

MODEL OF SOCIAL CONFORMITY OF EMPLOYEES IN GOVERNMENT ORGANIZATIONS BASED ON DATA METHOD

Assistant Professor SaeedJ afari Nia¹, Professor Yousef Vakili², Professor Akbar Hassanpour³, Researcher Salah Abdulhasan Khammat Alabbas⁴

^{1,2,3,4} Department of Human Resources, Faculty of Management, Kharazmi University.

Emails: Shamsj58@gmail.com, usef_vakili@yahoo.com, a.hassanpour@khu.ac.ir, abass111126@gmail.com abass111126@gmail.com

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Abstract

Objective of this study: Considering the importance of social welfare of employees in the organization and its negative consequences in organizational behavior, the purpose of this

study was **Model of social conformity of employees in government organizations based on data method.**

Research Method: In this research, the paradigm model of employee social conformity is presented with the help of Strauss and Corbin model with systematic foundation data theory and in-depth interviews. The statistical population was experts and university professors as well as managers with experience in government organizations in a sample of 20 people who were sampled by purposive sampling method and snowball. Spickard method was used to design the interview.

Results: 3 categories of factors: dissatisfaction with the current situation in the job and organization, obedient organizational silence and lack of opportunity for growth and promotion as underlying factors, 4 categories of factors mental and psychological factors, Factors related to management style and leadership of managers, Factors related to work and job of its nature and Environmental factors "as causal factors; 5 categories of factors legal factors, Managerial factors-supervision, Technical-technological factors, Financial factors and cultural factors as intervention factors, 3 categories of factors: Improving working conditions, Improving intra-organizational communication and Improving manager-employee interactions and Improving employees' mental state, as factors strategies, and 3 categories of factors individual outcomes, job outcomes, and organizational outcomes were selected as the outcomes of the phenomenon of social conformity in the studied government organizations.

Introduction

Paying attention to the factor of social harmony in the organization is a distinguishing factor for success in organizational change. Conformity is the "act of being in line with the group" and as a group behavior, most employee behaviors in the organization are focused on maintaining group conformity. Often, the tendency to change one's behavior to match others' responses is seen as conformity in the organization¹. Discussion of homosexuality with the community is one of the consequences of social life and perhaps the most important form of conflict. Harmony is in itself neutral and has no positive or negative value burden; But given that this obedience and homogeneity is often done without contemplation and only out of emotion, so when hearing the term "homogeneity or harmony with the community", the first meaning that comes to mind is a negative meaning².

The context of group and organizational work, the coherence of group work, is defined as the dependence of group members on each other and their desire to stay in the group, and traditionally observes the dynamics of the group³. Navigation in organizational life often encourages members to use simpler ways of doing business. In an interview with the Los Angeles Times, Oldham (1998) advises corporate newcomers to "prepare themselves" and emphasizes the importance of developing tactics for the survival and success of corporate political warfare. Oldham's articles, as well as similar essays, show that initial survival and success depend on how employees conform to the prevailing norms and values of their organizations⁴. Organizational research shows that when new employees enter the organization, they begin to conform to the values of the organization. During the

socialization process, newcomers observe signs of what is acceptable and conform accordingly. Employees who intend to stay in the organization usually show how things are done. Adaptation in the workplace may include modeling others in similar roles for themselves⁵, expressing appropriate and harmonious feelings⁶, dressing appropriately and appropriately for others⁷, And in extreme cases, conformity with bad decisions in organizational groups (group thinking) or even opposition to minorities⁸.

But the important point is that there is no systematic research on whether the appearance of employees corresponds to their intrinsic values. In addition, researchers pay relatively little attention to the stresses that employees may experience in aligning with the values of the workgroup and the organization⁹.

When a conflict arises between personal and organizational values, some employees may perceive the need to suppress their values and pretend to embrace organizational values. Researchers call this behavior "creating a harmonious image. The decision to create a harmonious look may reflect a wide range of fears and anxieties. From one perspective, this represents a negative aspect of the fit of the individual and the organization. It is assumed that when individuals become members of organizations, the balance between personal and organizational values emerges. However, the results of surveys show that not all people are in line with their organizations. Consistent view is also related to the different modes of employees' reaction to the difference between their values and the organization¹⁰. Some employees leave the organization in these conflicts, but the results of surveys have shown that the majority, due to the potential costs associated with leaving the organization, do not leave the organization and comply with the organization despite the conflicts.

