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Job desertification as a modified variable in the relationship between the cognitive biases of the leader and the organizational anomie

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Abstract

The study aims to improve employees' understanding regards the modifying impact of job desertification on the relationship between cognitive biases and organizational anomie. Furthermore, the study also aims to examine a the direct relationship between each of the cognitive biases and the organizational anomie among the 305 employees working at Al-Hussein Teaching Hospital, Karbala region, Iraq. Outcomes confirmed the hypothesis that organizational anomie is favourably impacted by every of the cognitive biases pursued by the leader and dealt with, as a daily behavior, at work. The results also proved that the dimensions of cognitive biases have a positive impact on the organizational anomie. In addition to this, the nature of the connection between cognitive biases and organizational anomalies is affected by job desertification. Thus, the current study outcomes contribute towards the importance of understanding the job desertification behaviours exhibited by the employees in an organization. In general, Job desertification heavily deteriorates organizational performance, increases the mistrust between the leader and their subordinates and increases the moral deterioration of the employees in an organization.

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1. Introduction

Generally, individuals employ a set of strategies and procedures to engage with their surrounding environment. This interaction facilitates the acquisition and organization of knowledge that proves highly valuable in most situations. However, it is also prone to error at other times. Such error when an individual fails in their activities are called cognitive biases. Typically, it leads to the existence of two competing options with unequal emotional value. Cognitive biases are only a negative product of three inferential processes such as representativeness, availability, anchoring and adjustment. The cognitive biases of a leader contribute to the increased manifestations of organizational anomalies, which in turn results in high moral deterioration and distrust among the workers. On the other hand, organizational life becomes meaningless which is one of the dimensions of organizational anomie. There is an urgent need to identify the causes that lead to organizational anomie for the purpose of addressing them.

Amongst the three, representativeness denotes the tendency of an individual to understand the current happenings and predict the future. Availability implies the thought process of an individual for prediction, based on the experience gained from the situations and events. Anchoring and adjustment refers to the individual's determination of an initial, uncertain starting point that is adjusted in the future according to the course of the action (Hammouri, 2017).

Modern organizations employ a diverse workforce, consisting of individuals with varying cultures and behaviours. To motivate these workers to perform at their best, organizations often use incentives and contributions, which can lead

to a focus on meeting obligations rather than personal growth. This dependence can result in reduced productivity, manifested in slow movement or functional laziness. This represents a state of functional desertification, where the organization becomes a source of decline and drought rather than enrichment and growth.

In light of the rapid changes in the environment, contemporary organizations face challenges resulting from the multiplicity of their tasks and the diversity of their activities. This puts them under the influential function of their environment and the events that go through them, accompanied by repercussions that indicate changes. This heralds the adoption of many mechanisms, regardless of their content, breadth of scope, and strength of influence. These mechanisms may include adopting new organizational divisions, complex work rules and procedures, new appointments that apparently supply these systems with energies, filling vacancies and gaps, and enhancing capabilities. Others may involve the emergence of unjustified increases and idle competencies, coupled with dependence among the work parties, revealing the phenomenon of inactivity. These are early warning signs of low productivity and decline in growth cases, leading to a number of implications and conclusions. Rather, organizations may relish excessive bureaucracy and even the emergence of oligarchy (Khalif, 2012; Sart, 2023).

Organizations of all kinds and their activities, whether industrial or service-related and especially those in the field of health services, may from time to time be exposed to conditions that hinder their activity and cause weakness, which prevents them from achieving their goals, such as facing organizational anomie or cognitive biases. Moreover, if they fail to improve their use of essential human resources capabilities in the correct and proper manner, with the aim of preserving their functional environment from cases of drift and deviation from standards and values, their workplaces may turn into something similar to desert areas dominated by hot and dry climates. By borrowing the term "environmental desertification" and applying it in the organizational and administrative fields, it becomes clear that the workplace and job, in general, is an expression of the condition that individuals working in any organization may suffer from, regardless of the sector to which they belong and work in. Health staff, for instance, may find themselves living in a place surrounded by desert terrain from all directions and an atmosphere dominated by a hot and dry desert climate as if there were no water or agriculture. This analogy is applicable to the functional staff who may suffer from cases of neglect and exclusion, excessive bureaucracy, and chaos that dominate their work environment. All these factors can increase the hardships at the expense of ease and lead to more desertification and drought that dominate the functional side of organizations. The existence of job desertification, organizational abnormalities, and cognitive biases work together negatively to limit the contribution to the development of workplaces and hinder the ability to improve their atmosphere in a way that enhances their quality.

Furthermore, these organizations may be unable to invest in their fundamental human resource capabilities related to practices that open the way for both "empowerment, teamwork, and human capital development," which are capable of limiting the deterioration that organizations may be exposed to, particularly those that provide health and medical services. Weak morale, lack of effectiveness, and the death of self-motivation among individuals may be the result of the expansion of organizational deviations and the absence of seriousness in dealing with them and limiting them. This is exactly the case in some areas that suffer from neglect, poor services, and the absence of development, turning them into regions that are difficult to live in as a result of their control by the aspects of the desert atmosphere and images (Guest, 2017; Obaid et al., 2021; Fernandez and Madumo, 2023).

As a result, the workers hate being a part of the organization (Turel and Serenko, 2020). The presence of the job desertification concept in an organization is considered a catalyst to increase the positive impact of a leader's cognitive biases. This phenomenon is reflected in the leader who makes wrong and aggressive decisions that affect the organizational performance. Further, it also increases the social awareness problems of the leader and the loss of flexibility in dealing with subordinates and workers in the organization. This indirectly contributes to the increased manifestations of the organizational anomie. With the help of this article, the researcher attempts to address the gap in terms of lack of clarity in the relationship between the cognitive biases and the increased organizational anomie. In order to understand the nature of the link between these variables, the goal of this research is to develop a model that incorporates testing of all the study's hypotheses. Additionally, based on the above literature review, and to meet the needs of the Iraqi health sector, the following research questions are developed related to the study design.

- How do the cognitive biases increase the organizational anomie?
- How does the modified variable, represented by occupational desertification, affect the relationship between cognitive biases and organizational anomie?

