REDUCTING THE PHENOMENON OF ORGANIZATIONAL EMPLOYEES WITH HIGH SELF-DECEPTION BY MEANS OF S.D.A.L MODEL FOR EFFECTIVNESS OF ORGANIZATIONS

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Abstract

In current article, we illustrate how research and promotion of organizations effectiveness can be contributed to from psychological aspects, by creative and innovative strategy of potential employee decisions from different type of organizations even prior to risk-taking behavior with SD. The goal is saving organizations from improper behavior events. Loyalty behavior, personality and demographic traits affect the way of making decisions of SD by the employees in workplaces. To what extent can a potential employee in organization without salary be characterized as compared to employees in organization with salary, and finally, how can a pre-testing of a potential volunteer promote the results of saving organizations from improper behavior events.

The possibility of commitment of Improper Behavior actions due to HSD (high self deception) level must be tested. Psychological tests which proposed by the researcher, could flag certain characteristics of potential employee profile.

Key words: *self - deception; saving organizations ;improper behavior ;organizations effectiveness; creative and innovative strategy; Loyalty behavior, personality traits; demographic traits; decisions making; potential employee profile; psychological tests.*

Introduction

Self-Deception is “the continuation of human behavior with other means.” It is a well-known and critical phenomenon while the definition is measurable state of the capability of an organization to overcome obstacles of the apparent misbehavior of workers and the organization survival as an employee's supply at any given time, by reducing possibilities of self-deception that can be indexed by computation, empirically or otherwise.

Most scientists accept that severe and widespread High Self Deception (HSD) is harmful and can lead to disastrous results for the organizations.

The phenomenon of Employees Self - Deception in workplaces is performed through out the focus of the modern attitude of Improper Behavior from the Psychology aspect .

We have based our research on the last findings of modern organizational behavior , Psychiatry, Sociology, Economics and Law. Our Attempting is to create a more holistic picture of Self - Deception in work places and its improper behavior employees. We strongly believe that Psychology needs some comprehensive explanations from organizational behavior, Psychiatry and Sociology. In our opinion, the core of rationalization is hidden in the behavioral explanations of Psychologists.We argue that reducing possibilities of employee's self-deception can be by computation empirically.

Article content. In current study, the researcher hopes to illustrate how research and promotion of organizations effectiveness can be contributed to from psychological aspects. In current study, an effort has been made to examine the effect of creative and innovative strategy that would be calculated within a balance of decisions of a potential employee from different type of organizations

even prior to risk-taking behavior with SD which might cause an improper behavior against work places, and would supply a response to issues like why and how do SD behavior, Loyalty behavior, personality and demographic traits affect the way of making decisions of SD by the employees in workplaces. To what extent can a potential employee in organization without salary be characterized as compared to employees in organization with salary, and finally, how can a pre-testing of a potential volunteer promote the results of saving organizations from improper behavior events.

According to viewpoint of the researcher, organizational employees must put an emphasis on basic SD characteristics and behavior as the core condition of a candidate's qualification which ought to be the principal criteria, in the place of verification of elementary technical skills which can be effortlessly acquired.

According to opinion of the researcher, propensity to commit Improper Behavior actions due to HSD level must be tested. This will be a very difficult task due to the fact that, as previously mentioned in current study, in many characteristics related to a successful corporate employee, it is very difficult to determine the potential of an employee to commit Improper Behavior by taking great risks in a workplace. However, psychological tests proposed by the researcher could flag certain characteristics of potential employee profile.

Failure to prevent mismatch of potential employees to an organization is not due to lack of programs or control of activities. More often than not, it is failure of organizational culture and lack of effective and acceptable behaviors or failing to apply consistent control indiscretions by employees, or training and awareness might be lacking regarding capability of potential employees. Undeniably, as mentioned in specific economic literature, one is to look for an individual with a suitable character and who can be easily instructed and trained, who is open to new experiences (Bîrcă, 2011). Therefore, manager of

organizations without salary (volunteers) must verify social surroundings, temper and character, rather than quality of professional abilities (Душкин, 2012). Minimally, such attentive attitude towards a candidate including multi-level interviews and elongated control will contribute to development of a sense of self-altruism of a potential volunteer towards an organization when they realize that they were selected (elite) persons whom the organization can trust. Finally, it will induce a high level of motivation to act in new conditions (Bîrcă, 2011).

