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Organizational Wrongdoing as Mediation for Workplace Scenarios on Organizational Ambidexterity

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Abstract

Organizational burnout is a major psychological challenge that employees face in the workplace. This issue can lead to reduced performance, job satisfaction, and mental well-being. Various workplace scenarios, such as job stress, organizational culture, and interpersonal interactions, directly influence the occurrence of organizational burnout. In this context, organizational misconduct—including unfair practices, corruption, discrimination, and abuse of professional positions—can act as a mediating factor in this process. This study aims to examine the impact of workplace scenarios on organizational burnout, with organizational misconduct playing a mediating role. The research adopts a descriptive-survey methodology, and data were collected using standardized questionnaires distributed among 24 employees of Ibn Majid Company in Basra of Iraq. The findings indicate that organizational misconduct intensifies the negative effects of workplace scenarios on employee burnout. In other words, in environments with high levels of misconduct, job pressure and unfair interactions significantly contribute to increased burnout. The study suggests that organizations can mitigate burnout by fostering ethical practices, reducing misconduct, and creating a supportive work environment, ultimately enhancing employee mental health and performance.

Keywords: Workplace Scenarios, Organizational Burnout, Organizational Misconduct.

Introduction

Organizational burnout is recognized as one of the most significant psychological challenges in the workplace, particularly in organizations with high job pressures and unfavorable working conditions. This phenomenon is associated with severe fatigue, reduced motivation, decreased efficiency, and heightened job stress, all of which negatively impact employees' mental well-being, job satisfaction, and overall performance. Given the crucial role of employee performance in achieving organizational goals, identifying the factors contributing to burnout and exploring strategies to prevent or mitigate it is essential in today's work environment. (O'Connor et al., 2023; Mohammad, 2025; Al-Oraini et al., 2024)

A variety of factors contribute to the emergence and intensification of organizational burnout. Among these, workplace scenarios play a direct role in shaping employees' behaviors and emotions. These scenarios encompass job pressures, organizational culture, interpersonal

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interactions, and managerial leadership styles. For instance, in work environments where employees face excessive workloads or experience unfair treatment, the likelihood of job-related fatigue and diminished motivation increases. Such pressures and inequitable interactions can significantly elevate job stress, ultimately leading to organizational burnout (Brown et al., 2023; Mohammad et al., 2025a).

One of the key factors that may play a crucial role in this process is organizational misconduct. This term refers to a range of unethical behaviors, including corruption, discrimination, abuse of power, and misappropriation of organizational resources. Such misconduct can erode employees' trust in the organization and foster a sense of injustice, making them feel unsupported and even exploited by their own workplace. This growing sense of distrust and frustration can amplify the negative effects of workplace scenarios, ultimately increasing burnout among employees. Thus, organizational misconduct can serve as a mediating factor in the relationship between workplace scenarios and organizational burnout (Garcia et al., 2024; Mohammad et al., 2025b; Chen et al., 2024).

In this context, the present study aims to examine the impact of various workplace scenarios on organizational burnout, with a particular focus on the mediating role of organizational misconduct. The research seeks to demonstrate how workplace factors—such as job pressure, organizational culture, and interpersonal interactions—can intensify burnout through the presence of misconduct. In other words, when employees encounter unethical practices in their work environment, job-related stress and unfair interactions are more likely to lead to heightened burnout and psychological strain.

Organizational burnout not only affects employees' mental well-being but also leads to decreased performance and productivity, increased absenteeism, and even job turnover. Therefore, identifying the factors contributing to burnout and developing strategies to mitigate its effects is of critical importance (Maslach et al., 2024; Mohammad et al., 2025c). This study primarily aims to analyze the relationship between workplace scenarios and organizational burnout, with a particular emphasis on the mediating role of organizational misconduct. Understanding these relationships can help managers and policymakers formulate strategies to reduce burnout and enhance employees' working conditions (O'Connor et al., 2023; Mohammad et al., 2025d).