2. Literature review

2.1. Cognitive Biases

Cognitive bias refers to a pattern of deviations in making judgments about certain situations. It leads to a distortion of sensory perceptions, inaccurate judgments or illogical interpretations, social pressures, motives and the inability to control or regulate the emotions that contribute to biases and prejudices (Gawda et al., 2018). The occurrence of cognitive biases does not affect the ability to address the information, but it affects the warranty in the treatment process, evaluation of the information and the issuance of judgments about the ideals that may lead to the deformation, which results in the negative conclusion of three inferential processes, which degrades the tendency of an individual.

Cognitive biases, in turn, contribute to a biased perception that undermines objectivity and rationality, creating a significant divide between inherent and current circumstances.

Consequently, cognitive bias is intricately intertwined with the human experience, encompassing elements of selective attention and the amplification of gathered information. In addition to this, mental illness becomes the result of errors and cognitive distortions when interpreting the events. It is heavily affected by cognitive biases in information processing and memory (Jabr and Ananad, 2020; Gawęda et al., 2015).

Negative cognitive bias or the tendency to process negative information from the environment plays a prominent role in emergence and the persistence of many psychological disorders such as anxiety and depression. These theories assert that such biases increase the frequency, intensity and quality of negative thoughts. Such thoughts in turn negatively affect the emotions and the symptoms associated with psychological disorders such as anxiety and depression. This behaviour gets reflected in the organization and is transferred to a state of anomalies and isolation. Conversely, employees also experience anxiety and stress at work, resulting in an imbalance among the human resources within the work environment. People with mental disorders such as anxiety and depression do not pay attention to the safety information. Instead, they provide heavy cognitive weightage or priority to process the information related to threat and danger (Hammouri, 2017).

The cognitive biases of the individuals are related to both emotional motives and cognitive-oriented nature. In case of the former association, the people have a tendency to form and adopt the beliefs that serve the needs and desires of an individual as they subconsciously move towards their motives. In the case of cognitive-oriented nature, the individual resorts to the usage of wrong and irrational ways of thinking to interpret and predict the events and direct their attention towards other types of information and assumptions. Further, they also tend to underestimate the importance of other information and hypotheses and at times, they also ignore such information even though it may be essential to predict the situation. Cognitive biases, as a human phenomenon, are widespread and present in all individuals at different levels. However, the majority of the individuals with cognitive biases are not mentally ill, though the prejudices are associated with mental illness. The biases arise from a variety of processes that are difficult to distinguish (Jabr and Ananad, 2020). Certain biases influence attention, while others impact decision-making and judgment, particularly in the realms of probability and causation. Additionally, some biases can also affect memory recall and motivation.(Al-Otaibi, 2021).

Cognitive biases depend on storage, retrieval and the availability of information from an individual's memory. The retrieval of nformation from memory is also affected by a set of strategies. In other terms, it denotes the method adopted by an individual in search of information in their memory through which the individual can find specific information faster than other information. This can produce distorted and fast judgments and decisions. Cognitive biases are not a bad condition, but a condition that exists in human nature by itself. Its impact can be understood in all aspects of life as it is not only limited to ordinary people. Seasoned researchers are also exposed to cognitive biases when they think intuitively (Prochwicz, 2015).

2.2. Organizational Anomie

Organizational anomie may be either permanent or transient in nature. The first kind manifests itself during transitional periods such as acquisitions, mergers, and the organizations' downsizing. During such types of anomalies, the behaviours deviate from the desired current organizational standards as a result of losing previous references. At times, it remains permanently and continuously, if the leadership system in the organization suffers from communication problems with their followers or makes incorrect decisions due to their cognitive biases.

These activities result in the persistent availability of the organizational anomie (Fandiño et al., 2015). Organizational anomie is associated with various elements such as cognitive factors, cognitive and emotional biases and views that might be provoked by particular social groups and affect the functioning of an organization. It can also occur based on the case interactions of an individual's personal experiences. Organizational anomie reduces the factors' efficiency that enhance social cohesion. This results in the separation of formal standards that already exist in an organization. Frequent difficulties are experienced in personal adjustment resulting in the loss of orientation, insecurity, marginalization and unrealistic expectations. Further, the organizational anomie challenges the basic values aspired by an organization (Ntayi et al., 2011).

The principle of organizational anomie guides one to comprehend how weak the social norms are and how they can create a socially-ill organizational atmosphere in which human resources deteriorate in a pervasive manner. Thus, the phenomenon makes personal behaviour hard to detect due to the fact that people tend to act in accordance with their personal beliefs and values. In a work environment i.e., a societal microcosm, the relationships are linked with the work contributions. It further identifies and explores the organizational anomalies and provides insights about the impact of individuals' behaviour on the non-normative state. In this scenario, the individuals break the rules and end the behavioural guidelines, which in turn creates uncertainty in an organizational context (Teymoori et al., 2016).

Organizational anomalies erupt in an organization due to the discrepancy between the internal environment and the external environment. The reason for the emergence of anomalies in an organization is disharmony and the presence of an unorganized internal or external environment. Further, the employees' perceptions of the organizational goals remain unclear because of the absence of a balanced discourse and the inability of the senior management to make correct decisions. These decisions help the organization determine the appropriate means for reaching the harmonization of organizational goals and objectives (Hodson, 1999). In addition to the above, the presence of external factors also results in organizational anomie.

2.3. Job Desertification

Job desertification can be described as a state of psychological separation among the organizational members from their organizational tasks. It can also be described as a cognitive feeling of disconnection from the work and workplace that is reflected in the lack of job participation and organizational recognition for individual personality reasons and organizational reasons. The latter one involves the issues pertaining to the organization, control of the resources and the regulation of the mechanisms to maintain the sustainability of the workplace. Due to the presence of conflicts between the nature of the workplace and the human nature that seeks creativity and independence, the workplace gets inevitably deserted and the workplace becomes a harsh environment to conduct the day-to-day life activities. This atmosphere makes a working individual feel alienated in the workplace (Obaid et al., 2021).