Professional psychological selection comprises a totality of measures directed towards selection of an individual who possess a definite level of necessary professional skills and psychological traits (Арбуз, 2012). Therefore, in the opinion of the researcher, a pre-employment test of SD is absolutely capable of predicting and promoting the level of saving people, and therefore, must play a crucial role in the process of hiring potential volunteers for positions of self-altruism by taking risks in rescue organizations.

It is the researcher's belief that one of the basic purposes of pre-employment test consists in detection of a potential mismatch personality of a potential volunteer, who, at first sight, can be perceived as a successful future rescue volunteer.

Unfortunately, it is easy to mistake with SD personality of a specific employee. At the same time, one cannot recognize and accept a pure behavioral approach in forecasting a potential employee/volunteer. There are several reasons why personality variables do not predict behavior during working/volunteering. These include systematic errors or biases related to self-report; personality traits acting as moderators rather than as direct predictors; and the crucial fact that job-related cognitions and behaviors are subject to influence of a host of other variables unrelated to personality. Other factors, be these job-specific or relating

to personal experiences of individuals, is more powerful predictors of job satisfaction than personality.

Best efforts have been made to clarify the nature of personality evaluation as the basic instrument in employee/volunteer forecasting. Moreover, the postulations were verified by means of current original empirical survey, and the assumptions were confirmed. Evaluation of personality is complex, and a precise assessment is required due to its multifaceted and multidimensional nature (Bertram, 2007). Current empirical investigation is based on a new psychological model of SD behavior. The psychological part of The Big Five Model of personality, or, in other words, Five Factor Model (FFM), representing a tool to assess personality, has gained popularity in past half a century (Oliver & Srivastava ,2003). Influence of SD level of employees is to be tested mainly towards an organization or towards other members in an organization and should be examined individually regarding each candidate to a position of taking risks and improper behavior in an organization.

Research model demonstrates variance in employees' dimensions which, when evaluated, provides a valid predictor of counterproductive behavior. It encompasses five major dimensions as follows: **1) Self-Deception Level** (dependent variable); **2) Socio-demographic traits** as religious/non-religious, gender, age, financial situation, etc. (independent variable); **3) Personality traits** (independent variable), as Conscientiousness (extent of hard-working, dedication and being orderly. A person who is responsible, dependable, able to plan, organized, persistent and achievement-oriented); Agreeableness (extent of kindness and consideration. A person who is good-natured, cooperative and trusting), Openness to experience (extent of intellect/imagination and creativity. A person who is imaginative, artistically sensitive and intellectual, Extraversion (extent of enthusiasm, energy and sociability. A person is sociable, talkative,

assertive, ambitious and active) (Magan, Mehta, Sarvottam, Yadav & Pandey, 2014). Age and gender might influence the Big Five Factors of personality. The psychological trait of extraversion deals in positive emotions and how positive emotionality is generalized. Individuals who achieve low levels in extraversion can be described as quiet, reserved, shy, silent and withdrawn. Extroverts tend to be more active, more impulsive, less introspective, more self-preoccupied and more likely to take on leadership roles then introverts. Evidence as well indicates that individuals who achieve high levels in extraversion have more friends and spend more time in social situations than do introverts. **4) Image, Carrying-out and Marketing Loyalties** are the function of SD level and the other three components (dependent variable).