A key focus of this study is the link between organizational misconduct and organizational burnout. As a detrimental phenomenon within organizations, misconduct can undermine employees' trust in leadership and diminish their motivation to fulfill job responsibilities. In such environments, employees may feel that their efforts are undervalued and that the organization does not recognize their contributions. These feelings can significantly increase job-related stress, ultimately leading to burnout. For instance, in workplaces where discrimination or corruption is prevalent, employees may perceive that their performance is not fairly assessed, resulting in heightened psychological pressure and stress (T. W. et al., 2023; Mohammad et al., 2025e).

One of the key objectives of this study is to examine how organizational misconduct influences organizational burnout through various workplace scenarios. Specifically, this research aims to determine whether organizational misconduct acts as a mediating variable, amplifying the negative effects of job pressure, organizational culture, and unfair interactions on employee burnout. The findings of this study can help organizations identify and mitigate workplace misconduct, ultimately enabling them to implement measures that reduce burnout and improve employees' mental well-being.

Overall, by analyzing the relationships among workplace scenarios, organizational misconduct, and burnout, this study seeks to provide a deeper understanding of the factors contributing to these organizational phenomena. Additionally, it offers practical recommendations for improving workplace conditions and reducing employee burnout. Based on this framework, the following hypotheses are proposed:

Hypothesis 1: Positive workplace scenarios contribute to lower levels of organizational burnout.

Hypothesis 2: Organizational misconduct has a negative impact on organizational burnout.

Hypothesis 3: Organizational misconduct mediates the relationship between workplace scenarios and organizational burnout

Concept of Workplace Scenarios

Workplace scenarios refer to the conditions, situations, and events that occur either continuously or temporarily within a work environment, significantly influencing employees' experiences, professional relationships, and performance (Smith et al., 2023; Mohammad et al., 2025f). These scenarios encompass a mix of positive and negative factors that, through their interactions, shape the overall workplace atmosphere and employees' emotional responses. Over time, workplace scenarios can impact both the psychological well-being and professional engagement of employees (Nguyen et al., 2025; Ekanayake et al., 2024).

Key Components of Workplace Scenarios:

1. Job Stressors: This includes excessive workload, heavy task demands, tight deadlines, and unrealistic expectations from employees. Such stressors can lead to heightened anxiety, increased stress, and ultimately, organizational burnout (Kumar et al., 2025).

2. Organizational Culture: This refers to the shared values, beliefs, and behaviors within an organization. Workplaces with a supportive and positive culture generally experience fewer psychological issues like burnout. In contrast, highly competitive and high-pressure cultures can negatively impact employees' mental well-being (Brown et al., 2023; Galdolage et al., 2024).

3. Interpersonal Interactions: Relationships between employees and managers play a crucial role in job satisfaction and performance. Positive and supportive interactions help reduce stress and boost motivation, whereas unfair or hostile interactions can escalate psychological distress and contribute to burnout.

4. Leadership Style: The approach leaders take in managing an organization significantly impacts employee behavior and motivation. Authoritarian or harsh leadership can lead to increased stress and distrust, while participative and supportive leadership fosters job satisfaction and reduces burnout (Greenhaus et al., 2023).

5. Organizational Structure: The way an organization is structured—including hierarchies, task distribution, and role clarity—affects job pressures and stress levels. Complex and inequitable structures can create confusion and a lack of support, increasing employees' frustration (Taylor et al., 2024).

6. Rewards and Performance Evaluation: Compensation and evaluation systems influence employees' perceptions of fairness and transparency. Unfair or biased reward systems can reduce motivation and contribute to burnout, whereas equitable and transparent evaluation processes enhance job satisfaction and engagement (Spector et al., 2022).

Effects of Workplace Scenarios on Organizational Burnout

Workplace scenarios directly influence employees' morale, motivation, stress levels, and ultimately, the likelihood of experiencing burnout. For instance, in environments characterized by high job pressure and lack of support, employees are more prone to job-related stress and psychological challenges. Moreover, in workplaces where organizational misconduct and unfair behaviors are prevalent, the negative impact of workplace scenarios is further amplified, increasing the risk of burnout.

Overall, workplace scenarios encompass a range of conditions and professional interactions that, both directly and indirectly, affect employees' mental and physical well-being. Consequently, these factors play a crucial role in shaping organizational performance and employee productivity (Smith et al., 2023).