Job desertification is an emotional state that grows within the psyche of the individuals and makes the employee isolated from their job. This stage is attained after entering the psychological state of alienation of an individual towards the job. This sort of alienation of an individual from the job is called job desertification. This phenomenon results in the exploitation of individuals by senior leaders or their subordinates in their workplace. As a result, both biased and the conflicting decisions are taken by the senior leaders that affect the nature of work for an individual. It also is reflected through the decline in organizational performance (Khalif 2012). Job desertification brings an individual to a state of isolation from the outside world. Such employees are excluded from social relations in their work environment. Consequently, individuals may find themselves in a state of isolation and pessimism toward both society and the organization. They develop a sense that their colleagues in the workplace are disregarding them, working against them, and harboring negative feelings towards them.(Mottaz, 1981; Oyinlade, 2018).

Job desertification can be perceived as a gap between the desired work result and the obtained result. This can also be seen as a matter of personal integrity when individuals perceive their outcomes as a just reward for their efforts, comparing their personal investment in the job with that of colleagues who hold similar positions. It can also be considered as a validity of the procedures derived from assessing the methodologies used to determine the business outcomes as reasonable and a subjective propensity for satisfaction or discontent regardless of the situation. It can also appear as a result of the unavailability of the proper management and control of a chaotic state in a work environment which makes it unpleasant to work and does not encourage employment (Obaid et al., 2021; Amarat et al., 2019).

Job desertification occurs when there is a deficiency in different types of positive reinforcements. Desertification is a frightening form of frustration among the employees that arises from the disruption of the response system which received reinforcement in a particular social environment. Also, a person who feels to desert the job is the one who does not find someone to talk to him. Such behaviour does not create a significant effect either. Job desertification may arise due to the loss of people who reinforce hope in the form of tenderness and emotional bonds. Such empathetic behaviour leaves a deep impact and generalizes other forms of behaviour. Also, the negative behaviour of the leaders and their subordinates increases the state of job desertification. Job desertification is a new concept that has not been addressed by researchers so far~~,~~ since it is a modern concept. Job alienation results in the state of job desertification while the latter occurs when job alienation spreads among the employees of an organization. This phenomenon isolates each and every individual and the situation becomes similar to that of desertification in which the fertile land loses its green cover and becomes a desert. Due to heavy deforestation, the volume of empty lands increases which in turn results in the formation of deserts. This example is used as a metaphor for the state of job desertification. When psychological, social and job alienation spread among the employees, human resources go through a state of desertification i.e., job desertification (Obaid et al., 2021).

3. Development of The Hypotheses

The phenomenon of cognitive biases is one of the phenomena that is closely related to the lives of individuals. It is the most dangerous and stressful aspect for an individual when they find someone who ignores it and does not share their vision. An individual's thoughts, visions, trends and motives get translated into the behavior with a sense of selfishness. Based on the values accustomed, an individual seeks to achieve the desired personality patterns, personal and collective motives, and psychological and biological needs. When the cognitive bias phenomenon increases in an individual, they tend to distrust others who are working in the same environment.

Cognitive bias is defined as a negative psychological state that is centered on an individual and it makes the individual to go through a state of complete closure towards their colleagues at work. In other terms, the individual who suffers from cognitive bias gets completely isolated and exiled the framework of history, existence or science and isolate themselves from their organizational environment. They tend to replace their essence or identity with self-reliant goals and eliminate their uniqueness and privacy. Such individuals reintegrate themselves into the system when their self-obsession is seen as an optimal outcome, according to the perspective of the human being, universe and their life. In this case, the individual feels a state of meaninglessness and cannot control their destiny. This outcome gets reflected in the organization's environment in the organizational anomie form (Tuliao et al., 2020).

Gawęda et al., (2018) explained the phenomenon of cognitive biases based on the fear of negative evaluation, which appears in individual situations like social interaction irony, criticism and rejection. These situations tend to undermine their ability to confront and increases their reluctance to communicate with others. Cognitive biases are reactions to

these situations. At certain stages of an individual's life, they may experience a sense of uncertainty, chaos and moral deterioration. Uncertainty may be related to moral values or a low sense of ethnic, national, cultural, sexual identity or social and economic status. According to Peter Berger, humans are social creatures that tend to construct a social world, by nature, in order to deal with uncertainties through cognitive biases. An individual tries to create a social world that largely replaces the uncertainty in order to feel safe and secure. To believe and realize that a few things are under their control (Nawajha, 2021; Garvey, 2022; Tuliao et al., 2020). The following hypothesis is proposed.

First hypothesis: There is a significant effect on the relationship between cognitive biases and organizational anomie.

According to the literature, a negative impact is exerted by ognitive biases during the decision-making process. Here, cognitive biases lead to quick decisions without following any careful treatment. Consequently, this leads to poor decision-making stemming from a lack of awareness. Such decisions, in turn, give rise to chaotic work situations, a deviation from correct work procedures, the isolation of employees from administrative authority lines, and a shift towards organizational anomie within the organization(Al-Harbi, 2019). It also leads to a state of confusion, social anxiety and an individual's emotional breakout. The presence of job desertification results in increased turmoil in the organization and the emergence of a state of cognitive bias and organizational anomie. This occurs as a result of a complex decision-making process that aims to choose the best alternatives or solutions available to an individual in a particular situation to achieve the desired goal. Therefore, the presence of cognitive biases makes the organizational decision-making process difficult and transfers it to a state of organizational anomie. When the job desertification factor gets spread in the organization, it increases the negative relationship between cognitive biases and organizational anomie (Suleiman, 2020; Obaid et al., 2021; Khalif, 2012; Bashir and Bala, 2019). So, the following hypothesis is proposed.

Second Hypothesis: Job desertification is a modifier of the relationship between cognitive biases and organizational anomie.

Cognitive bias is a systematic error in thought processes. It tends to affect the decisions taken by people and judgments made at the workplace. It is reflected in terms of loss of job stability and insecurity. It also results in a state of functional paralysis, loneliness and an unworthy feeling towards life. Some of these cognitive biases are related to memory and constant threat. An event may be remembered for a number of reasons. This phenomenon results in biased thinking and wrong decision-making processes. It also gets reflected in the work environment through loss of trust between a leader and their subordinates. Other cognitive biases include the problem of attention which is a finite resource and people must be selective, in what they pay attention to, in the world around them. For this reason, unnoticed biases penetrate and affect the observation and inference in the world. So, a large number of cognitive biases among the employees in an organization result in a state of chaos, whenever a task is implemented or assigned to such employees. It also results in a loss of honesty among the organization members and their moral values deteriorate (Gawęda and Krężołek, 2019).