As a result, it is maintained that the macro reason to describe the profile of HSD level employees, and their motivation to commit deviant behavior lies in the biological-psychological-social chain originated in the fact that Man is basically evil. To the opinion of the researcher, a person's behavior is uncontrollable. Current study combines qualitative and quantitative approach and is focused on the practical and effective question concerning the influence of employee SD behavior on their loyally to the workplace by psychological and sociological aspects. From current analysis and review of the research findings, it appears that the probability for being an employee in an organization depends on the type of organizations, meaning, organization with salary or organization without salary.

According to the formula for employee pretest as candidates it was found that a relatively high rate of research population passed successfully the final test score for hiring personnel to organizations. However, it should be remembered that the research population is only 813 employees out of millions of employees from Israel who work in organizations with/without salary. On the other hand, average scores of the analyzed statistics were set as the basic level to accept

potential employees to organizations. The findings do not indicate a big gap and differences between the two research populations (organizations with/without salary). Therefore, a conclusion was reached that the findings are to be specifically examined regarding each candidate for employee position.

Findings of the questionnaire enable a compilation of a profile of organizational employee from organizations with salary (from public and private sector) and without salary, in positions from all sectors in Israel. Organizational employees from organizations without salary working in medical rescue, firefighting, police, rescue units, identification of disaster victims, etc.; they are religious individuals and even extremely religious, married, age 22-60 and have 2-4 children, not so satisfied with their financial situation; most organizational employees from organizations with salary are secular and have 2-3 children, are satisfied with their financial situation; 77% of the research population are males; they are married (85%); were born in Israel (about 85%).

The common denominator between the two population groups is not only what is written above, however as well the fact that three types (Low, Medium, High) of employee SD level were analyzed.

For the purpose of clarifying current empirical research, it was decided to explain some theoretical aspects of this test and its algorithm. Current study is based on Cronbach's Reliability Coefficient (Alpha) of the populations, but not the reliability test of four personality traits in this research , as use was made only with a limited scope of questions from the comprehensive Big-Five test Model in psychology science.

A short pilot questionnaire was conducted and finally, 6 questions were cancelled out of fear of a possibility of not understanding the questions.

In the following, the scale matrix will be presented, which is suitable for further use during the hiring process of a potential employee to organizations with

salary and without salary. The basic purpose of this matrix is to predict suitable behavior of a candidate for becoming an employee, a matrix to find the formula that has the common denominator for the scale, promoting organizational employees and organizational effectiveness behavior by means of pre-employment testing. The theoretical explanation and empirical findings are described below.

The possibility of commitment of Improper Behavior actions due to HSD (high self-deception) must be tested **by Personality traits (**Rub J. 2017, 2019**). Conscientiousness** is often referred to as “good” versus “evil”, “strong-willed” versus “weak-willed”, even “non-conformity” versus “dependability”. It captures an individual's desire or will. High scores in conscientiousness reflect an individual's dependability. Conscientiousness refers to a tendency to be dutiful, persistent, responsible, careful, prepared, organized and detail-oriented. It as well reflects an individual's tendency to be hard-working, achievement-oriented and persevering. Individuals need conscientiousness to hold impulsive behavior under control. Additionally, they need the will to achieve, in order to direct and organize behavior. Conscientiousness and development thereof create an ability to resist temptations, manage desires, control impulses and organize and carry out tasks. This is considered as a sign of high emotional stability. “Social conscientiousness” is proved to be the significant distinguishing quality. It includes personal values, sense of duty and responsibility, behavioral control and risk-taking behavior. Low scores in social conscientiousness are indications of risk-taking, lack of conscientiousness, disregard to rules and undependability.

Rescue organizations must put an emphasis on basic personal characteristics of a candidate and their level of social adaptation, which ought to be the principal criteria instead of verification of elementary technical skills that can be effortlessly acquired. Individuals who score high in conscientiousness,

higher than 60%, are considered to be reliable and well-organized. Lower scorers are considered to be disorganized and easy-going. Low levels of conscientiousness have as well been linked to low levels of integrity and unethical behavior. Studies have shown that the most significant personality trait in predicting work performance is conscientiousness. An employee ranked low in factor of conscientiousness, would exhibit more improper behavior in their workplace, which would be leveled mainly towards the organization itself.

