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# Designing a Model for Controlling Organizational Anomie in Public Organizations: A Meta-Synthesis Approach

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## Abstract

Organizational anomie, as one of the most significant factors undermining normative and functional cohesion within organizations, has extensive consequences for employee behavior, organizational effectiveness, and the quality of governance. Despite numerous studies examining the dimensions, antecedents, and consequences of this phenomenon, a comprehensive and coherent framework for explaining its control mechanisms—particularly in public organizations—has not yet been developed. Therefore, the present study was conducted with the aim of identifying and explaining the mechanisms for controlling organizational anomie and proposing a model for its control in public organizations. In terms of purpose, this study is developmental, and in terms of methodology, it is qualitative, employing a meta-synthesis approach. Data were collected through a systematic search of Persian and English scholarly sources published between 2009 and 2025. Among the 847 identified sources, 74 studies were selected for final analysis following screening and quality assessment procedures. Data analysis was conducted based on the seven-step model proposed by Sandelowski and Barroso, utilizing thematic analysis. In addition, Shannon entropy was employed to determine the relative importance of the identified indicators. The findings led to the identification of 71 indicators categorized into 14 components and 6 principal dimensions, including structural and process control, behavioral and human resource control, cultural and identity control, technology and information control, environmental and stakeholder control, and leadership and change management control. The results further revealed that organizational norms, professional ethics, organizational justice, organizational social capital, meritocracy, and organizational trust are the most influential components in controlling organizational anomie. Accordingly, effective and sustainable control of organizational anomie in public organizations requires the adoption of a comprehensive, multidimensional, and synergistic approach in which cultural, human, structural, managerial, and technological dimensions are addressed in an integrated manner.

**Keywords:** Organizational Anomie, Organizational Anomie Control, Public Organizations, Organizational Norms.

## 1. Introduction

Public organizations operate within complex institutional, social, and administrative environments where adherence to norms, rules, and shared values is essential for ensuring organizational effectiveness, public trust, and sustainable governance. In contemporary public administration, organizations are increasingly expected to deliver high-quality services, maintain accountability, promote transparency, and respond effectively to rapidly changing societal demands. The achievement of these



expectations depends not only on formal structures and regulations but also on the existence of a coherent normative system that guides employee behavior and organizational decision-making. When organizational norms become weak, ambiguous, or ineffective, organizations may experience a condition known as organizational anomie, characterized by normlessness, weakened social regulation, declining commitment to organizational values, and increased behavioral deviations. Organizational anomie has therefore emerged as a significant challenge for public organizations, particularly in contexts experiencing administrative reforms, institutional transformation, technological change, and increasing environmental uncertainty (Bovaird & Löffler, 2023; Christensen & Lægreid, 2025; Osborne et al., 2022).

The concept of anomie has its roots in classical sociological theory. Early theoretical explanations emphasized the breakdown of normative regulation and the inability of social structures to provide clear behavioral guidance for individuals. Merton's theory of social structure and anomie explains how discrepancies between culturally prescribed goals and legitimate means can generate deviant behaviors and social dysfunctions (Merton, 2017). Subsequent developments in institutional anomie theory expanded this perspective by demonstrating how institutional arrangements, weakened normative controls, and dysfunctional organizational environments contribute to various forms of deviance and misconduct (Cullen et al., 2014). Although originally developed to explain broader social phenomena, the concept has increasingly been adapted to organizational settings where the erosion of norms, values, and ethical standards may undermine organizational effectiveness and employee well-being. Within organizations, anomie manifests through uncertainty regarding acceptable behavior, reduced trust, diminished commitment, weakened identification with organizational goals, and an increased likelihood of deviant workplace conduct (Johnson et al., 2011; Maciejewska, 2016; Sypniewska, 2017).

In recent decades, organizational scholars have devoted increasing attention to organizational anomie because of its profound implications for organizational performance and sustainability. Research indicates that organizational anomie contributes to a variety of undesirable outcomes, including reduced organizational commitment, lower job satisfaction, declining organizational citizenship behavior, increased absenteeism, workplace deviance, resistance to change, and turnover intentions. Employees who perceive their organizational environment as lacking clear norms and fair standards are more likely to disengage from organizational objectives and demonstrate behaviors that undermine collective effectiveness (Rahimi Zarchi et al., 2023; Sánchez-Medina et al., 2025; Shekarriz, 2024). Furthermore, organizational anomie can weaken social cohesion and collective identity, creating environments in which trust, cooperation, and collaboration become increasingly difficult to maintain (Swader, 2017; Yarim & Çelik, 2021). Such conditions are particularly problematic in public organizations because their legitimacy depends heavily on citizens' perceptions of integrity, fairness, and accountability.

The growing importance of organizational anomie is closely related to contemporary transformations affecting public organizations worldwide. Public institutions are currently confronted with pressures arising from digital transformation, governance reforms, budget constraints, workforce diversification, and heightened public expectations. These developments have altered traditional organizational structures and introduced new forms of complexity that challenge established norms and control mechanisms. Digital transformation, for instance, has created opportunities for efficiency and innovation while simultaneously introducing uncertainties regarding organizational roles, communication patterns, and accountability structures (Mergel et al., 2019). Likewise, adaptive governance approaches emphasize flexibility and responsiveness but require organizations to continuously redefine norms and responsibilities in rapidly changing environments (Janssen & van der Voort, 2016). Consequently, public organizations must develop mechanisms capable of preserving normative cohesion while adapting to evolving institutional conditions.

A substantial body of empirical research has examined the antecedents of organizational anomie. Studies have identified structural, managerial, cultural, psychological, and environmental factors that contribute to the emergence of normlessness within organizations. Organizational inertia, bureaucratic rigidity, ineffective communication, weak leadership, insufficient employee participation, and inadequate performance management systems have all been linked to increased levels of organizational anomie (Mousavi et al., 2016; Tamartash et al., 2021; Tari et al., 2022). Leadership has emerged as a particularly influential factor because leaders shape organizational values, reinforce norms, and establish expectations regarding acceptable conduct. Research has demonstrated that despotic leadership and ineffective managerial practices contribute significantly to organizational anomie and associated deviant behaviors (Vahdani et al., 2022). Conversely,



enlightened and ethical leadership styles can reduce normlessness by strengthening organizational trust, promoting fairness, and fostering meaningful employee engagement (Nafei, 2025).