Various factors are involved in the development of cognitive biases while mental shortcuts such as heuristics often play an important role in this regard. Although such factors are often surprisingly accurate, they also lead to errors in thought processes. It does not provide any opportunity for the public to express their feelings. Such a phenomenon is reflected in the performance of employees at work and the misuse of an organization's resources. Social stress, an individual's motivation, feelings and limitations in the mind's ability to process the information also contribute to such cognitive biases (Tuliao et al., 2020).

Cognitive biases are a type of thinking error that occurs, when people process and interpret the information about the environment. Though the human brain is powerful in nature, its functions are subjected to limitations based on its environment. Cognitive biases are often the results of a brain that tries to simplify and process information. These biases are approximate judgments to perceive the world and make decisions quickly. When an individual judges and makes decisions about the world, then the individual is said to have thought objectively, and logically, and can absorb and evaluate all the information available to them. Regrettably, these biases are misguided and result in suboptimal decisions and judgments. These wrong decisions, as a result of cognitive biases, are reflected in the employees' lack of attention to administrative lines of authority, delegation of powers granted to others, failure to adopt the correct procedures at work, red tape and administrative complexity. Due to the difficulties experienced in establishing direct communication between the employees, the phenomenon of cognitive biases also increases the bureaucracy among the employees. This, in turn, increases the moral deterioration and generates a sense of meaning to the organization's values among the employees. Further, the employees also exhibit an unwillingness to complete the administrative dealings among themselves. Based on this scenario, a hypothesis is developed related to the effect of cognitive biases dimension in organizational anomie as given below (Gawęda et al., 2018; Garvey, 2022; Tuliao et al., 2020; GROß et al., 2018).

The third hypothesis: There is an influence relationship between social cognition problems and organizational anomie.

The fourth hypothesis: There is an influence relationship between safety behaviour and organizational anomie.

The fifth hypothesis: There is an influence relationship between the belief inflexibility bias and the organizational anomie

The Sixth hypothesis: There is an effective relationship between attention for threat bias and the organizational anomie.

The seventh hypothesis: There is an influence relationship between the subjective cognitive problem and the organizational anomie.

The eighth hypothesis: There is an influence relationship between the external attribution bias and the organizational anomie.

The conceptual model for this study is shown in Figure 1 based on the above hypotheses. The relationship between the variables is shown in Figure 1.

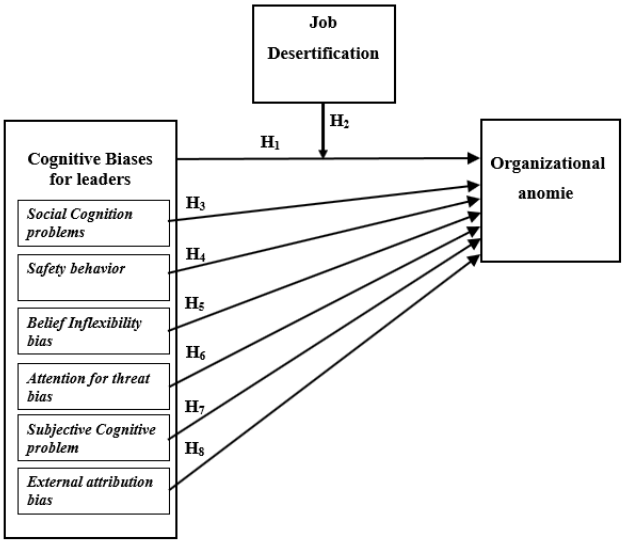

Fig. 1. Conceptual model

4. Methodology

4.1. Sample and Data Collection

Al-Husseini Teaching Hospital was chosen as the location to implement the study due to its importance in health and the possibility of conducting the study in various departments of the hospital. The data was collected in the month of June 2022 by choosing an arbitrary employee sample operating at numerous hospital departments like administrative, technical, medical, and resources for humans. An electronic questionnaire was created with Google Forms to collect the data. For statistical analysis, (305) verified and full questionnaires totalling (49.19%) of the overall population were collected. The questionnaires that were invalid, incomplete, and not filled out completely were neglected. The survey was to be completed by employees within 19 days. Table 1 displays the sample distributions in the hospital.

Out of the total samples, males constituted (88%) whereas (12%) of the females participated in the survey. The ages of the respondents were in the range of (18) to (44) years. A large group of the respondents i.e., 49% were in the age group of 36-44 years. 31% of workers were in the administrative department, according to the kind of task they performed. The rest of the workers (69%) were from other medical departments regardless of their job qualifications and titles. 47% of the people had a high school diploma whereas (53%) graduated from a university. The remaining of the people had an educational qualification less than these two categories.

Table 1. Demographic information

Demographic	Categories	Frequency (n)
Age	18-26 years old	24
	27-35 years old	27
	36-44 years old	150
	45 years and older	104
Gender	Male	267
	Female	38
Education	Specialized Doctors	145
	Primary school	73
	Middle School	19
	Preparatory School	9
	Bachelors	41
	Technical Diploma	18
Work Year	0-10 years	72
	11-21 years	107
	22 years and above	126

4.2 Scales

- Cognitive biases for the leaders: The authors developed a measure of cognitive biases based on the literature (Van der Gaag et al., 2013) and it is inclusive of six sub-dimensions such as the Social Cognition problems (9 items), Safety behaviour (6 items), Belief Inflexibility bias (4 paragraph), Attention for threat bias (4 paragraph), Subjective Cognitive problem (5 paragraph) and External attribution bias (6 paragraph).
- Job desertification: The scale (Obaid et al., 2021) was adopted from the literature and is inclusive of three dimensions such as the misuse of resources (4 items), chaos at work (2 items) and excessive bureaucracy (2 items).
- Organizational anomie: This variable was measured using a scale from literature (Bashirand Bala, 2019) and has a total of three dimensions such as Meaninglessness (4) items, Distrust (3) items and Moral decline (4) items.

For all the scales, a five-point Likert scale was used from strongly disagree (1) to strongly agree (5).

