ordered directly by manager (Farhangi et al, 71-89:2005).

Avoidance communicative style: people who choose this style avoid interacting with others and don't intend to make communication. They prefer not to influence others and not be influenced by others (Farhangi et al, 71-89:2005).

Counterproductive behavior is an intentional behavior from employees that organization considers it as the way of confronting lawful purposes and desires. In this approach counterproductive behavior is considered as a comprehensive event that includes as robbery, incorrect use of information, incorrect use of time, improper verbal and physical acts and resources. Based on these definitions deviational behavior can be regarded as counterproductive behavior (Golparvar & Karami, 2:2012). Generally, counterproductive behaviors in workplace point to every intentional behavior which causes to face employees' interests of an organization to workplace (Scott & Devori, 150:2001).

Anyway, from viewpoints of many managers and directors employing in industries and organization it seems necessary to consider the importance of this kind of behaviors in several branches despite of noting access valid measuring instruments. The first necessity of paying

attention to it is that managers and directors are regarded as organization's agents by employees because of their special positions. So while interacting and contacting between employees, directors and managers, director's manner of thought or idea about certain kinds of counterproductive behaviors are very likely transferred to them (Golparvar & Khaksar, 19:2009).

Leaders are effective factors on organization members' behaviors that define values and norms of organization and present a picture of organization. Leaders play an effective role in manner and rate of confidence in organization, creating mutual respect, recognizing and reforming problems and paying rewards or presenting punishments. Also skill of manager in controlling changes, conflicts and managing communications and time management plays an important role in controlling deviational behaviors (Salmani & Radmand, 52:2010). In other side organizations play an important role to emerge deviational behaviors. Because the most important organizational factors are under the control of manager, organizational factors can be known as managerial factors (Salmani & Radmand, 56:2010). As employees feel that their confidence is fainting, deviational actions will be stronger; for example researches show that confidence between managers and subordinates is broken and deviational behaviors will be stronger while managers reproach and reprimand employees in presence of customer or co-workers several times (Salmani & Radmand, 56:2010).

Research Hypotheses

- 1-There is a relationship between managers' control style and employees' counterproductive behaviors in Shahrbabak copper complex.
- 2- There is a relationship between managers' equality style and counterproductive behaviors in Shahrbabak copper complex.
- 3- There is a relationship between managers' structuralism style and counterproductive behaviors in Shahrbabak copper complex.
- 4- There is a relationship between managers' dynamic style and counterproductive behaviors in Shahrbabak copper complex.
- 5- There is a relationship between managers' entrusting style and counterproductive behaviors in Shahrbabak copper complex.
- 6- There is a relationship between managers' avoidance style and counterproductive behaviors in Shahrbabak copper complex.

Research Methodology

This research belongs to operational researches from purpose point of view and it is descriptive and of correlation kind from nature and method point of view in which data is gathered by field methods. Statistical society of the research includes formal employed employees in Shahrbabak copper complex containing 746 people from which 186 people were selected as the sample by Cochran formulation. To select people random class sampling proportional to class size is used.

Data gathering instruments

In this research data gathering instruments include two questionnaires;

A-Communicative styles questionnaire

Managers' communicative styles questionnaire includes 32 questions which measures six control, equality, structuralism, dynamic, entrusting and avoidance styles that is designed in a five-option form (So little, little, some, much and so much).

B-Employees' counterproductive behaviors questionnaire

Employees' counterproductive behaviors questionnaire includes 29 questions and eleven classes of behavior such as theft and related behaviors, damaging property, using information incorrectly, using time and resources incorrectly, unsafe behaviors, weak and irregular presence, low work quality, consuming alcohol, consuming medicine and narcotic substances, improper verbal acts and physical measures. Questions are designed in a five-option form (So little, little, some, much and so much).

Data Analysis methods

To describe gathered data, this research uses several statistical parameters such as abundance, different kinds of tables and curves. To determine correlation Pearson and Spearman correlation tests are used. All statistical analyses are performed by SPSS computer software.

Findings related to demographic properties

Research studied sample includes 186 people of employees in Kerman executive systems by following demographic properties:

Sex: regarding data analysis, from studied respondents 155 (%84.2) people are male and 29 (%15.8) people are female.

Marriage: regarding data analysis, from studied respondents 28 (%15.1) people are single and 157 (%84.9) people are married.

Education: regarding data analysis, from studied respondents 40 (%21.9) people are in diploma level, 49 (%26.8) people are in associate of arts, 79 people (%43.2) are in B.A level and 15 people (%8.2) are in M.A level.

Years of service: regarding data analysis, from studied respondents 185 (%45.7) people have less than 10 years of service, 90(%48.4) people have 10-20 years of service and 11 (%5.9) people have 20 years of service and more.

Age: regarding data analysis, from studied respondents 42 (%22.7) people are under 30 years old, 123 (%66.5) people are between 31 and 40 years old and 20 people (%10.8) are 41 years old and more.