Organizational culture also plays a fundamental role in the development or prevention of organizational anomie. A strong and coherent organizational culture provides employees with clear behavioral expectations, shared values, and a sense of collective identity. When organizational values are ambiguous or inconsistently applied, employees may experience uncertainty regarding appropriate conduct, thereby increasing the likelihood of anomic conditions. Research has shown that organizational norms significantly influence employee attitudes and behaviors, particularly when they are supported by institutional structures and management practices (Tuliao et al., 2020). Similarly, studies have demonstrated that organizational spirituality, ethical climates, and value-based cultures can serve as protective factors against organizational anomie by reinforcing employees' sense of purpose and moral commitment (Alvesson & Spicer, 2012; Sepahvand et al., 2019). These findings highlight the importance of cultural mechanisms in maintaining normative order within organizations.

Another critical dimension associated with organizational anomie is social capital. Social capital refers to the networks, trust relationships, and cooperative norms that facilitate collective action within organizations. Numerous studies have emphasized the role of organizational trust, social cohesion, and interpersonal relationships in reducing anomic tendencies among employees. High levels of social capital strengthen employees' attachment to organizational goals and increase their willingness to comply with organizational norms. Conversely, weak social relationships and declining trust contribute to social fragmentation and normlessness (Amraei et al., 2022; Fathi Chegini, 2024). Research has further shown that organizational social capital functions as a mediating mechanism through which organizational culture and managerial practices influence anomie and deviant behavior (Fathi Chegini, 2024). These findings underscore the importance of social and relational factors in understanding and controlling organizational anomie.

Organizational justice has likewise been identified as a central determinant of normative stability in organizations. Employees' perceptions of fairness regarding decision-making processes, resource allocation, and interpersonal treatment significantly influence their trust in organizational institutions and their willingness to adhere to organizational norms. When employees perceive injustice, they are more likely to experience alienation, dissatisfaction, and normlessness. Empirical studies have demonstrated that organizational justice contributes positively to organizational citizenship behavior and employees' sense of belonging while reducing anomic tendencies (Nastiezaie & Najafi, 2016; Shariati et al., 2022). Furthermore, organizational fairness has been shown to mitigate negative outcomes associated with precarious employment conditions by reducing perceptions of organizational anomie (Rivas Mendoza et al., 2022). Therefore, fairness represents a critical mechanism for maintaining normative integration and organizational stability.

The consequences of organizational anomie extend beyond individual employee outcomes and affect broader organizational performance. Studies indicate that organizational anomie is associated with decreased productivity, weakened organizational commitment, reduced service quality, increased workplace deviance, and lower levels of innovation. In public organizations, these consequences can directly affect governance effectiveness and public trust. Research has revealed significant relationships between organizational anomie and destructive workplace behaviors, including vandalism, misconduct, and noncompliance with organizational regulations (Shekarriz, 2024). Organizational anomie has also been linked to reduced job satisfaction and increased turnover intentions among employees, highlighting its implications for workforce stability and human resource management (Miller & Giblin, 2024; Sánchez-Medina et al., 2025). Such outcomes demonstrate that organizational anomie represents not merely a cultural issue but a strategic organizational challenge requiring systematic intervention.

Despite the growing body of literature on organizational anomie, existing studies have largely focused on identifying antecedents and consequences rather than developing comprehensive frameworks for its control. Most investigations have examined isolated dimensions such as leadership, organizational justice, social capital, culture, or deviant behavior without integrating these factors into a unified conceptual model. Studies conducted in government organizations, hospitals, educational institutions, and public service agencies have generated valuable insights regarding the nature and determinants of organizational anomie, yet their findings remain fragmented across disciplinary and contextual boundaries (Hakobyan et al., 2023; Rafierad et al., 2022; Yarim & Çelik, 2021). Moreover, the public sector possesses unique characteristics—including



accountability requirements, political influences, public value obligations, and complex stakeholder relationships—that necessitate a distinct understanding of organizational anomie and its control mechanisms (Bovaird & Löffler, 2023; Van der Wal & Mussagulova, 2023).

The need for a comprehensive model is further reinforced by recent developments in public administration and governance. Contemporary public organizations are expected to create public value while simultaneously maintaining efficiency, transparency, and citizen trust. Achieving these goals requires effective mechanisms for aligning organizational structures, cultures, leadership practices, technological systems, and stakeholder relationships around shared norms and values (Christensen & Læg Reid, 2025; Osborne et al., 2022). Emerging evidence suggests that organizational anomie cannot be effectively controlled through isolated interventions because its causes and manifestations span multiple organizational dimensions. Consequently, there is a need for integrative frameworks capable of identifying and synthesizing the structural, behavioral, cultural, technological, environmental, and managerial factors that collectively influence organizational anomie (Rahimi Zarchi et al., 2023; Sefidchian et al., 2017; Tari et al., 2022).

Given the breadth and diversity of existing research, a meta-synthesis approach provides an appropriate methodological strategy for integrating accumulated knowledge and developing a comprehensive theoretical framework. Meta-synthesis enables researchers to systematically review, interpret, and combine findings from multiple qualitative and conceptual studies in order to generate higher-order insights and new theoretical understandings (Hoon, 2013). By synthesizing evidence from diverse contexts and disciplinary perspectives, this approach can identify common themes, reveal underlying relationships among constructs, and provide a coherent foundation for model development. Such integration is particularly valuable in the context of organizational anomie, where the literature encompasses a wide range of concepts including leadership, organizational culture, justice, trust, social capital, governance, and institutional adaptation.