5. Statistical Data Analysis

In order to explore the study hypotheses a Partial Least Square Structural Equation Model (PLS-SEM) technique was used along with SmartPLS 3.2.7 software. The PLSSEM technique provides an effective approach to evaluating the relationships between model constructs that are structural and complex. Additionally, it assesses the theoretical validity of the variable relationships by assessing the interaction effect of the moderating variables (Chin et al., 2003). SmartPLS was initially used to estimate the measurement model-for-model constructs after which it was utilized to assess the hypothetical links between the latent variables shown in the structural model (Hair et al., 2017). Table 2 displays the loadings of the indicators and the constructs such as CR and AVE. Most external values of loading were higher than 0.4 (Hair et al., 2017) so no items were removed from the model.

Table 2. Assessment of the measurement model

Constructs	*Item*	*Mean*	*SD*	*Loading*	*CR*	*AVE*
Safety behavior (SB)	SB1	3.28	1.161	0.634	0.732	0.317
	SB2	4.01	1.029	0.524		
	SB3	3.62	1.189	0.669		
	SB4	3.86	1.274	0.468		
	SB5	4.04	1.136	0.602		
	SB6	3.62	1.195	0.445		
Social Cognition problems (SCB)	SCP1	4	1.3	0.466	0.798	0.313
	SCP2	4.04	1.284	0.764		
	SCP3	3.86	1.171	0.66		
	SCP4	3.1	1.042	0.445		
	SCP5	3.64	1.308	0.509		
	SCP6	3.81	1.131	0.459		
	SCP7	4.02	1.131	0.421		
	SCP8	4.25	0.951	0.599		
	SCP9	4.28	0.941	0.613		
Belief Inflexibility bias (BIB)	BIB1	3.99	1.178	0.813	0.745	0.442
	BIB2	3.94	1.31	0.826		
	BIB3	3.08	1.031	0.428		
	BIB4	3.57	1.116	0.49		
Attention for threat bias (AFTB)	AFTB1	3.72	1.118	0.522	0.759	0.445
	AFTB2	4.06	1.125	0.683		
	AFTB3	3.71	0.982	0.683		
	AFTB4	3.93	1.027	0.758		
External attribution bias (EAB)	EAB1	3.85	1.313	0.5	0.756	0.348
	EAB2	3.53	1.209	0.529		
	EAB3	3.81	0.964	0.538		
	EAB4	3.94	1.013	0.781		
	EAB5	4.01	1.002	0.656		
	EAB6	3.73	1.187	0.475		
Subjective Cognitive problem (SJCB)	SJCP1	3.68	1.134	0.546	0.767	0.406
	SJCP2	3.61	0.947	0.653		
	SJCP3	3.98	0.942	0.724		
	SJCP4	3.85	1.017	0.761		
	SJCP5	3.63	0.998	0.448		
Misuse of resources (MOR)	MOR1	3.86	1.013	0.491	0.729	0.406
	MOR2	3.35	1.28	0.721		
	MOR3	3.65	1.295	0.625		
	MOR4	3.35	1.222	0.688		
Chaos at work (CAW)	CAW1	3	1.299	0.581	0.744	0.605
	CAW2	2.99	1.298	0.934		
Excessive bureaucracy (EB)	EB1	3.36	1.303	0.91	0.895	0.81
	EB2	3.17	1.27	0.89		
Meaninglessness (ML)	ML1	3.72	1.09	0.676	0.804	0.51
	ML2	4.25	1.075	0.616		
	ML3	4.08	1.254	0.708		
	ML4	3.77	1.289	0.838		
Distrust (DT)	DT1	3.85	1.128	0.568	0.754	0.51
	DT2	2.9	1.067	0.749		
	DT3	3.47	1.367	0.804		
Moral decline (MD)	MD1	4.06	1.304	0.764	0.727	0.406
	MD2	4.08	1.341	0.582		
	MD3	3.51	1.153	0.685		
	MD4	2.83	1.202	0.483		

5.1. Assessing the Measurement Model

A measurement model was assessed for reflective and latent variables to determine the validity of the model's constructs (see Figure 2). Average Variance Extracted (AVE), the discriminant validity values, Composite Reliability (CR), and Factor loadings were utilized to evaluate the validity of the construct (Hair and Lukas, 2014).

Table 2 shows that the CR values were in the range of 0.727 and 0.895, which exceeds the condition (0.70) suggested by Hair et al., (2017). Additionally, AVE values, i.e., greater than 0.5, were used to evaluate the convergent validity of the reflective measurement models. However, the AVE values were lesser than 0.5 and were accepted, if the CR values were higher than 0.6 (Fornell and Larcker, 1981). Therefore, the convergent validity is established in Table 2. Table 3. shows the results of the Fornell-Larcker criterion in which the square root of each construct's AVE was reported on the main diagonal of the table. The rest of the values denote the inter-correlations among the constructs. The idea behind this test is that the square root of each construct's AVE should be higher than the highest correlation of any other construct. The HTMT approach can be defined as "a ratio of the between-trait correlations to the within-traits correlations". The HTMT values should be less than 0.90 (Henseler et al., 2015). In line with the previous guides of the Fornell-Larcker criterion and the HTMT values, discriminant validity was established in this study.