Research hypotheses results

1-There is a relationship between managers' control style and employees' counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' control style and employees' counterproductive behaviors in Shahrabak copper complex are 0.400 and 0.392 and with p-value (meaningfulness) equal to 0.000 and 0.000 respectively and less than meaningfulness level of $\alpha=0.05$, so H_0 assumption level that is lack of relationship is rejected. As a result there is a meaningful relationship between managers' control style and employees' counterproductive behaviors in Shahrabak copper complex.

2- There is a relationship between managers' equality style and counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' equality style and employees' counterproductive behaviors in Shahrabak copper complex are -0.234 and -0.222 and with p-value (meaningfulness) equal to 0.001 and 0.002 respectively and less than meaningfulness level of $\alpha=0.05$, so H_0

assumption level that is lack of relationship is rejected. As a result there is a meaningful relationship between managers' equality style and employees' counterproductive behaviors in Shahrabak copper complex. Meanwhile negativity of correlation coefficient and fitted line slope shows a reverse relationship between these two variables.

3- There is a relationship between managers' structuralism style and counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' structuralism style and employees' counterproductive behaviors in Shahrabak copper complex are 0.025 and -0.012 and with p-value (meaningfulness) equal to 0.735 and 0.872 respectively and more than meaningfulness level of $\alpha=0.05$, so H_0 assumption level that is lack of relationship isn't rejected. As a result there is no meaningful relationship between managers' structuralism style and employees' counterproductive behaviors in Shahrabak copper complex.

4- There is a relationship between managers' dynamic style and counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' dynamic style and employees' counterproductive behaviors in Shahrabak copper complex are -0.339 and -0.361 and with p-value (meaningfulness) equal to 0.000 and 0.000 respectively and less than meaningfulness level of $\alpha=0.05$, so H_0 assumption level that is lack of relationship is rejected. As a result there is a meaningful relationship between managers' dynamic style and employees' counterproductive behaviors in Shahrabak copper complex.

5- There is a relationship between managers' entrusting style and counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' entrusting style and employees' counterproductive behaviors in Shahrabak copper complex are -0.279 and -0.286 and with p-value (meaningfulness) equal to 0.000 and 0.000 respectively and less than meaningfulness level of $\alpha=0.05$, so H_0 assumption level that is lack of relationship is rejected. As a result there is a meaningful relationship between managers' entrusting style and employees' counterproductive behaviors in Shahrabak copper complex.

6- There is a relationship between managers' avoidance style and counterproductive behaviors in Shahrabak copper complex.

Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of managers' avoidance style and employees' counterproductive behaviors in Shahrabak copper complex are 0.395 and 0.392 and with p-value (meaningfulness) equal to 0.000 and 0.000 respectively and less than meaningfulness level of $\alpha=0.05$, so H_0 assumption level that is lack of relationship is rejected. As a result there is a meaningful relationship between managers' avoidance style and employees' counterproductive behaviors in Shahrabak copper complex.

Discussion and Conclusion

Counterproductive behavior is an intentional behavior from employees that organization considers it as the way of confronting lawful purposes and desires. In this approach

counterproductive behavior is considered as a comprehensive event that includes as robbery, incorrect use of information, incorrect use of time, improper verbal and physical acts and resources. Based on these definitions deviational behavior can be regarded as counterproductive behavior (Golparvar & Karami, 2:2012). Generally, counterproductive behaviors in workplace point to every intentional behavior which causes to face employees' interests of an organization to workplace (Scott & Devori, 150:2001).

Certainly counterproductive behaviors are studied under different titles and affected by different theoretical views including aggression in workplace, deviational behaviors in workplace, antisocial behaviors, vengeance, offense, revenge, threat and attack. The main subject of all these behavior is that they damage organization by affecting on performance, equipments directly or by harming employees as their effectiveness decreases (Mehdad, 6:2012). In a research as "network structure and feeling in mutual relations", Laver and Ion (1998) discuss that while communicating in social relations network mutually human gets positive feeling. If interpersonal relations are disordered, positive feeling is fainted gradually. Based on communicative correlation theory they present some ideas in communications field. From symbolic mutual action, human as an action agent needs to communicate. All mutual action forms and increasingly social action by social action agents need to send and receive messages. Symbols in this case perform two basic functions including communication function and participation function (Agha Hosseini & Safavizadeh, 5:2010). Anyway, from viewpoints of many managers and directors employing in industries and organization it seems necessary to consider the importance of this kind of behaviors in several branches despite of noting access valid measuring instruments. The first necessity of paying attention to it is that managers and directors are regarded as organization's agents by employees because of their special positions. So while interacting and contacting between employees, directors and managers, director's manner of thought or idea about certain kinds of counterproductive behaviors are very likely transferred to them (Golparvar & Khaksar, 19:2009).