Accordingly, the aim of this study is to identify and synthesize the dimensions, components, and indicators of organizational anomie control and to develop a comprehensive model for controlling organizational anomie in public organizations through a meta-synthesis approach.

## 2. Methods and Materials

The present study is developmental in terms of purpose and qualitative in nature, and it was conducted using the meta-synthesis approach. Meta-synthesis is one of the advanced approaches in qualitative research, used to integrate, interpret, and recombine the findings of previous studies, thereby making it possible to provide a more comprehensive understanding of complex phenomena. In this approach, the researcher does not merely aggregate results; rather, through the systematic analysis of findings, new concepts, patterns, and theoretical constructs are extracted. Given that organizational anomie is a multidimensional phenomenon influenced by structural, human, cultural, and environmental factors, the selection of this approach made it possible to propose a comprehensive and integrated model.

The research process was designed and implemented based on the seven-stage model of Sandelowski and Barroso (2007). This model includes formulating the research question, conducting a systematic search of sources, screening and selecting studies, extracting data, analyzing and synthesizing findings, assessing the reliability and validity of results, and finally presenting the final model. The central research question was: What are the dimensions, components, and themes of the model for controlling anomie in public organizations, and what is the position of each of these indicators in the relevant literature?

The research population included all scientific sources related to organizational anomie, administrative normlessness, organizational control, organizational culture, social capital, leadership, professional ethics, and deviant organizational behaviors. To achieve comprehensive coverage, a systematic search was conducted in domestic databases, including Noormags, Magiran, SID, Irandoc, and ISC, as well as international databases, including Google Scholar, Scopus, ScienceDirect, Emerald, Springer, Taylor & Francis, and Wiley. The time span of the studies was set from 2009 to 2025 so that, in addition to covering the classical literature, recent findings would also be included in the analysis.

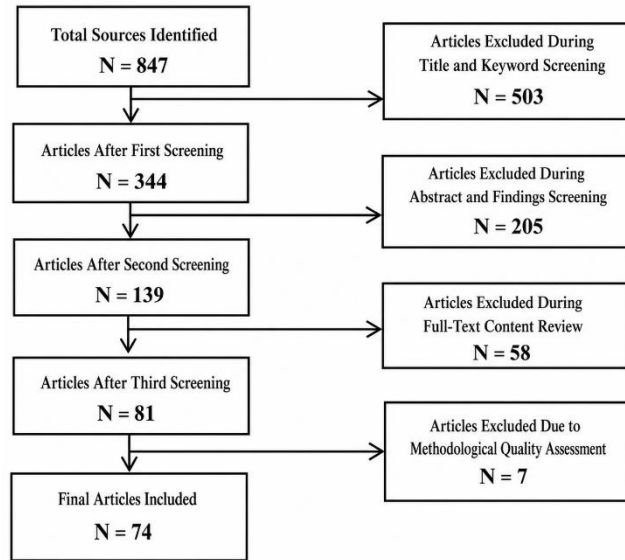
The search strategy was developed based on a combination of Persian and English keywords, including “organizational anomie,” “organizational normlessness,” “organizational control,” “organizational culture,” “social capital,” “toxic leadership,” “deviant behaviors,” and their English equivalents. The initial search resulted in the identification of 847 scientific sources. Subsequently, duplicate sources were removed, and the studies were evaluated based on inclusion and exclusion



criteria. The inclusion criteria consisted of direct relevance to the research topic, adequate scientific quality, presentation of citable findings, and access to the full text. Studies lacking conceptual relevance, duplicate sources, and research works without methodological transparency were excluded from the analysis process.

To assess the quality of the selected studies, Glynn's critical appraisal checklist was used. By examining various dimensions, such as the alignment between title and content, the quality of theoretical foundations, the robustness of the research method, the transparency of analysis, and the validity of results, this tool made it possible to select credible sources. Finally, after several screening stages, 74 sources, including 30 Persian sources and 44 English sources, entered the final analysis stage.

The source selection process is presented in the form of a flow diagram based on PRISMA in Figure 1.



**Figure 1. The process of identifying, screening, and selecting sources in the meta-synthesis based on the PRISMA model**

At the analysis stage, the data extracted from the selected sources, including research objectives, methodology, key concepts, and main findings, were organized in coding tables. Then, using thematic analysis, initial codes were extracted from the texts. Subsequently, synonymous and related codes were categorized as basic themes. Through the combination of basic themes, organizing themes were formed, and finally, the organizing themes were arranged at a more abstract level under overarching dimensions. This analytical process made it possible to achieve a coherent and multilevel structure of the factors affecting the control of organizational anomie.

It should be noted that the retention or elimination of the extracted indicators was not based solely on their frequency of repetition in the selected studies; rather, their conceptual importance, theoretical relevance to the construct of organizational anomie, and explanatory role within the research framework were also considered. Therefore, some indicators, despite having lower frequency, were retained in the final model because of their theoretical and functional significance.

To increase the reliability of the coding process, the inter-rater agreement method was used. In this regard, a portion of the data was independently coded by the researcher and an expert familiar with the field of organizational behavior. The level of agreement between the coders was calculated using Cohen's kappa coefficient. According to Cohen's (1960) criteria, values above 0.70 indicate desirable agreement between raters.

In the final stage, Shannon entropy was used to determine the relative importance of the extracted indicators. In this method, based on the frequency and dispersion of information across sources, the informational load and final weight of each indicator were determined. Equations (1) and (2) were used to calculate the informational load and importance coefficient. This method made it possible to prioritize the indicators based on evidence from the research literature and provided the necessary empirical basis for designing the final model.

Equation (1)

$$E_j = -k \sum_{i=1}^m [p_{ij} \ln(p_{ij})], j = 1, 2, \dots, n; k = \frac{1}{\ln m}$$

Equation (2)

$$W_j = \frac{E_j}{\sum_{j=1}^n E_j}$$

### 3. Findings and Results

The findings of this study were extracted through the implementation of the meta-synthesis approach and the seven-stage framework of Sandelowski and Barroso (2007). The purpose of this section is to present an integrated picture of the results of previous studies in the field of organizational anomie and to explain a comprehensive model for controlling anomie in public organizations.