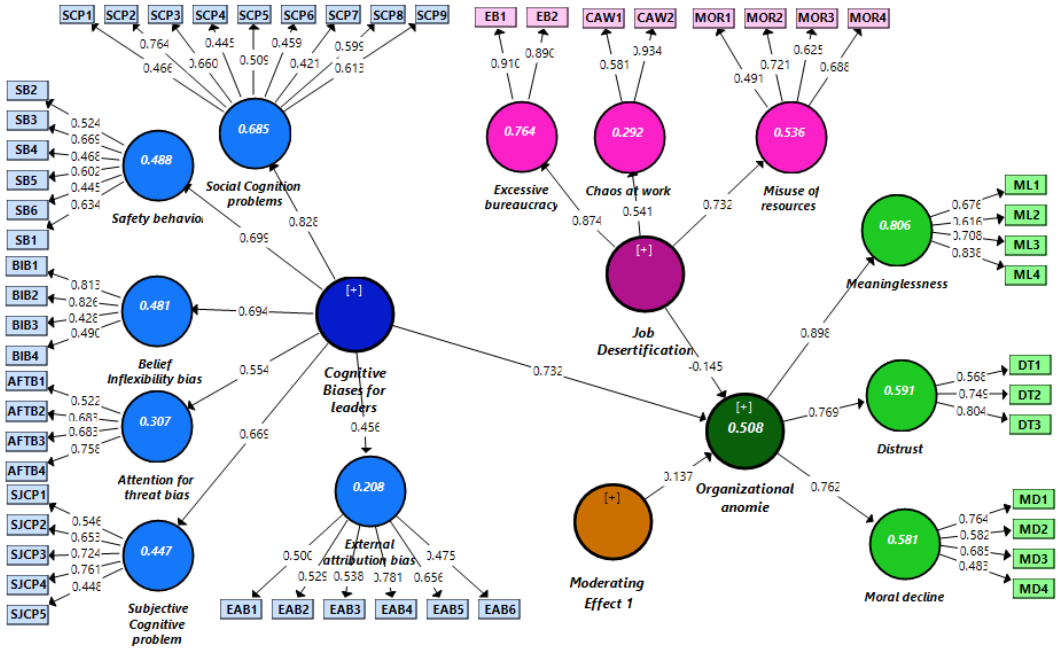

Fig. 2. Assessment of the measurement model (Factor Loading)

Table 3. Discriminant validity

Fornell-Larcker criterion												
	AFTB	***BIB***	***CAW***	***DT***	***EB***	***EA***	***ML***	***MOR***	***MD***	***SB***	***SCB***	***SJCB***
AFTB	**0.667**											
BIB	0.26	**0.664**										
CAW	-0.077	-0.133	**0.778**									
DT	0.331	0.322	-0.146	**0.714**								
EB	0.229	-0.044	0.372	-0.164	**0.9**							
EA	0.474	0.199	-0.135	0.171	0.084	**0.59**						
ML	0.364	0.355	-0.036	0.543	-0.022	-0.07	**0.714**					
MOR	0.221	0.044	0.087	-0.081	0.414	0.446	0.014	**0.637**				
MD	0.205	0.227	-0.038	0.382	-0.066	-0.079	0.547	-0.042	**0.637**			
SB	0.259	0.371	-0.234	0.47	-0.103	0.091	0.576	0.087	0.386	**0.563**		
SCB	0.277	0.507	-0.18	0.537	0.01	0.159	0.608	0.127	0.588	0.546	**0.559**	
SJCB	0.269	0.383	-0.235	0.281	-0.108	0.403	0.17	0.315	0.341	0.313	0.384	**0.637**
HTMT Ratio												
	AFTB	***BIB***	***CAW***	***DT***	***EB***	***EA***	***ML***	***MOR***	***MD***	***SB***	***SCB***	
BIB	0.461											

CAW	0.424	0.437									
DT	0.645	0.577	0.422								
EB	0.409	0.136	0.617	0.27							
EA	0.88	0.547	0.415	0.391	0.383						
ML	0.599	0.674	0.191	0.879	0.081	0.405					
MOR	0.438	0.525	0.58	0.535	0.647	0.881	0.331				
MD	0.427	0.649	0.38	0.617	0.197	0.617	0.8	0.623			
SB	0.527	0.711	0.512	0.762	0.186	0.341	0.881	0.374	0.704		
SCB	0.518	0.83	0.447	0.859	0.193	0.513	0.891	0.498	0.839	0.865	
SJCB	0.458	0.697	0.632	0.542	0.353	0.655	0.4	0.683	0.647	0.559	0.622

5.2. Descriptive Statistics and Multiple Correlations

Table 4. shows the descriptive statistics and the correlation outcomes between the main variables. For instance, the Job Desertification variable had a mean (M), Standard Deviation (SD) and a coefficient of variation (CV) of (M=3.271, SD=0.713, CV=21.80%) respectively. Also, the descriptive statistics for the Organizational anomie were as follows (M=3.662, SD=0.665, CV=18.16%). Moreover, the descriptive statistics for the Cognitive Biases for leaders were as follows (M=3.781, SD=0.431, CV=11.40%). It had a positive significant relationship with Organizational anomie, since (r=0.555, P<0.001). The rest of the correlation coefficients between all the constructs were reported as a correlation matrix in Figure 3. The results of the normality statistics are shown in Table 3. As a consequence, all constructs of the model had Kurtosis and Skewness values within ±2. Consequently, the variables follow a normal distribution (Trochim and Donnelly, 2006; Gravetter and Wallnau, 2014).

Table 4. Descriptive statistics

Construct	*Abbreviation*	*Mean*	*SD*	*CV*	*Skewness*	*Kurtosis*
Safety behavior	SB	3.739	0.656	17.54%	-0.359	-0.122
Social Cognition problems	SCP	3.889	0.631	16.23%	-0.578	-0.573
Belief Inflexibility bias	BIB	3.645	0.769	21.10%	-0.147	-0.978
Attention for threat bias	AFTB	3.855	0.705	18.28%	-0.441	-0.759
External attribution bias	EAB	3.810	0.667	17.51%	-0.241	-0.566
Subjective Cognitive problem	SJCP	3.750	0.631	16.82%	-0.475	-0.113
Misuse of resources	MOR	3.555	0.770	21.65%	-0.033	-0.578
Chaos at work	CAW	2.995	1.027	34.30%	-0.594	-0.582
Excessive bureaucracy	EB	3.264	1.159	35.49%	0.049	-1.284
Meaninglessness	ML	3.957	0.843	21.31%	-0.92	0.064
Distrust	DT	3.408	0.853	25.03%	-0.458	-0.068
Moral decline	MD	3.621	0.805	22.24%	-0.577	-0.105
Cognitive Biases for leaders	CBL	3.781	0.431	11.40%	-0.628	-0.009
Job Desertification	JD	3.271	0.713	21.80%	0.127	-0.519
Organizational anomie	OA	3.662	0.665	18.16%	-0.596	-0.592