Considering that the number of studies in the field of social conformity in organizations is very small, the main purpose of this study is to provide a model of social conformity of employees in government organizations based on the data method to provide a model that causes causal factors. The intervener, as well as the consequences and strategies for solving the problem of organizational conformity, provided a breakthrough in understanding this concept in the organizational context¹¹.

Theoretical literature and empirical background of research

Robbins (2007) defines conformity as "adjusting one's behavior to align with group norms." Hoffman (1990) argues that conformity can be seen both at the overt and covert levels of behavior¹². Conformity occurs when behaviors or attitudes are tailored to the behavior of other people. This is a pervasive phenomenon, and people can even conform without knowing it¹³. According to an influential model of Deutsch and Gerrard (1955), there are two basic mechanisms for conformity; first, people may seek social harmony to gain approval, or avoid rejection (for example, normative influence). Second, people may be inclined to view other people's actions as instructive¹⁴.

Conformity, on the other hand, is divided into two types, normative and informational, according to the manner and type of permeability. In normative harmony, the individual acts according to the group rule and is with the congregation. In this homogeneity, changing behavior according to the group process is more important. While in the same color of information, the person is aware of the information or knowledge of others (individual or collective). In this type of homogeneity, attitude change is more important¹⁵.

In fact, conformity is a behavioral consequence of social influence, which consists of three components:

1. Compliance: Compliance means responding to an explicit and direct request in the presence of others. When people directly accept a request, they may already agree or disagree with the request; or they may not have an opinion on it.

2. Obedience: When we do not accept the requests of others, others may resort to the second behavioral consequence of social influence, which is "obedience". Obedience is the execution of an explicit order, usually issued by a powerful person or a person with a high social status. Because most of us have learned from childhood to respect and obey those in power (such as teachers, parents, police). Obedience to the manifestations of power is common and a sign of maturity¹⁶.

3. Conformity; Conformity occurs as a result of indirect pressure from the group. This is due to the fact that in many social situations, there are rules for behavior (social norms), which determine how people in society should behave in different situations. People often adhere to these norms and feel committed to them. However, we may initially think that these norms restrict a person's freedom; but it should be noted that without them, society will be in chaos¹⁷.

Early experiments in empathy in social psychology still play an important role in researchers' thinking about conformity¹⁸, but newer evolutionary conceptions challenge researchers to this theory¹⁹. Deutsch and Gerrard (1955) proposed two types of conformity:

Normative conformity: In this case, giving in to group pressure occurs because the person wants to adapt to the group. Conformity in this situation is due to the person's fear of being rejected by the group. This type of conformity usually requires adherence to principles. In such a case, an individual generally accepts the views of a group, but privately rejects them.

Information Conformity: This usually happens when a person lacks sufficient knowledge and looks at the group as a guide (people who have more information and knowledge than him). It also compares its behavior to that of a group when a person is in a vague (or uncertain) situation or community. This type of adaptation usually involves internalization as well. In this case, the individual accepts the views of the group and accepts them individually²⁰.

Research methodology

This study aims to develop a model for "employee social conformity" that is multifaceted, comprehensive and process-oriented, causal, and factors related to the background and consequences of employee social conformity (especially in financial services organizations). Be included. According to the causal, contextual and intervening conditions, in addition to intra-organizational variables, external organizational and environmental variables have also been considered. Research is fundamental in nature. Since the review of previous researches indicates the weakness / absence of the existing theory in explaining the phenomenon of employee social conformity, especially in government organizations, the application of the data theory method and the application of research strategy based on qualitative paradigm is justified. Also, considering that the questions that can be answered by the data theory of the foundation are of how and why, the primary focus of this research

is to explain how the phenomenon of "employee social conformity" and why it occurs in organizations. Therefore, it is expected that using this method will help the researcher in answering the main questions of this research in a desirable way. Therefore, in this research, the paradigm model of "employee social conformity" is presented with the help of Strauss and Corbin model in the classical or systematic data theory research method and based on data collected in in-depth interviews in the research statistical community. In foundation data theory, data analysis is performed at two main levels: textual level and conceptual level; The textual level involves segmenting and organizing data files, encoding data, and writing notes, but the conceptual level emphasizes modeling, including linking code and shaping networks. According to the research onion, the type of researcher's view in this research has been a pragmatic view of phenomena.