The systematic analysis and synthesis of findings from 74 selected studies showed that organizational anomie is a multidimensional phenomenon, and controlling it requires simultaneous attention to a set of structural, human, cultural, technological, environmental, and managerial factors. The analysis process showed that although the extracted indicators appear diverse and scattered, they can be aggregated into several conceptual clusters in terms of semantic implication. Accordingly, after removing overlaps and merging synonymous codes, 71 initial indicators were organized into 14 components and then into 6 main dimensions, as shown in Table 1. This organization was not based merely on lexical similarity, but rather on the conceptual and functional proximity of the components and their level of influence on the control of anomie. Together, these dimensions constitute the conceptual framework of the organizational anomie control model in public organizations.

**Table 1. Dimensions, components, and indicators extracted from the final sources**

Dimensions	Components	Themes / Indicators
Structural and process control	Transparent structural design	Clarity of organizational goals; alignment of organizational structure with goals; level of formalization of organizational structure; flexible organizational structure; delegation of authority and decentralization; clarity of job descriptions
Structural and process control	Process improvement and reengineering	Transparency of organizational processes; innovation and process redesign; inter-unit coordination mechanisms; control and prevention of harmful contexts
Structural and process control	Reporting and supervision system	Quality control system; employee supervision; performance evaluation system; punishment and reward system; violation reporting system
Behavioral and human resource control	Role and transition management	Organizational socialization of employees; employee self-control; work attachment; organizational commitment
Behavioral and human resource control	Communication and human interactions	Effective organizational communication; group and team work; formal and informal communication channels; sharing and flow of organizational information; organizational feedback mechanism; regular surveys
Behavioral and human resource control	Motivation, support, and human resource development	Job motivation; job security; job satisfaction; employee welfare; organizational support for employees; career promotion; employee training; meritocracy; value-oriented human resource management
Cultural and identity control	Organizational cultural and normative system	Coherent and strong organizational culture; value-based organizational culture; organizational value system; organizational norms; professional ethics; organizational climate; workplace spirituality
Cultural and identity control	Organizational social capital and social cohesion	Organizational trust; organizational justice; alignment between individual and organizational goals; alignment between individual and organizational values; organizational social capital; cultural diversity management
Technology and information control	Integration of technologies and systems	Technology integration; integration of systems; adequate access to information
Technology and information control	Organizational data and knowledge management	Knowledge management; preservation of organizational experiences; data analysis for decision-making
Environmental and stakeholder control	Interaction with the environment and stakeholders	Interaction with external stakeholders; institutional pressures and external environment; governmental supervision; institutional punishments and incentives; organizational competition management
Environmental and stakeholder control	Legal and policy compliance	Compliance with laws and regulations; observance of policy requirements; legal risk management
Leadership and change management control	Participatory change leadership	Appropriate leadership style; managerial accountability; supervision of leadership behavior; explanation of changes; management of organizational cynicism; change capacity
Leadership and change management control	Control and monitoring of changes	Change management; change monitoring committees; strategic coordination; long-term organizational orientation



To examine coding reliability, Cohen’s kappa coefficient was calculated. The results showed that the kappa value was 0.896, with a significance level of less than 0.001, indicating highly desirable agreement between the two raters and confirming the reliability of the coding process. Therefore, it can be concluded that the level of agreement between the two coders was very desirable and that the process of extracting and classifying the indicators had adequate reliability.

**Table 2. Agreement measurement values**

Evaluation results	Value	Standard error	Significance value
Kappa agreement coefficient	0.896	0.05	0.000
Number of valid cases	74		

After confirming the reliability of the meta-synthesis, Shannon entropy was used to determine the relative importance of the extracted indicators and identify the key components of organizational anomie control. In this method, the frequency of repetition of each indicator in the selected sources was calculated, and the informational load and importance coefficient of each indicator were determined based on the dispersion of information. The use of this method made it possible to objectively rank the indicators based on the existing evidence in the research literature.

The results of Shannon entropy analysis showed that all extracted indicators are important; however, some indicators play a more prominent role in controlling organizational anomie because of their greater repetition in previous studies and higher informational load. This indicates that certain factors have been emphasized more than others by researchers in theoretical and empirical literature and have greater capacity for explaining and controlling organizational anomie.

**Table 3. Ranking and importance coefficient of indicators affecting anomie control in public organizations**

Dimension	Component	Indicator	Frequency (f)	$\sum_{i=1}^m [p_{ij} \ln p_{ij}]$	Uncertainty ( $E_j$ )	Importance coefficient ( $W_j$ )	Rank within component	Overall rank
Structural and process control	Transparent structural design	Clarity of organizational goals	5	-0.071	0.017	0.0183	1	15
Structural and process control	Transparent structural design	Alignment of structure with organizational goals	3	-0.048	0.011	0.0124	4	29
Structural and process control	Transparent structural design	Level of formalization of organizational structure	3	-0.048	0.011	0.0124	4	29
Structural and process control	Transparent structural design	Flexible organizational structure	4	-0.060	0.014	0.0155	2	20
Structural and process control	Transparent structural design	Delegation of authority and decentralization	1	-0.020	0.005	0.0051	6	53
Structural and process control	Transparent structural design	Clarity of job descriptions	4	-0.060	0.014	0.0155	2	20
Structural and process control	Process improvement and reengineering	Transparency of organizational processes	5	-0.071	0.017	0.0183	1	15
Structural and process control	Process improvement and reengineering	Innovation and process redesign	1	-0.020	0.005	0.0051	2	53
Structural and process control	Process improvement and reengineering	Inter-unit coordination mechanisms	1	-0.020	0.005	0.0051	2	53
Structural and process control	Process improvement and reengineering	Control and prevention of harmful contexts	1	-0.020	0.005	0.0051	2	53
Structural and process control	Reporting and supervision system	Quality control system	2	-0.035	0.008	0.0090	3	36
Structural and process control	Reporting and supervision system	Employee supervision	5	-0.071	0.017	0.0183	1	15