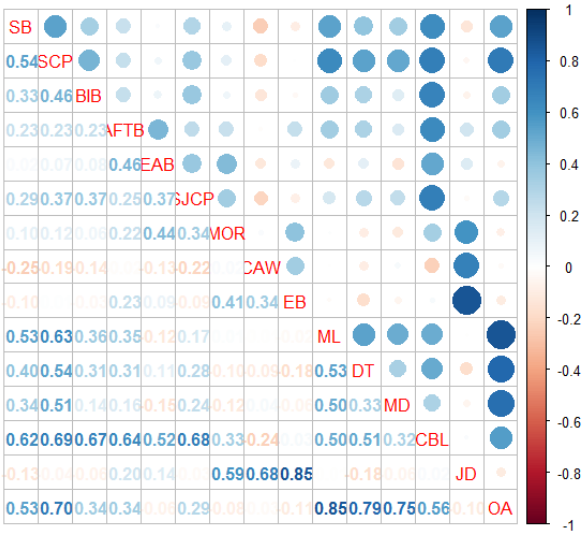

Fig. 3. Visualization of the correlation matrix

5.3. Structural Model Assessment

After the evaluation of the measurement model, the hypothetical relationships between the latent variables of the structural model were examined using the PLS-SEM technique. The structural model evaluation was inclusive of the goodness-of-fit criteria, predictive relevance (Q2), determination coefficient (R2), collinearity diagnostics, effect size (f^2), and Coefficients of path. The moderation analysis was then conducted to examine the interaction impact. Variance Inflation Factors (VIF) were used to examine the collinearity between the constructs prior to analyzing the structural model. Table 5 shows that all the independent variables had lesser VIF values than the threshold of 5 (Hair et al., 2017).

Table 5. Structural model assessment results

hypotheses	*B (t-value)*	*95% CI*		*R Square*	*Q Square*	*f Square*	*VIF*	*Remark*
		LB	*UB*					
H1: *CBL -> OA*	0.732*** (15.693)	0.633	0.808	0.508	0.143	1.001[c]	1.087	Accepted
H2: *Moderating Effect -> OA*	0.137* (2.499)	0.029	0.234			0.028[a]	1.116	Accepted
H3: *SCP -> OA*	0.824*** (33.946)	0.768	0.866	0.688	0.201	2.167[c]	1.003	Accepted
H4: *SB -> OA*	0.626*** (17.933)	0.539	0.686	0.405	0.115	0.641[c]	1.028	Accepted
H5: *BIB -> OA*	0.426*** (8.901)	0.311	0.505	0.199	0.115	0.224[b]	1.01	Accepted
H6: *AFTB -> OA*	0.532*** (9.933)	0.416	0.629	0.298	0.079	0.395[c]	1.02	Accepted
H7: *SJCP-> OA*	0.202* (2.492)	0.013	0.334	0.207	0.058	0.043[a]	1.197	Accepted
H8: *EAB -> OA*	-0.216[NS] (1.444)	-0.343	0.301	0.069	0.012	0.05[a]	1.01	Rejected

***P < 0.001, **P < 0.001, ***P < 0.001, [NS]Not Significant; LB= Lower Bound, UB=Upper Bound, CI= Confidence Interval; t-values were reported in parentheses. f^2 thresholds: a > 0.02 (weak effect); b > 0.15 (moderate effect); c > 0.35 (strong effect).**

The estimate of the path coefficients and the corresponding p-values for the research model can be seen in Figure (4).

The first hypothesis outcomes, shown in Table (5), infer that the *Cognitive Biases for leaders* had a statistically significant positive impact on the *Organizational anomie*, since ($\beta = 0.732, t = 15.693, P < 0.001, 95\% CI for \beta =$ [0.633,0.808]). Thus, the first hypothesis is accepted. About 51% of the variations in *Organizational anomie* were explained by the variations in *Cognitive Biases for leaders* with a high Cohen's effect size (f^2 =1.001). The effect of the dimensions of *Cognitive Biases for leaders* on *Organizational anomie* were tested separately with the following results; for *Social Cognition problems*, the values were ($\beta = 0.824, P < 0.001, R^2 = 0.688$), with a high Cohen's effect size (f^2 =2.167), for *Safety behavior*, the values were ($\beta = 0.626, P < 0.001, R^2 = 0.405$), with a high Cohen's effect size (f^2 =0.641), for *Belief Inflexibility bias*, the values were ($\beta = 0.426, P < 0.001, R^2 = 0.199$), with a medium Cohen's effect size (f^2 =0.224), for *Attention for threat bias* the values were ($\beta = 0.532, P < 0.001, R^2 = 0.298$), with a high Cohen's effect size (f^2 =0.395), and for *Subjective Cognitive problem*, the values were ($\beta = 0.202, P < 0.05, R^2 = 0.207$), with a small Cohen's effect size (f^2 =0.043). Finally, the *External attribution bias* construct had no statistically significant effect of the *Organizational anomie*. Therefore, the hypotheses 3 to 7 were supported and hypothesis 8 was rejected.

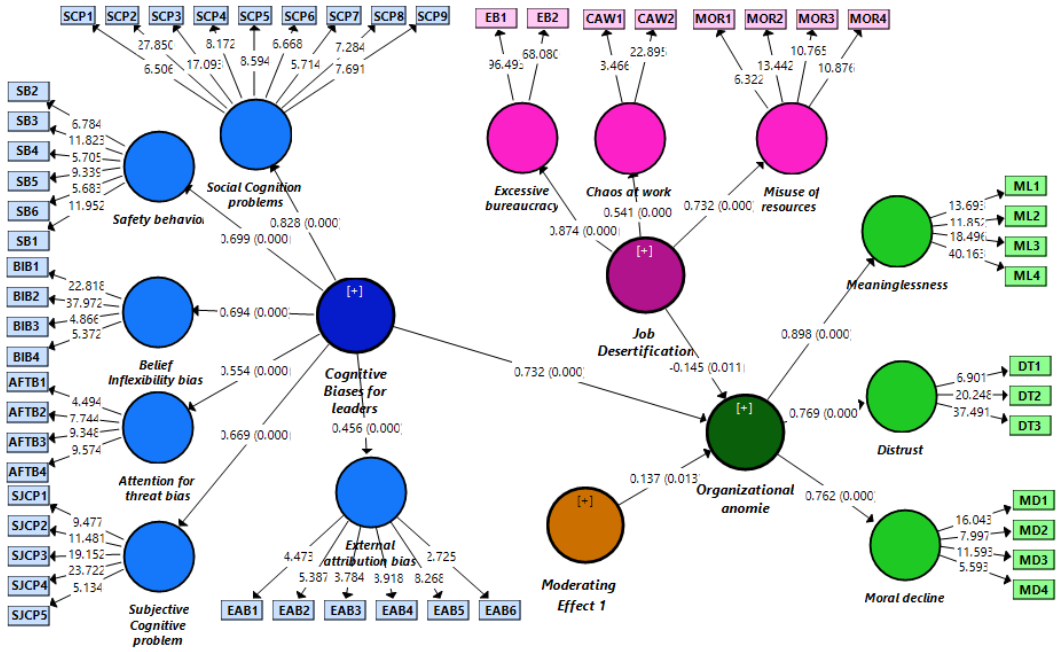

Fig. 4. Assessment of the structural model (Path coefficients)