The statistical population consists of experts in the field of social studies and university professors, as well as managers with experience in organizations such as the Education Organization, the Sports and Youth Organization, the Labor and Social Affairs Organization, and the Islamic Culture and Guidance Organization. These people have at least 5 years of useful work experience in the organization under study, have a master's degree or higher and have worked in expert and managerial positions. The number of these people was 20 of the mentioned organizations. Targeted and snowball sampling method was used to select the sample, which is an unlikely method. Adequacy of sampling has been achieved by theoretical sampling method. Theoretical sampling is the process of collecting data to generate a theory by which the analyst simultaneously collects, codes, and analyzes his data and decides what data will be available in the future to improve his theory until it emerges collect and where to find them.

The data collection tool was the use of in-depth interviews with a retrospective description of a phenomenon by the interviewee.

Data analysis using the data foundation method

Open coding

These codes usually referred to a common theme. In coding the text of the interview, the researcher used natural or living codes, which were the same as the interviewees, or expressed his interpretation of the sentences, which is called the confirmation code, to which the appropriate code is assigned based on the content of previous research. given. The main question of the present study was to obtain the basic concepts in the field of social conformity of employees in a large government organization, which was also in the mind of the researcher when coding. They have been noticed.

Axial coding

Axial coding is a series of procedures performed after open coding to link information in new ways by linking between categories. Then, based on the open coding done in the previous step, the axial coding or categorization of open codes is performed in Table 1. In this table, the researcher has tried to categorize, conceptualize and approximate open codes according to the repeated review of interviews and examination and accuracy in them, open codes in related categories divide the relationship with the phenomenon of social harmony of employees. Table 1 show the two central codes based on the open-source category:

A total of 18 central codes have been created from the following categories of open codes and their organization and elimination of duplicates and you in the moment of appearance and meaning: mental and psychological factors, factors related to management style and leadership of managers, Factors related to work and occupation, its nature and environmental factors, dissatisfaction with the current situation in the job and organization, obedient organizational silence and lack of opportunities for growth and promotion, legal factors, Managerial factors–supervision, Technical-technological factors, Financial factors and Cultural factors, Improvement of working conditions, Improvement of internal communication and Improvement of manager-employee interactions and Improvement of employees mental state, Individual consequences, Job consequences, and Organizational Consequences.

Selective coding

In the next step, the selected conceptualized codes should be organized in the five categories of causal factors, contextual factors, intervening factors, main and pivotal concept, strategies and consequences.

Causal factors in foundation data theory are factors that affect the central phenomenon. In fact, there are categories (conditions) that affect the main category and lead to the occurrence or spread of the phenomenon. Causal conditions in data are often expressed in terms such as when, while, since, because, because, and because²³. Even when there are no such signs, the researcher can find the causal conditions according to the phenomenon itself and by regularly looking at the data and reviewing the events and happenings that are chronologically prior to the phenomenon in question. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 4 categories of factors: "mental and psychological factors", "factors related to management style and leadership of managers", "factors related to work and job nature" "And" environmental factors "have been selected as causal factors affecting the social well-being of employees in government agencies²¹.

Underlying or bedrock factors are a set of special characteristics that indicate the desired phenomenon; That is, the place of events and happenings belonging to the phenomenon. The context represents a set of specific conditions in which action and reaction strategies take place. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 3 categories of factors: "dissatisfaction with the current situation in the job and organization", "obedient organizational silence" and "lack of opportunity for growth and promotion" They have been selected as the underlying factors and the bedrock of social conformity of employees in the studied organizations²².

Interfering factors are structural conditions that belong to the phenomenon and affect action and reaction strategies. They facilitate or limit strategies within a particular context. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 5 categories of "legal factors"; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "cultural factors" have been selected as interfering factors in the phenomenon of social harmony in the studied government organizations.