Structural and process control	Reporting and supervision system	Performance evaluation system	3	-0.048	0.011	0.0124	2	29
Structural and process control	Reporting and supervision system	Punishment and reward system	1	-0.020	0.005	0.0051	4	53
Structural and process control	Reporting and supervision system	Violation reporting system	1	-0.020	0.005	0.0051	4	53
Behavioral and human resource control	Role and transition management	Organizational socialization of employees	7	-0.091	0.021	0.0235	1	10
Behavioral and human resource control	Role and transition management	Employee self-control	1	-0.020	0.005	0.0051	4	53
Behavioral and human resource control	Role and transition management	Work attachment	2	-0.035	0.008	0.0090	3	36
Behavioral and human resource control	Role and transition management	Organizational commitment	4	-0.060	0.014	0.0155	2	20
Behavioral and human resource control	Communication and human interactions	Effective organizational communication	9	-0.109	0.026	0.0282	1	7
Behavioral and human resource control	Communication and human interactions	Group and team work	2	-0.035	0.008	0.0090	2	36
Behavioral and human resource control	Communication and human interactions	Communication channels and informal organizations	2	-0.035	0.008	0.0090	2	36
Behavioral and human resource control	Communication and human interactions	Sharing and flow of organizational information	2	-0.035	0.008	0.0090	2	36
Behavioral and human resource control	Communication and human interactions	Organizational feedback mechanism	2	-0.035	0.008	0.0090	2	36
Behavioral and human resource control	Communication and human interactions	Regular surveys	2	-0.035	0.008	0.0090	2	36
Behavioral and human resource control	Motivation, support, and human resource development	Job motivation	1	-0.020	0.005	0.0051	7	53
Behavioral and human resource control	Motivation, support, and human resource development	Job security	3	-0.048	0.011	0.0124	3	29
Behavioral and human resource control	Motivation, support, and human resource development	Job satisfaction	2	-0.035	0.008	0.0090	5	36
Behavioral and human resource control	Motivation, support, and human resource development	Employee welfare	4	-0.060	0.014	0.0155	2	20
Behavioral and human resource control	Motivation, support, and human resource development	Organizational support	2	-0.035	0.008	0.0090	5	36
Behavioral and human resource control	Motivation, support, and human resource development	Career promotion	1	-0.020	0.005	0.0051	7	53
Behavioral and human resource control	Motivation, support, and human resource development	Employee training	3	-0.048	0.011	0.0124	3	29



Behavioral and human resource control	Motivation, support, and human resource development	Meritocracy	11	-0.126	0.029	0.0325	1	5
Behavioral and human resource control	Motivation, support, and human resource development	Value-oriented human resource management	1	-0.020	0.005	0.0051	7	53
Cultural and identity control	Organizational cultural and normative system	Coherent and strong organizational culture	6	-0.081	0.019	0.0210	3	11
Cultural and identity control	Organizational cultural and normative system	Value-based organizational culture	6	-0.081	0.019	0.0210	3	11
Cultural and identity control	Organizational cultural and normative system	Organizational value system	5	-0.071	0.017	0.0183	5	15
Cultural and identity control	Organizational cultural and normative system	Organizational norms	26	-0.218	0.051	0.0565	1	1
Cultural and identity control	Organizational cultural and normative system	Professional ethics	16	-0.162	0.038	0.0418	2	2
Cultural and identity control	Organizational cultural and normative system	Organizational climate	2	-0.035	0.008	0.0090	7	36
Cultural and identity control	Organizational cultural and normative system	Workplace spirituality	3	-0.048	0.011	0.0124	6	29
Cultural and identity control	Organizational social capital and social cohesion	Organizational trust	11	-0.126	0.029	0.0325	3	5
Cultural and identity control	Organizational social capital and social cohesion	Organizational justice	16	-0.162	0.038	0.0418	1	2
Cultural and identity control	Organizational social capital and social cohesion	Alignment between individual and organizational goals	5	-0.071	0.017	0.0183	5	15
Cultural and identity control	Organizational social capital and social cohesion	Alignment between individual and organizational values	6	-0.081	0.019	0.0210	4	11
Cultural and identity control	Organizational social capital and social cohesion	Organizational social capital	13	-0.141	0.033	0.0364	2	4
Cultural and identity control	Organizational social capital and social cohesion	Cultural diversity management	1	-0.020	0.005	0.0051	6	53
Technology and information control	Integration of technologies and systems	Technology integration	1	-0.020	0.005	0.0051	3	53
Technology and information control	Integration of technologies and systems	Systems integration	2	-0.035	0.008	0.0090	1	36
Technology and information control	Integration of technologies and systems	Adequate access to information	2	-0.035	0.008	0.0090	1	36
Technology and information control	Organizational data and knowledge management	Knowledge management	2	-0.035	0.008	0.0090	1	36
Technology and information control	Organizational data and knowledge management	Preservation of organizational experiences	1	-0.020	0.005	0.0051	3	53