Concept of Organizational Burnout

Organizational burnout is a psychological condition commonly observed among employees in organizations or work environments characterized by excessive pressure, unfavorable conditions, or injustice. This phenomenon specifically refers to a severe decrease in motivation, energy, and performance due to work-related pressures, psychological fatigue, and lack of social support. Burnout typically manifests as an emotional and cognitive response to workplace stressors and can have numerous negative consequences on employees' mental and physical health as well as organizational performance (Maslach et al., 2024).

Main Components of Organizational Burnout:

Organizational burnout consists of three primary dimensions, each addressing specific aspects of employees' experiences in the workplace:

- 1. Emotional Exhaustion:** This dimension refers to intense psychological and emotional fatigue that employees feel after prolonged exposure to work pressures. Emotional exhaustion means that individuals no longer have the capacity to cope with daily challenges and feel emotionally drained to the point where they believe they lack the energy to perform their tasks. This exhaustion can lead to decreased productivity, reduced commitment to the organization, and an increased desire to quit.
- 2. Depersonalization:** Depersonalization refers to the lack of positive emotions and attention toward others. Employees experiencing burnout may become indifferent toward their colleagues, clients, or even their own tasks. This feeling of emotional detachment and coldness directly impacts interpersonal relationships within the organization, leading to decreased collaboration, improper interactions, and a reduced sense of team spirit (Maslach et al., 2024).
- 3. Reduced Personal Accomplishment:** This dimension refers to the feeling of diminished competence and the inability to achieve professional goals and success. Individuals with burnout often feel that they have made no progress or achieved any success in their careers. This sense of failure can lead to a loss of self-confidence, hopelessness, and a lack of motivation to perform their duties (Maslach et al., 2024).

Causes of Organizational Burnout:

Organizational burnout can result from a combination of individual, social, and organizational factors. Some of the most significant causes include:

1. **High Workload and Job Pressure:** High job pressures, excessive workload, and multiple responsibilities can lead to feelings of fatigue and stress, which over time contribute to burnout. Situations where employees are required to work long hours or engage in complex, high-pressure projects are among the key factors leading to burnout (García-Sierra et al., 2024).
2. **Lack of Social and Job Support:** The absence of support from managers, colleagues, or the organization in general can increase feelings of isolation and anxiety among employees. When employees feel unsupported by the organization or their coworkers, it can escalate feelings of worthlessness and contribute to job burnout (Chaufeli et al., 2022).
3. **Unfair Behavior and Organizational Injustice:** Discrimination, inequities in performance evaluations, unequal rewards and promotions, and lack of transparency in decision-making processes can lead to distrust and hopelessness among employees. Those working in such environments are more likely to quickly experience burnout (Spector et al., 2022).
4. **Mismatch Between Resources and Demands:** When resources (such as time, energy, and necessary support) are insufficient to meet job demands (like high workloads, excessive requests, and high expectations), employees experience frustration and stress. This inability to meet expectations is one of the main causes of burnout (Chaufeli et al., 2022).

Concept of Organizational Misconduct

Organizational misconduct refers to a range of behaviors and actions that are illegal, unethical, or contrary to the principles and rules of an organization, carried out by employees, managers, or other members of an organization, and which can harm the organization's interests, reputation, and its employees (Williams et al., 2022). Organizational misconduct can occur at various levels within an organization and may range from individual behaviors such as corruption, discrimination, and fraud to more systematic violations such as resource abuse, disregard for internal laws and policies, or exerting illegal pressure on employees (Lopez et al., 2023).

Types of Organizational Misconduct:

1. **Financial Misconduct and Corruption:** This type of misconduct includes behaviors such as embezzlement, forgery of financial documents, bribery, and the misuse of the organization's financial resources for personal gain. Financial misconduct can have devastating effects on the organization's financial health and credibility (Avey et al., 2024).
2. **Discrimination and Inequality:** Discrimination in hiring, promotions, wages, and everyday interactions among employees can be considered a form of organizational misconduct. Inequalities can undermine employees' sense of trust and commitment to the organization, turning the workplace into a hostile environment (Bennett et al., 2023).
3. **Abuse of Power:** In this type of misconduct, individuals in managerial or leadership positions exploit their power to impose unethical behaviors, exert pressure on employees, or seek personal gain. Abuse of power may include threats, intimidation, or leveraging one's position to achieve personal benefits (Miller et al., 2025).
4. **Fraud and Deception:** Fraud involves deceiving others to gain illegal benefits. Such misconduct may include manipulation of financial reports, rigging of results, or providing false information during decision-making processes, thereby harming the organization or other individuals (Kabat-Zinn et al., 2022).