The main category or central phenomenon (core) studied. The phenomenon in question is the central idea, thought, event, or event to which the flow of actions and reactions are directed to manage, control, or respond. The central category is the phenomenon that is the basis and axis of the process. This category is the title (name or concept label) that is intended for the framework or design created. The category that is selected as the central category should be abstract enough and other main categories can be related to it. In this research, the main and pivotal phenomenon is "employee social conformity". Each of the interviewees provided a definition for the main phenomenon of the research. 10 integrated and comprehensive definitions were obtained as follows:

1. Inability of a person to face their problems by knowing the causes and trying to overcome them
2. Inability of a person to adapt to different variables and maintain his emotional balance
3. Lack of positive social relations with the rest of the organization
4. Lack of skills and experiences that allow a person to use his abilities.
5. Dissatisfaction means people's satisfaction with the work in general and the conditions of the work environment and colleagues
6. Dissatisfaction of bosses about people and their competence for the work they do.
7. Lack of happiness and satisfaction at the job level
8. Lack of proper choice of work and preparation for it
9. Lack of skills and experiences that allow a person to use their abilities
10. Conflict between organization and individual

Strategies are based on actions and reactions to control, manage and deal with the phenomenon. Strategies are purposeful, purposeful, and done for a reason. There are always interventionist conditions that facilitate or limit strategies. In this study, according to the open and centralized codes formulated from the results of interviews with experts, 3 categories of factors: "Improving working conditions", "Improving intra-organizational communication" and "Improving manager-employee interactions" and "Improving employees' mental state ", Have been selected as factors in strategies to improve the phenomenon of social conformity of employees in government organizations.

Consequences are the results that emerge as a result of strategies. Consequences are the results of actions and reactions. Consequences are not always predictable and are not necessarily what people intended. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or in the future. It is also possible that what is considered a consequence at one point in time may become part of the circumstances and factors at another time. In this study, according to the open and pivotal codes formulated from the results of interviews with experts, 3 categories of factors: "individual consequences", "job consequences", and "organizational consequences" as consequences and results of the phenomenon of social harmony in government organizations²³. Studies have been selected.

Present the final paradigm model of social conformity of employees according to the

selected coding

It should be noted that the previous steps, ie axial and selective coding, are performed in a reciprocal process. Therefore, the selected coding steps are not clearly separated from each other and are done through an interactive process, along with open and central coding. In short, the procedure of data analysis that leads to the creation of a theoretical model; they include causal, contextual, intervening conditions, strategies, and outcomes that explain the main phenomenon, "employee social conformity." The theoretical model of "employee social conformity" according to the dimensions of the paradigm model can be seen in Figure 1. Given that in the interview phase with the experts, the interview questions were based on a paradigm model, the interviewees presented their views on the components of the model specifically based on one dimension of the model, however, with the analysis and the rounds that took place, adjustments were made in the initial responses of these people. Therefore, the story line and the criteria for selecting concepts in each of the dimensions of the model are in accordance with the following explanations.

In this model, causal conditions are motivating or binding factors for the social welfare model of employees in government organizations, factors that may be diminished or eliminated in the current situation, but in their time have encouraged / forced organizations to Turn to the implementation of this phenomenon²⁴. Therefore, with this approach, factors have been considered in this section that has a causal effect on the main phenomenon in terms of time priority and binding conditions. Ground conditions, intra-organizational and extra-organizational characteristics of organizations are for the implementation of social conformity of employees, conditions that should be considered for better success in the implementation of these processes. Unlike contextual conditions, intervening conditions are those that affect the choice of different mechanisms of social conformity of employees and can facilitate and accelerate the implementation of mechanisms. In the dimension of the main phenomenon, social conformity of employees and its dimensions, which have been the main subject of this research and have been analyzed with related explanations and details in this section. In the dimension of strategies, actions and main activities that can be helpful in implementing the model of social conformity of employees in government organizations, the difference between this dimension and the main phenomenon is that the concepts and categories of this dimension are not process type. Rather, they are of the action type and help to execute the processes. Finally, in terms of outcomes, results and expected consequences of social conformity of employees in government organizations have been considered. Expected outcomes that can be achieved by the implementation of processes, mechanisms of social conformity of employees, the organization. This model is shown in Figure 1:

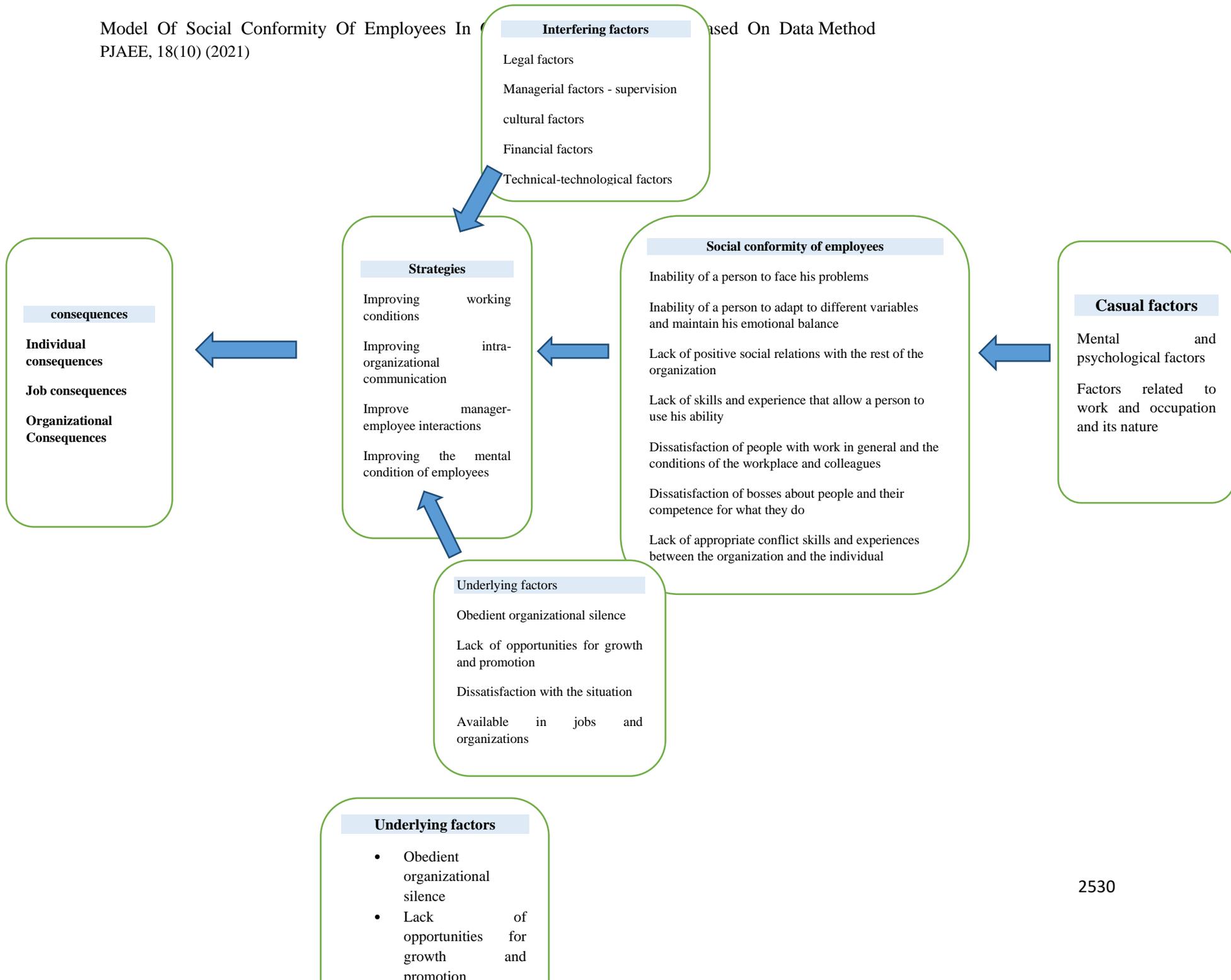


Figure 1: Paradigm model of employee social conformity based on data theory

Discussion

According to Wright Mann (1984), social harmony is "surrendering to group pressures when there is no direct request from the group to match the individual with the group." Aronson (1973) also considered "feeling of real or imagined pressure from the group to the individual as a result of a change in his behavior" to cause social harmony. Sangria (2004) also believes that in the context of group and organizational work, group work conformity is defined as the dependence of group members on each other and their desire to stay in the group and traditionally observes group dynamics²⁷. Social conformity is a type of social impact that causes a person to change his / her attitudes and beliefs by being exposed to the attitudes and beliefs of a group. Conformity refers to the act of changing one's behavior to conform to the responses of others. According to Schwartz (1992) Theory of Values, the fundamental human values of individuals include ten distinct motivational measures, namely conformity or generalize benevolence, security, tradition, harmony, self-command, and motivation. Welfare, Progress and Power. Therefore, conformity in the organization can be considered as one of the positive values. Therefore, for social conformity in the organization by employees, positive and negative results are mentioned. For example, consider the creation of creativity and innovation in the organization as a positive result of social conformity in the organization and believe that organizational conformity, although in the stage of generating ideas and evaluating it in the organization to perform processes may be due to Creating a group thinking phenomenon is negative, but while implementing innovative and agreed ideas, it is an advantage and a positive factor that can increase performance. In other words, following norms and not expressing ideas explicitly in the early stages of idea generation can be frustrating, but several studies show that group members do not like to change their preferences after formation because they believe in action. Contrary to those preferences, it is challenging, but in the implementation phase of ideas, conformity can improve performance. In fact, variables such as social conformity that enhance effectiveness in one stage may hinder performance in another. On the other hand, in work teams in the organization, work coherence is an important factor in the performance of the work team. Teamwork coherence is defined as the dependence of group members on each other and their willingness to stay part of the group. Norms express the common values, attitudes, ideologies, etc. of a group. Norms may be understood to describe "phenomena that are supposed to simplify human action." Norms can effectively control specific social situations as well as individual and group behaviors. While controlling for these, norms not only affect the performance of the environment for individuals in groups or groups, but also the environment of other individuals. The evolution and impact of norms has been proven through various studies. As an individual condition variable, "conformity" can be used to classify individuals as "compatible" and "incompatible". In general, "homosexuals" are supposed to get along with others more easily than "non-homosexuals". Thus, at the group level, such as organizational workgroups, "conformity" may be used to describe the proportion of individuals (group members) according to "group norms", and the degree of conformity exhibited by each group member.

In this regard, this study with a focus on all individual and organizational factors as well as internal and external organizational factors has tried to provide a paradigmatic data model of