Technology and information control	Organizational data and knowledge management	Data analysis for decision-making	2	-0.035	0.008	0.0090	1	36
Environmental and stakeholder control	Interaction with the environment and stakeholders	Interaction with external stakeholders	1	-0.020	0.005	0.0051	3	53
Environmental and stakeholder control	Interaction with the environment and stakeholders	Institutional pressures and external environment	3	-0.048	0.011	0.0124	2	29
Environmental and stakeholder control	Interaction with the environment and stakeholders	Governmental supervision	1	-0.020	0.005	0.0051	3	53
Environmental and stakeholder control	Interaction with the environment and stakeholders	Institutional punishments and incentives	1	-0.020	0.005	0.0051	3	53
Environmental and stakeholder control	Interaction with the environment and stakeholders	Organizational competition management	6	-0.081	0.019	0.0210	1	11
Environmental and stakeholder control	Legal and policy compliance	Compliance with laws and regulations	4	-0.060	0.014	0.0155	1	20
Environmental and stakeholder control	Legal and policy compliance	Observance of policy requirements	1	-0.020	0.005	0.0051	2	53
Environmental and stakeholder control	Legal and policy compliance	Legal risk management	1	-0.020	0.005	0.0051	2	53
Leadership and change management control	Accountable and participatory leadership	Appropriate leadership style	9	-0.109	0.026	0.0282	1	7
Leadership and change management control	Accountable and participatory leadership	Managerial accountability	2	-0.035	0.008	0.0090	5	36
Leadership and change management control	Accountable and participatory leadership	Supervision of leadership behavior	4	-0.060	0.014	0.0155	3	20
Leadership and change management control	Accountable and participatory leadership	Explanation of changes	2	-0.035	0.008	0.0090	5	36
Leadership and change management control	Accountable and participatory leadership	Management of organizational cynicism	8	-0.100	0.024	0.0259	2	9
Leadership and change management control	Accountable and participatory leadership	Change capacity	4	-0.060	0.014	0.0155	3	20
Leadership and change management control	Control and monitoring of changes	Change management	4	-0.060	0.014	0.0155	1	20
Leadership and change management control	Control and monitoring of changes	Change monitoring committees	1	-0.020	0.005	0.0051	4	53
Leadership and change management control	Control and monitoring of changes	Strategic coordination	2	-0.035	0.008	0.0090	3	36
Leadership and change management control	Control and monitoring of changes	Long-term organizational orientation	4	-0.060	0.014	0.0155	1	20



The results of Table 3 show that organizational norms, professional ethics, organizational justice, organizational social capital, meritocracy, and organizational trust occupy a more prominent position among the factors affecting organizational anomie control based on their frequency of repetition in the selected studies and the importance coefficient obtained from Shannon entropy. This finding indicates that these components have had greater relative importance in the research literature compared with other factors. Therefore, the focus of public organizations on strengthening these components can significantly enhance the effectiveness of managerial policies and actions related to the control of organizational anomie.

Based on the results of the meta-synthesis, the final model for controlling organizational anomie in public organizations was designed. This model consists of six main dimensions, fourteen components, and seventy-one indicators, and it shows that controlling organizational anomie requires a comprehensive and multilevel approach. In this model, the dimensions of structural and process control, behavioral and human resource control, cultural and identity control, technology and information control, environmental and stakeholder control, and leadership and change management control operate as complementary dimensions, and none of them alone is capable of fully controlling organizational anomie. Therefore, achieving sustainable control of anomie in public organizations requires simultaneous and balanced attention to all the identified dimensions.