5. Violation of Rules and Regulations: Non-compliance with the organization's internal policies, industry standards, or government regulations is also considered organizational misconduct. This type of violation may involve breaches of safety, health, environmental protection, or failure to adhere to legal standards (Kelloway et al., 2022).

6. Unethical Behavior: This category includes actions that are inherently unethical, although they may not necessarily be illegal. Examples include lying, deceiving colleagues or customers, violating others' privacy, and disregarding ethical principles in professional interactions (Kumar et al., 2025).

Causes of Organizational Misconduct:

Organizational misconduct can stem from various factors, including:

1. Inappropriate Organizational Culture: In organizations where the prevailing culture does not emphasize transparency, fairness, and ethical behavior, both employees and managers may be more inclined to engage in misconduct. High job pressures, unhealthy competition, or a lack of proper supervision can contribute to the occurrence of misconduct.

2. Deficiencies in Monitoring and Control Systems: When organizations lack adequate systems to monitor and control employee behavior, the likelihood of misconduct increases. Insufficient mechanisms for transparent reporting and oversight of activities can create an environment where misconduct can easily occur.

3. Unrealistic Expectations and Job Pressures: When employees face intense job pressures and unrealistic expectations, they may resort to organizational misconduct in order to meet set targets. This can include fraud in reporting, misuse of resources, or deceiving managers.

4. Lapses in Leadership and Management: Poor management and the absence of ethical leadership models can pave the way for organizational misconduct. If managers themselves promote improper behavior or fail to emphasize the importance of ethics in the workplace, employees may come to view such behavior as acceptable (Kumar et al., 2025).

Consequences of Organizational Misconduct:

Organizational misconduct can have numerous negative consequences for both the organization and its members:

1. Reduced Internal and Public Trust: One of the most significant consequences of organizational misconduct is the erosion of trust among employees and customers. When employees become aware of misconduct, their trust in the organization's leadership and processes declines, potentially leading to reduced motivation and performance.

2. Damage to Organizational Reputation: Misconduct can seriously harm an organization's credibility and public image. When an organization is involved in ethical or legal misconduct, customers, partners, and investors may lose trust, resulting in decreased revenue and lost business opportunities (Bakker et al., 2023).

3. Legal Prosecution and Financial Penalties: Organizational misconduct may lead to legal action and significant financial penalties. This can include heavy fines, compensation payments, or even criminal sanctions for individuals involved in the misconduct.

4. Decreased Employee Motivation and Morale: In organizations where misconduct is prevalent, employees may feel demotivated and disheartened. This can result in reduced

productivity, increased turnover, and the creation of a hostile work environment (Kabat-Zinn et al., 2022).

Method

The present study is a descriptive-survey investigation, with data collected by distributing standardized questionnaires among 24 employees of a company.

Data Analysis

In this study, descriptive statistics were employed to examine the research variables. For inferential analysis, the collected data were analyzed using multiple linear regression, with further processing carried out using Excel software. data were collected from Ibn Majid Company of Basra in Iraq.

| Level of education | | marriage | | work history | | gender | | age | |
|--------------------|-----------------|----------|--------|--------------|-----------------|--------|-----|-----|-----------|
| | | | | | | woman | man | | |
| 5 | diploma | married | single | 6 | 3-1 | 14 | 10 | 8 | 31--26 |
| 12 | bachelor | 13 | 11 | 6 | 5-3 | | | 8 | 37-32 |
| 5 | Master's degree | | | 10 | 10-5 | | | 3 | 43-38 |
| 2 | Ph.D | | | 2 | years 10 and up | | | 2 | 49-44 |
| | | | | | | | | 3 | and 50 up |
| 24 | | 24 | | 24 | | 24 | | 24 | total sum |