social conformity in the context of government organizations and the results show three categories of factors "lack Satisfaction with the current situation in the job and organization ", "obedient organizational silence "and" lack of opportunity for growth and promotion "as underlying and bedrock factors, 4 categories of factors" mental and psychological factors ", "factors related to management style and "Leadership of managers", "factors related to work and job of its nature" and "environmental factors" as causal and influential factors; 5 categories of factors "legal factors"; "Managerial factors - supervision"; "Technical-technological factors"; "Financial factors" and "cultural factors" as intervention factors, 3 categories of factors: "Improving working conditions", "Improving intra-organizational communication" and "Improving manager-employee interactions" and "Improving employees' mental state", as factors Strategies to improve the phenomenon of social conformity of employees; And 3 categories of factors "individual outcomes", "job outcomes", and "organizational outcomes" have been selected as outcomes and results of the phenomenon of social harmony in government organizations.

A very important point that can be said in summarizing the research is that there is still no comprehensive and codified understanding of all the antecedents and consequences of social conformity in the organization and no systematic and codified research on whether the appearance of employees with their intrinsic values It does not exist, or they are socially conforming. In addition, researchers have paid relatively little attention to the stresses that employees may experience in aligning with the values of the team and the organization. Therefore, this is the research gap that motivated the researcher to do this research. Therefore, in summarizing and analyzing the content, the dimensions of individual-organizational contradiction and non-alignment of individual and organizational values, negative organizational emotions, relationship collectivism, low level of job satisfaction and job insecurity, lack of organizational support and lack of a consistent leader, Low leader-follower exchange, passive relationships in the organization, fear of negative evaluation and escape from organizational policy, demographic factors (age, gender, socio-economic structure), lack of employee empowerment, organizational subcultures, power challenge in the organization, Low trust in the organization, lack of job success, lack of professional image, individual-group conflict and lack of conflict management in the organization, heterogeneous working groups and lack of group identity, forced behavioral adaptation, high formal and informal organizational control, culture Organizational authority, managerial personality and leadership style, and low information influence in the organization were identified as motivating factors or preconditions for creating social conformity of employees in the organization. On the other hand, the dimensions of the absence and decline of organizational citizenship behaviors, group thinking, job stress, burnout and emotional burnout, intention to leave the organization, absence from the organization, obedient and silent organizational silence, reduced sense of belonging to the organization, reduced organizational commitment, self-control Negative, reduced effective job performance, underemployment and low self-disclosure were identified as consequences or results of social conformity of employees in the organization. Obviously, this model can be used after validation and testing among employees of different organizations as a new model in the field of social conformity of employees in organizations used in future research and also managers of organizations to measure the extent of these dimensions in the organization. And find a solution to eliminate those²⁵.

Ethical clearance: People identified as potential research participants because of their status as relatives or carers of patient's research participants by virtue of their professional role in the university and departments.

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