This transformation is positive in one side and negative in other side. It is positive because employees try to avoid these behaviors regarding director or manager's idea. But it is just a part of reality. Other part of reality is that informing about manager or director's thought and idea employees may raise their intelligence to perform these behaviors in a way that they aren't simply observable and detectable. This manner leads to a result that organization faces to potential and secret counterproductive behaviors which are more potential and secret than normal conditions. It doesn't mean that managers shouldn't have a serious vision to this kind of behaviors, but it rather means that determining mental place of counterproductive behaviors near directors is inevitable and necessary. So it seems that instead covering these behaviors more by illegal reactions, directors should find a solution to solve it. But finding a solution for these behavioral problems may not be simple. Because based on current evidences these behaviors have several individual and environmental reasons (intra-organizational and extra-organizational) (Golparvar & Khaksar, 20:2012).

Leaders are effective factors on organization members' behaviors that define values and norms of organization and present a picture of organization. Leaders play an effective role in manner and rate of confidence in organization, creating mutual respect, recognizing and reforming problems and paying rewards or presenting punishments. Also skill of manager in controlling changes, conflicts and managing communications and time management plays an important role in controlling deviational behaviors (Salmani & Radmand, 52:2010). In other side organizations play an important role to emerge deviational behaviors. Because the most important organizational factors are under the control of manager, organizational factors can

be known as managerial factors (Salmani & Radmand, 56:2010). As employees feel that their confidence is fainting, deviational actions will be stronger; for example researches show that confidence between managers and subordinates is broken and deviational behaviors will be stronger while managers reproach and reprimand employees in presence of customer or co-workers several times (Salmani & Radmand, 56:2010).

1-Results of the research show that there is a positive meaningful relationship between managers' control style and employees' counterproductive behaviors in Shahrabak copper complex.

According to presented definitions in this style a person who communicates is merely going to follow and obey, not discussing in work to achieve a mutual agreement and doesn't intend to hear and present suggestive instructions from others. In control style one purpose is followed that communicator person is going to compile special ideas about work (for example merely follow merely obedience and following). As these conditions are dominant in organization and employees, employees are less paid attention and workforce is considered as instruments and machinery. It makes employees unsatisfied and finally counterproductive behaviors will be increased because of superiors' inattention. So it is expected that managers' control style makes employees' counterproductive behaviors.

2- Results of the research show that there is a reverse meaningful relationship between managers' equity style and employees' counterproductive behaviors in Shahrabak copper complex.

According to definition, equity style is a mutual communicative style in which sender and receiver of message both (boss and subordinate) affect on each other. Discussion space between two parties in organization is open and they decide together in an environment accepting several ideas. In equity style superiority, specialty and other factors of organizational status between two parties will be fainted (creating equal position between manager and employee) and exchanging information between them will be facilitated and done mutually. In these conditions manager and employees discuss and exchange their information and certainly employees aren't planning to do immoral counterproductive behaviors. So it is expected that making equity communicative style causes to decrease counterproductive behaviors.

3- Results of the research show that there is no relationship between managers' structuralism style and employees' counterproductive behaviors in Shahrabak copper complex.

4- Results of the research show that there is a reverse meaningful relationship between managers' dynamic style and employees' counterproductive behaviors in Shahrabak copper complex.

In this style communicative party or message sender intends to cite the main matter and it doesn't take a long time in communication. It means that the best and the most effective kind of communication and information exchange are created in the least time. As defined in this communicative style managers have the best and most dynamic relations with employees. Relations dynamism causes to decrease employees' counterproductive behaviors and in other words dynamic relationship between manager and employees decreases improper behaviors in workplace. So it is expected that dynamism of relationships between superior and subordinate decreases counterproductive behaviors too.

5- Results of the research show that there is a reverse meaningful relationship between managers' entrusting style and employees' counterproductive behaviors in Shahrabak copper complex.

In this communicative style boss or superior don't intend to control and supervise people directly, but rather prefer that communicative parties are assisted by themselves not controlled and ordered directly by manager.

As defined, if managers try to put employees in work context and make work decisions themselves and in other words entrust tasks and duties to employees, employees feel better about subordinate, work and workplace and avoid to emerge counterproductive behaviors and improper behaviors to workplace.

6- Results of the research show that there is a positive meaningful relationship between managers' avoidance style and employees' counterproductive behaviors in Shahrabak copper complex.

As defined, in communicative style people who choose this style avoid interacting with others and don't intend to make communication. They prefer not to influence others and not be influenced by others. In this regard as managers don't interact with employees correctly and usefully and avoid making communication with employees, then employees don't feel well about their work and are planning to compensate this inattention and inadequacy; as result they will commit counterproductive behaviors and deviational behaviors.

Suggestions

1-Regarding that there is a positive relationship between managers' control style and employees' counterproductive behaviors, so it is suggested to make conditions by which more inclined communicative styles are established in order to decrease workplace tensions and make employees less intended to emerge counterproductive behaviors.

2- Regarding that there is a positive relationship between managers' avoidance style and employees' counterproductive behaviors, so it is suggested to make conditions by which employees feel their entity and identity more and avoid emerging counterproductive behaviors.

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