Agreeableness estimates individual character dimensions.Some argue that agreeableness should be referred to likability or friendliness, whereas others proposed happiness. Agreeableness can be measured as a reflection of an individual's willingness to fight for own interests and eagerness to help others. Oppositely, disagreeableness is characterized by uncooperative and unlikeable behavior. A disagreeable rescue volunteer is said to have social competency, be suspicious, envious, and bitter, hold contempt toward others that may turn aggressive or quarrelsome, be stubborn, inflexible, cunning and act with deliberation, deceit and dishonesty when opportunity presents itself. A disagreeable business professional is identified as having greater tendency to be a rescue volunteer then an agreeable professional rescue volunteer. Those individuals who score higher than 60% in agreeableness are found to be more flexible, trusting, good-natured, cooperative, forgiving and tolerant and are described as compassionate and sympathetic. Lower scorers are considered to be antagonistic, competitive and proud. Low agreeableness has been associated with narcissism, antisocial and paranoid personality disorders.

Openness to experience includes items such as intelligence, imagination and perception which often define this dimension. Openness to experience is often related to scientific and artistic creativity, divergent thinking, political liberalism and cultured behavior. Additionally, it includes openness to emotions and

sensitivity of feelings or empathy. An individual who scored low in openness has been described by these behaviors: “judges in conventional terms”, “favors conservative values” and “represses anxiety”. Individuals who score higher in openness to experience are considered to be unconventional. Those with a low score are down-to-earth and traditional. People with high moral development would be less willing to behave in immoral ways and participate in unethical behaviors. Therefore, an employee ranked low on scale of openness, would exhibit more improper organizational behavior, both towards an organization and their work colleagues. A higher tendency to engage in rescue volunteering may be related to characteristics of a non-neurotic personality, including not being more compliant, dependent, submissive and willing to follow others.

Thus, the psychological trait of **Extraversion** deals with the positive emotions and how positive emotionality is likely generalized. Individuals who achieve low levels in Extraversion can be described as quiet, reserved, shy, silent, and withdrawn. Extroverts tend to be more active, more impulsive, less introspective, more self-preoccupied and more likely to take on leadership roles then introverts. Evidence as well indicates that individuals who achieve high levels in extraversion have more friends and spend more time in social situations than do introverts.

According to the original findings of scores of personality traits that was employed, a score of 55% for example means “neither extroverted nor introverted” and consequently, it cannot be used as a proper sample for current examination. Thus, it was determined that a score above 60% is considered as beginning of high extroversion and below that, is low extroversion, which means, a trait of Introversion. In current survey, a candidate would be disqualified only should another personality trait be on level of failure (under a score of 60%). Individuals who gain greater levels than 60% in extraversion are considered as

outgoing and active. Consequently, lower scorers, measured at less than 60%, are considered as introverted and reserved.

In field of present part of current study, following standpoints were demonstrated empirically: 1) Employees in organizations without salary (rescue volunteers) showed a greater tendency to responsibility and regard for rules than employees in organizations without salary; 2) Employees (organizations without salary) with high positive extroversion and openness personalities have more potential to engage in any type of organization (than employees in organizations with salary); 3) Employees with high levels of agreeableness and conscientiousness (in organizations without salary) had a greater tendency to have better potential to be employee than employees in organizations with salary ; 4) Employees in organizations without salary are greatly more persistent and goal-oriented than employees in organizations with salary. Thus, the normal conscientiousness scores of all employees in fact fitted the picture of a rationally calculating person ; 5) Employees in organizations without salary were found to be more outgoing, calculating and controlling in social interactions, they tend to be high in agreeableness coupled with high self-control (than employees in organizations with salary).

A rather general observation is that employees from the two population groups tend to have medium and higher levels of conscientiousness, agreeableness, extroversion and openness traits (employees from organizations without salary have higher level in general).