Table 1- Demographic Information of the Members of the Sample Studied

| Variable | average | standard deviation | at least | Max |
|----------------------------|---------|--------------------|----------|-----|
| Workplace scenarios | 3.33 | 0.43 | 2.7 | 4.1 |
| Organizational violation | 2.98 | 0.36 | 2.3 | 3.6 |
| Organizational ambivalence | 3.37 | 0.34 | 3.0 | 4.2 |

Table 2-Descriptive Statistics of the Data

The multiple linear regression model is as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where:

Y represents Organizational Burnout, X_1 represents Workplace Scenarios, and X_2 represents Organizational Miscondu

| Variable | Components of each variable | Beta coefficient (β) | standard error | The value of t | The value of P |
|--------------------------|---|------------------------------|----------------|----------------|----------------|
| Two organizational burns | job fatigue | 1.45 | 0.30 | 4.83 | 0.000 |
| | Lack of motivation | 0.75 | 0.10 | 7.50 | 0.003 |
| | Occupational depression | 0.85 | 0.08 | 10.63 | 0.001 |
| Workplace Scenarios | Leadership and management | 0.45 | 0.10 | 4.50 | 0.0001 |
| | pressure | 0.30 | 0.12 | 2.50 | 0.015 |
| | Organizational communication | 0.25 | 0.11 | 2.27 | 0.028 |
| | Advancement opportunities | 0.35 | 0.13 | 2.69 | 0.009 |
| Organizational violation | Failure to comply with laws and regulations | 0.60 | 0.14 | 4.29 | 0.0002 |
| | Unethical behavior | 0.50 | 0.16 | 3.33 | 0.001 |

Table 3- Regression Results for Variables

According to the table above, both workplace scenarios and organizational misconduct have a significant effect on organizational burnout ($p < 0.05$).

Hypothesis Testing Using Multiple Linear Regression:

1. Testing Hypothesis 1 (Positive Workplace Scenarios \rightarrow Decreased Organizational Burnout):

Coefficient for $X_1 = 0.3528$ ($p < 0.001$) \rightarrow Positive and significant.

Conclusion: The hypothesis is rejected because the positive coefficient indicates that workplace scenarios actually increase organizational burnout rather than decrease it.

2. Testing Hypothesis 2 (Organizational Misconduct \rightarrow Decreased Organizational Burnout):

Coefficient for $M = 0.3528$ ($p < 0.001$) \rightarrow Positive and significant.

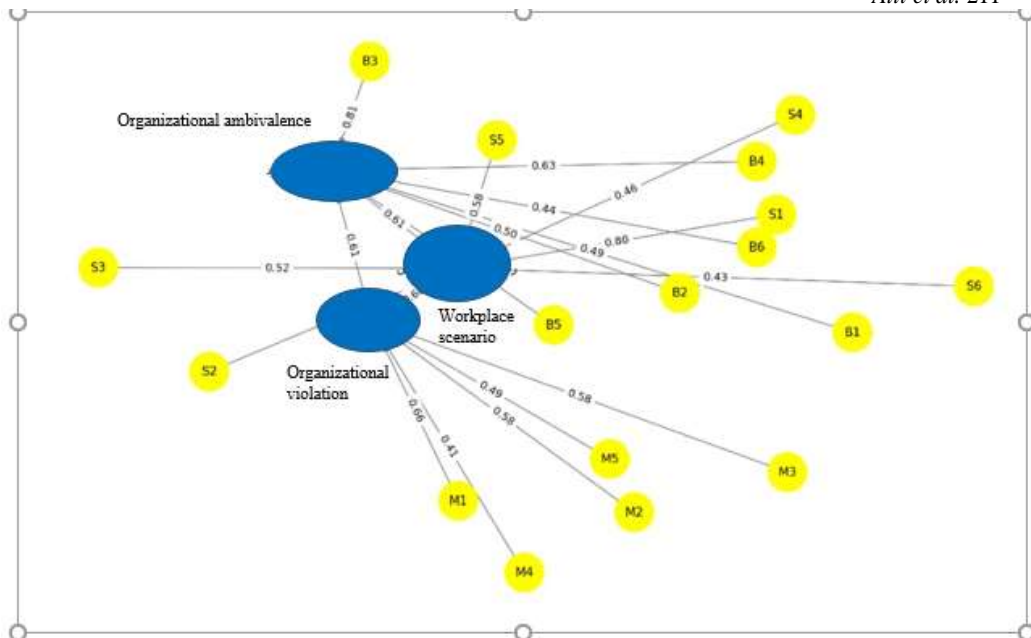
Conclusion: The hypothesis is rejected since organizational misconduct increases organizational burnout instead of reducing it.