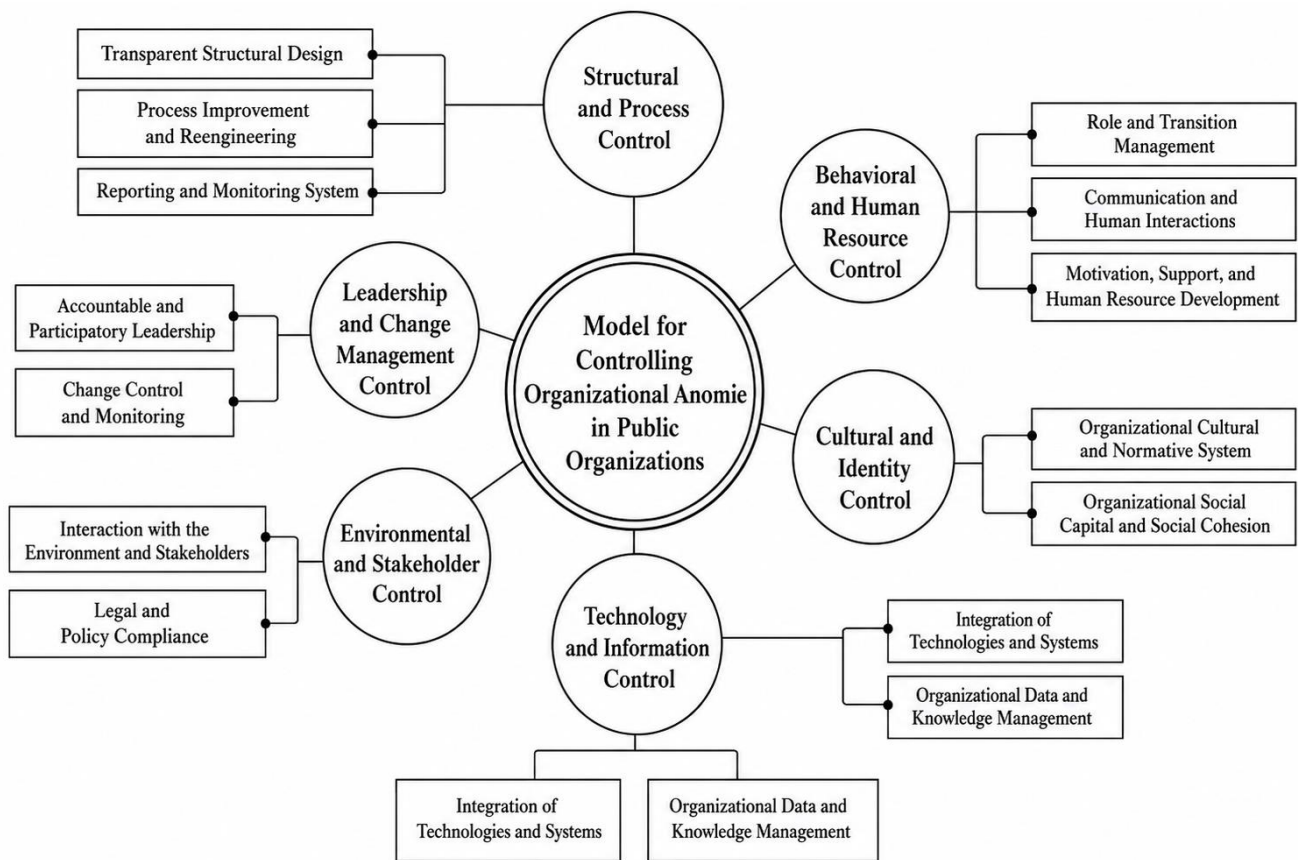


Figure 2. Model for controlling organizational anomie in public organizations

#### 4. Discussion and Conclusion

The present study aimed to identify and synthesize the dimensions, components, and indicators associated with the control of organizational anomie in public organizations through a meta-synthesis approach. The findings resulted in a comprehensive model comprising six major dimensions, fourteen components, and seventy-one indicators. These dimensions included structural and process control, behavioral and human resource control, cultural and identity control, technology and information control, environmental and stakeholder control, and leadership and change management control. The results indicate that organizational anomie is a multidimensional phenomenon whose effective control requires the simultaneous and integrated management of structural, human, cultural, technological, environmental, and leadership-related factors. This finding is

consistent with the argument that organizational problems rarely emerge from a single source and are instead rooted in the interaction of organizational systems, cultures, governance mechanisms, and employee behaviors (Bovaird & Löffler, 2023; Christensen & Lægreid, 2025; Osborne et al., 2022).

One of the most important findings of the study was the identification of organizational norms as the most influential indicator in controlling organizational anomie. This result is theoretically consistent with the foundational concept of anomie proposed by Merton, who emphasized the central role of normative systems in regulating behavior and preventing deviance (Merton, 2017). Organizational norms provide employees with behavioral expectations and standards that reduce uncertainty and strengthen organizational cohesion. When norms are clear, legitimate, and consistently enforced, employees are more likely to align their actions with organizational objectives. Conversely, weak or ambiguous norms create conditions in which individuals may become disconnected from organizational values and engage in dysfunctional behaviors. This finding aligns with previous studies demonstrating that organizational norms play a crucial role in shaping organizational citizenship behaviors, institutional commitment, and employee compliance with organizational expectations (Tuliao et al., 2020; Yarim & Çelik, 2021). The prominence of organizational norms in the present study highlights the necessity of developing and maintaining coherent normative frameworks within public organizations.

The findings also revealed that professional ethics emerged as one of the strongest determinants of organizational anomie control. This result is understandable given that ethical standards provide employees with moral guidance when formal regulations are insufficient or ambiguous. Public organizations frequently encounter situations requiring discretion, judgment, and accountability, making ethical frameworks particularly important. Professional ethics reinforce integrity, responsibility, and adherence to organizational values, thereby reducing opportunities for normlessness and misconduct. This finding supports previous research indicating that ethical climates and value-based organizational cultures are associated with reduced deviant behaviors and stronger organizational cohesion (Alvesson & Spicer, 2012; Sepahvand et al., 2019). Furthermore, studies examining organizational anomie have repeatedly identified ethical deterioration as a precursor to organizational dysfunction and employee disengagement (Hakobyan et al., 2023; Johnson et al., 2011). Consequently, strengthening professional ethics should be considered a core strategy for reducing organizational anomie in public institutions.

Another major finding was the significant role of organizational justice in controlling organizational anomie. Employees' perceptions of fairness regarding procedures, rewards, resource allocation, and interpersonal treatment directly influence their trust in organizational institutions and their willingness to comply with organizational rules. When employees perceive organizational processes as unfair, they are more likely to experience alienation, dissatisfaction, and reduced commitment, which can contribute to the development of anomic conditions. The present findings support previous studies demonstrating that organizational justice promotes organizational citizenship behavior, enhances employees' sense of belonging, and reduces negative organizational outcomes (Nastiezaie & Najafi, 2016; Shariati et al., 2022). Similarly, research among precarious workers has shown that organizational fairness serves as a protective factor against workplace anomie and its associated consequences (Rivas Mendoza et al., 2022). Therefore, the findings suggest that public organizations seeking to reduce organizational anomie should prioritize transparent, equitable, and accountable management practices.

Organizational social capital and organizational trust were also identified as highly influential components in the proposed model. These findings underscore the importance of social relationships and interpersonal connections in maintaining organizational order and cohesion. Social capital facilitates cooperation, knowledge sharing, mutual support, and collective problem-solving, all of which strengthen organizational integration. Trust, in turn, reduces uncertainty and encourages employees to act in accordance with organizational values and expectations. The importance of these variables is supported by previous studies showing that strong social capital reduces organizational deviance and promotes positive organizational outcomes (Amraei et al., 2022; Fathi Chegini, 2024). Organizational trust has likewise been recognized as a critical factor influencing employees' perceptions of fairness, belongingness, and commitment (Shariati et al., 2022). The findings suggest that efforts to strengthen social capital and trust should be viewed as strategic investments in organizational stability and resilience.

Among the dimensions identified, behavioral and human resource control received considerable empirical support, particularly through indicators such as meritocracy, organizational communication, employee socialization, commitment, and



human resource development. Meritocracy was among the highest-ranked indicators in the entire model, suggesting that fair and competency-based personnel systems are critical for preventing organizational anomie. Employees who perceive promotions, rewards, and opportunities as merit-based are more likely to trust organizational institutions and adhere to organizational norms. This finding is consistent with studies indicating that ineffective human resource practices contribute to organizational dissatisfaction and normlessness, whereas developmental and supportive practices strengthen employee commitment and organizational identification (Miller & Giblin, 2024; Nafei, 2025). Moreover, effective communication systems facilitate transparency, information sharing, and employee participation, reducing uncertainty and enhancing organizational integration. These results align with prior research emphasizing the role of communication networks and organizational interactions in shaping workplace norms and behaviors (Maciejewska, 2016; Tuliao et al., 2020).