It was decided to take some real steps to promote the level of employees from organizations with and without salary, by means of their prognosis. It was decided that the goal can be obtained only by elaboration of a new form of pre-employment test. At this stage of statistical analysis, a scale was elaborated of SD, Loyalty (Image, Carrying-out, marketing loyalties), and Socio-demographic and

personality traits of an individual, who applies for positions of trust. The purpose was implementing application of a model that would allow performing a psychological examination prior to hiring a potential employee to any type of organization.

We built scale which was carried out in accordance with statistical data obtained from the questionnaires. The investigation was performed by means of Cronbach's reliability coefficient Alpha.

A scale was built based on formula of mismatch probability of a potential employee in organizations, which is conditioned by aforementioned features of an employee. This test is valid and authentic. This is the reason it can as well be scientifically implemented. In field of current study, an optimal solution was found for efficiently enlist employees to organizations without salary as well as to organizations with salary.

This formula must be interpreted while considering the following standpoints:

(1) **SD –** is the probability of suitability to become an employee in organizations with and without salary, identified by values detected in SD character. The basic condition for being qualified to a position consists of this test as follows: SD will be divided into three groups/levels, with examined subjects with final score in SD index lower than 25th percentile (in current study=3.096), defined as having "low SD"; examined subjects whose final score in SD index is higher than 25th percentile, however lower than 75th percentile (in current study=3.479), will be defined as having "medium SD"; and examined subjects whose final score in SD index is higher than 75th percentile (in current study=3.479), will be define as having "high SD". The weight of highest SD out of total score is 60%=0.60.

(2) **PT -** Personality Traits, is the probability of suitability to become an employee in an organization with and without salary, corroborated by values detected in the personality traits evaluated in Traits Test**.** Personality Traits and the relative weight of each personality trait out of total weight of personality trait in %, are the following: a) Co – Consciousness (weight of 30%); b) Ex – Extraversion (weight of 25 %); c) Ag – Agreeableness (weight of 30%); d) Op – Openness (weight of 15%). The weight of personality traits our of total score is 15%=0.15.

(3) **LT** is potential loyalty type to the organization which is the probability of suitability to become an employee in an organization with and without salary, corroborated by three types of Loyalty: **IL** – Image Loyalty; **CO** – Carrying Out; **ML** – Marketing for the organization the employee is a candidate for as evaluated by the questionnaire. The weight of the three loyalty types out of total score is 15%=0.15 (the weight of each type of Loyalty out of total score is 5%=0.05).

(4) **(4) RT** is the socio-demographic element of religious advantage, to become an employee in an organization with salary and without salary, corroborated by values detected in the personality factor/element evaluated by religious or non-religious option; the score is optionally (0% for not religious, or 100 % upon one of the three types of socio-demographic religious elements: traditional, regular religious and ultra-orthodox).

Correlation between religiosity and organizations without salary is well documented (Becker & Dhingra, 2001; Janoski & Wilson, 1998; Musick & Wilson, 2008), and one explanation of this correlation is the moral norms and values which motivate different behavior from secular people (Wilson, 2000). The weight of this religious factor out of total score is 10%=0.10.

Table : Authentic formula of hiring a potential employee

SD - (total weight of 60%): Subjects, whose final score in SD index is higher than 75th percentile, will be defined as having "high self-deception" and will fail the test. Subjects whose final score is between 25th percentile (the score =100%); and 75th percentile (the score =60%), will pass this test and other tests as well, follows:

PT – (total weight of 15%): a) Co – Consciousness (relative weight of 30%; b) Ex – Extraversion (relative weight of 25%); c) Ag – Agreeableness (relative weight of 30%); d) Op – Openness (relative weight of 15%). Minimal score of each personality trait is 60%.

LT – (total weight of 15%): **IL** – Image Loyalty (relative weight of 5%); **CO** – Carrying Out loyalty (relative weight of 5%); **ML** – Marketing Loyalty (relative weight of 5%). Minimal score of each loyalty type is 70%.