3. Testing Hypothesis 3 (Mediating Role of Organizational Misconduct Between Workplace Scenarios and Organizational Burnout):

The path from X_1 to M is significant (coefficient = 0.4902, $p < 0.001$).

The path from M to Y is significant (coefficient = 0.3344, $p < 0.001$).

The direct path from X_1 to Y (without the mediator) is also significant.



Results Analysis Based on Path Coefficients

1. The Impact of Workplace Scenarios on Organizational Burnout ($\beta = 0.52$)

The coefficient of 0.52 indicates a moderate impact of workplace scenarios on increasing organizational burnout. This means that unfavorable working conditions (such as work pressure or lack of support) can lead to increased employee exhaustion.

2. The Impact of Workplace Scenarios on Organizational Misconduct ($\beta = 0.66$)

The coefficient of 0.66 represents a strong influence of workplace scenarios on organizational misconduct. A negative or challenging work environment can increase unethical behaviors among employees.

3. The Impact of Organizational Burnout on Organizational Misconduct ($\beta = 0.61$)

This coefficient demonstrates that organizational burnout has a relatively high direct impact on increasing misconduct. In other words, employees experiencing burnout are more likely to engage in unethical behaviors.

4. The Impact of Organizational Burnout on Individual Outcomes ($\beta = 0.58$)

The coefficient of 0.58 highlights the significant effect of organizational burnout on individual outcomes, such as decreased performance or increased stress.

5. The Impact of Organizational Misconduct on Individual Outcomes ($\beta = 0.50$)

A coefficient of 0.50 indicates a moderate effect of organizational misconduct on individual outcomes. This suggests that employees' unethical behaviors may lead to personal and psychological issues.

Overall Summary

Workplace scenarios have a strong direct impact on organizational misconduct ($\beta = 0.66$) and organizational burnout ($\beta = 0.52$).

Organizational burnout plays a crucial mediating role between workplace scenarios and misconduct ($\beta = 0.61$).

Both burnout and misconduct significantly influence employees' individual outcomes (0.58 and 0.50, respectively).

Managerial Implications

To reduce misconduct and its negative consequences, organizations should focus on improving workplace conditions to prevent burnout and unethical behaviors.

Therefore, the hypothesis is supported. Organizational misconduct acts as a mediator, as part of the effect of workplace scenarios on organizational burnout is transmitted through

Conclusion

This study examined the impact of workplace scenarios on organizational burnout, with organizational misconduct as a mediating factor. The results of multiple linear regression analysis indicated that all workplace components—including leadership and management, work pressure, organizational communication, and career advancement opportunities—had a significant positive effect on organizational burnout. Furthermore, organizational misconduct played a crucial mediating role in strengthening the relationship between workplace factors and burnout.

Statistically, the findings revealed that leadership, management, and organizational misconduct had the most significant impact on organizational burnout. Based on the regression coefficients and p-values, these variables were strongly associated with decreased motivation and increased employee exhaustion. Work pressure and organizational communication also had notable effects on burnout, though to a lesser extent compared to leadership and misconduct.

The results clearly demonstrate that various workplace scenarios, such as leadership style, work pressure, and communication dynamics, contribute to increased feelings of burnout among employees. These findings emphasize the importance of effective human resource management and fostering a supportive and positive work environment. Additionally, the role of organizational misconduct as a mediating variable suggests that unethical or unlawful behaviors within organizations can exacerbate the negative effects of workplace conditions on employees.

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