The findings further demonstrated the importance of structural and process control mechanisms in reducing organizational anomie. Indicators such as transparent organizational goals, clear job descriptions, flexible organizational structures, effective supervision systems, and transparent organizational processes emerged as important elements within the model. These findings support the argument that organizational structures serve not only administrative functions but also normative functions by clarifying expectations and reducing ambiguity. Previous research has identified organizational complexity, structural misalignment, and procedural inefficiencies as important antecedents of organizational anomie (Mousavi et al., 2016; Tari et al., 2022). Similarly, studies on organizational inertia suggest that rigid and ineffective organizational structures may contribute to normlessness by preventing adaptation and reducing employee engagement (Tamartash et al., 2021). Therefore, organizational reforms aimed at enhancing transparency, accountability, and process effectiveness may significantly contribute to the control of organizational anomie.

Cultural and identity control emerged as another critical dimension in the final model. The findings indicated that strong organizational cultures, shared values, workplace spirituality, and identity alignment between employees and organizations contribute significantly to reducing organizational anomie. This result is consistent with the view that organizational culture functions as an informal control mechanism that complements formal regulations. Shared values and collective identities provide employees with a sense of meaning and belonging, thereby reducing feelings of alienation and uncertainty. Previous studies have similarly emphasized the importance of cultural coherence and organizational spirituality in reducing anomie and fostering ethical behavior (Sefidchian et al., 2017; Sepahvand et al., 2019). In public organizations, where employees are expected to serve broader societal interests, cultural and identity-based controls may be particularly effective in promoting commitment to public values and institutional missions.

An important contribution of the present study is the inclusion of technology and information control as a distinct dimension of organizational anomie control. Although this dimension received comparatively lower importance coefficients than cultural and human factors, its inclusion reflects contemporary organizational realities. Digital transformation has fundamentally altered organizational communication, decision-making, and service delivery processes. Effective integration of technologies, information accessibility, knowledge management, and data-driven decision-making can reduce uncertainty and improve organizational coordination. These findings are consistent with contemporary governance literature emphasizing the role of digital transformation in enhancing organizational adaptability and performance (Janssen & van der Voort, 2016; Mergel et al., 2019). In increasingly digital public organizations, technological systems can strengthen transparency, accountability, and coordination, thereby indirectly contributing to the reduction of organizational anomie.

The environmental and stakeholder control dimension also provides valuable insights into the broader institutional context of organizational anomie. The findings indicate that interactions with external stakeholders, institutional pressures, regulatory compliance, and government oversight influence the development and control of organizational anomie. This result is consistent with institutional theories suggesting that organizations are embedded within larger social and regulatory systems that shape organizational behavior and normative expectations (Cullen et al., 2014; Swader, 2017). Public organizations, in particular, operate under extensive legal and political constraints, making stakeholder relationships and regulatory compliance essential mechanisms for maintaining legitimacy and normative stability.

Finally, leadership and change management control emerged as a central dimension of the proposed model. Appropriate leadership styles, managerial accountability, monitoring of leadership behavior, effective change management, and



organizational change capacity were all identified as important mechanisms for controlling organizational anomie. These findings are strongly supported by previous research demonstrating the influence of leadership on organizational culture, trust, employee engagement, and normative compliance (Nafei, 2025; Vahdani et al., 2022). Leaders serve as role models and interpreters of organizational values, particularly during periods of uncertainty and change. Public organizations increasingly operate in dynamic environments requiring continuous adaptation; therefore, leadership capable of balancing stability and change is essential for preventing the emergence of anomic conditions. The findings also align with broader public management literature emphasizing leadership as a key determinant of organizational resilience and governance effectiveness (Christensen & Lægheid, 2025; Van der Wal & Mussagulova, 2023).

Overall, the findings suggest that organizational anomie in public organizations cannot be controlled through isolated interventions. Instead, effective control requires a comprehensive and integrated approach that simultaneously addresses structural clarity, human resource development, cultural cohesion, technological capability, stakeholder engagement, and leadership effectiveness. The proposed model contributes to the literature by integrating previously fragmented findings into a coherent framework and providing a multidimensional understanding of organizational anomie control within public organizations.

This study has several limitations that should be considered when interpreting the findings. First, the study relied exclusively on published scientific sources, which may have introduced publication bias by excluding unpublished reports, dissertations, and organizational documents. Second, although a comprehensive search strategy was employed, relevant studies may have been omitted because of database limitations or language restrictions. Third, the meta-synthesis approach focuses on conceptual integration rather than empirical testing; therefore, the proposed model requires validation in real organizational settings. Finally, differences in contexts, sectors, cultures, and methodological approaches across the reviewed studies may have influenced the extraction and interpretation of themes.

Future studies should empirically test the proposed model in different public-sector contexts using quantitative, qualitative, and mixed-methods approaches. Comparative studies across countries, administrative systems, and organizational sectors could provide deeper insights into contextual variations in organizational anomie control. Researchers may also examine the causal relationships among the identified dimensions and investigate the mediating and moderating mechanisms linking organizational norms, leadership, social capital, justice, and organizational outcomes. Furthermore, longitudinal research designs could be employed to assess how organizational anomie evolves over time and how intervention strategies influence its trajectory.

Public organizations should develop integrated strategies for strengthening organizational norms, professional ethics, justice, meritocracy, trust, and social capital. Managers should ensure transparency in organizational structures, decision-making processes, and performance evaluation systems while fostering employee participation and open communication. Leadership development programs should emphasize ethical leadership, accountability, and change management competencies. Organizations should also invest in knowledge management systems, digital integration, and stakeholder engagement mechanisms to support organizational coherence and adaptability. Finally, public institutions should regularly assess organizational culture, employee perceptions, and normative conditions in order to identify early signs of organizational anomie and implement timely corrective actions.

### **Ethical Considerations**

All procedures performed in this study were under the ethical standards.

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### **Conflict of Interest**

The authors report no conflict of interest.



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