RT – (total weight of 10%): weight according to one of these three types: traditional, regular religious and ultra-orthodox = score of 100**%**, Secular= score of 80%

Σ Big 4 Candidate Score = SD+ PT + LT+ RT = **1**

Our original technique to reduce the high level of employee's SD level in workplaces, during the hiring process, that can be entitled as a method of "personality coefficient", is an original model of pre- employment test based on latest achievements of psychology, as well as confirmed by examinations of the researcher, and is a valid method of organizational Loyalty (Image; Carrying Out; Marketing Loyalty) with and without salary for improvement the Organizational Effectiveness.

The basic condition for being qualified for position of an employee in organizations with and without salary: employee or candidate with low level of

SD which has no tendency of risk-taking to implement an Improper Behavior is a basic condition for being qualified for position of an employee. It is the most important factor for becoming an organizational employee. According to data of personal details questionnaire, reliability of all details was found by Cronbach's Coefficient Alpha. The criteria for functional suitability for positions of low level of SD, according to personality traits, socio-demographic and 3 types of Employee's Loyalty, necessitate that each criterion constitutes a test of its own.

Self-Deception Theory is viable and can be implemented only there are Low-Medium level score of answers in the questionnaire on subject of SD. High Level of SD can cause a tendency to implement improper behavior. Following is a description of the criteria of failing the test in SD level.

High average rate level in employees/candidate questionnaire findings on subject of SD. According to opinion of the researcher, employees must have the characteristics of as low as possible level of SD. A low score of SD means a success while a low tendency of having improper behavior. In this case, the relative weight of SD would be 60% of total score.

All personality traits (Conscientiousness, Agreeableness, Extroversion, and Openness) must have a score of minimally 80%. In this case, the relative weight of personality traits would be 20% of final score.

Loyalty: The weight of the three loyalty types out of total score is 15%=0.15. The weight of each type of Loyalty (Employee's IL – Image Loyalty; CO - Carrying Out; ML –Marketing to the organization) out of total score is 5%=0.05.

Socio-demographic traits: studies demonstrate that the more religious a person is, the more they are willing to volunteer in order to help the community. Volunteers in organizations that were examined in current study are religious on various levels. In this case, the relative weight of Socio-demographic religious

trait would be 10% of final score of all types (Traditional; Regular Religious; Ultra-orthodox). The score is not limited by minimum.

The Σ Big 4 Candidate Total Score of the psychological evaluation scale score, will be not less than 70% (minimal score) and not less than all minimal scores of each variable / required range. In case a person who applied to a position as a potential employee passed all those criteria, two conclusions can be formulated:

1) When the result obtained by means of this formula (the total score) exceeds the parameter of Σ Big 4 Candidate Score = SD+ PT + LT+ RT = > 0.70 – it is strongly recommended to enlist that individual as a potential employee for the organization;

2) When the result obtained by means of this formula (the total score) exceeds the parameter of Σ Big 4 Candidate Score = SD+ PT + LT+ RT = < 0.70 – it is strongly recommended not to enlist that individual as a potential employee for the organization.

Test example of hiring a potential employee for employment:

SD : 50th percentile score (medium level) = 80%

PT :**Co – Consciousness** score = 66 %

Ex – Extraversion score = 71%

Ag – Agreeableness score = 61%

Op – Openness score = 73%

LT: IL – Image loyalty score = 70%

CO – Carrying Out loyalty score = 74%

ML – Marketing Loyalty score = 71%

RT: Traditional score = 100%

Result:

The total weighted score obtained by means of the formula is lower from the required parameter of **Σ Big 4 Candidate** (Score> 0.70) as follows = SD+ PT + LT+ RT = **69.63**. Therefore, it is not recommended to enlist this certain individual as a potential employee for the organization.

The scientific problem was solved, through creation of new ways and methods for creation of new results by identifying and demonstrating correlations between Self-Deception determined by an employee's behavior and between Image, Carrying out and Marketing Loyalties of organizational employees with and without salary. All this according to personality and socio-demographic traits.

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