Using Stone-Geisser's Q^2 Blindfolding as a sample reuse technique for calculating Q^2 values for latent variables, the current study evaluated the predictive relevance of the method. The blindfolding procedure was executed and the Q^2 values were calculated for all the variables. The values were higher than zero. Thus, it indicates the predictive relevance of the endogenous latent variables in the PLS path model (Hair et al., 2017). Tenenhaus et al., (2005) proposed the Goodness of Fit (GoF) as a global fit indicator. The criteria for GoF are as follows; to identify if the GoF magitudes are unacceptable $(Q^2 < 0.1)$, small $(0.1 < Q^2 < 0.25)$, moderate $(0.25 < Q^2 < 0.36)$, or high $(Q^2 > 0.36)$ are considered to be suitable for use on a global PLS model. A high fit was indicated by the GOF value (0.483) which was higher than 0.36. Hence, the GoF model can be considered confidently as a globally valid PLS model since it is adequately large.

5.4. Importance of Performance Map Analysis

In Fig. 5 can see Importance Performance Map Analysis (IPMA) was utilised to provide additional insights by combining the Importance (I) and Performance (P) dimensions' analyses (Ringle and Sarstedt 2016).

IPMA enables the identification of the places, where action is necessary. Specifically, one may identify the elements of a process that are relatively important yet perform poorly in order to deploy the management methods to bring changes. Figure 4 depicts the constructs dimensions that influence the related variable i.e., *Organizational anomie*. The IPMA results are shown as a graph in two dimensions, where the horizontal axis represents the 'importance' (total effect) of influential factors on a scale from 0 to 1, while the vertical axis indicates their performance on a scale from 0 to 100. Figure 4 shows that SCP was the most important construct followed by AFTB, SB, SJCP, BIB, EAB, and JD. Moreover, the SCP performed the best followed by the performances of BIB, SB, AFTB, SJCP, EAB, and JD.

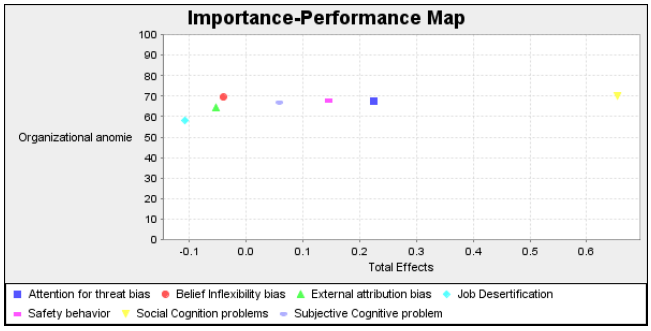

Fig. 5. Importance of performance map

To strengthen the association between the independent variable (Cognitive Biases for leaders) and the dependent variable (Organizational anomie), as well as to analyse the effects of moderating, the variable "Job Desertification" was added to the original structural model (see Fig. 6). PLS-SEM bootstrapping was used to investigate such moderating relations.

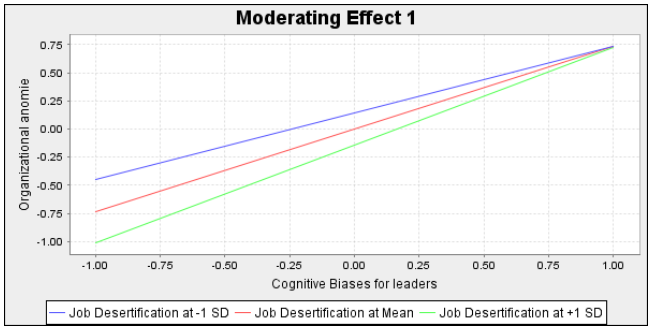

Fig. 6. Interaction Plot

The H2 mentions that "*Job Desertification*" modifies the relationship between the "*Cognitive Biases for Leaders*" and the "*Organizational anomie*". Table 4 exhibits that the moderator variable "*Job Desertification*" had a statistically significant impact on the relationship between "*Cognitive Biases for Leaders*" and the "*Organizational anomie*", since $(\beta = 0.137, t = 2.499, P < 0.05, 95\% CI for \beta = [0.029, 0.234])$. Thus, an acceptance of the H2 premise was performed. Moreover, Figure 5 displays the interaction plot of the mediating role played by *Job Desertification* on the path from *Cognitive Biases for leaders* to *Organizational anomie*. The graph elucidated that, the positive relation between "Cognitive Biases towards leaders" and "Organizational anomie" is strengthened by the moderator variable "JD". In conclusion, it is evident that the JD variable moderates the relationship between CBL and OA.

5.5. Discussion

From the hypothesis outcomes, it is clear that cognitive biases have a clear impact on the achievement of organizational anomie either at an organisational level or at the individual level. To shift towards the stage of job desertification including the human resources in an organization, the phenomenon gets reflected through low levels of performance in individuals and their organization. The leader's cognitive biases act as a negative catalyst for organizational decline due to their thoughts and beliefs. When a leader suffers from behavioural disorders from their previous psychological crises-related life, they tend to transmit the same through their decisions upon subordinates and employees. This in turn negatively affects their psyche, awareness, and level of performance.

The individuals tend to move from a state of job alienation to a profound and dangerous state i.e., job desertification. All the individuals, in this stage, suffer from a state of job alienation and turn towards a highly complex stage called job desertification. The hypotheses results also confirmed that the dimensions of cognitive biases increase the organizational anomie too.

All hypotheses have been satisfied, except for the eighth hypothesis, which remained unfulfilled. This hypothesis posited an influence relationship between external attribution bias and organizational anomie, but this relationship was not established.

This indicates that the external sources represented by the employees surrounding the leaders in the organization do not negatively affect the life and thinking of the leader, but rather it is due to the mistakes that are issued by the leader himself and that are reflected in the work environment.

6. Conclusion

In general, leaders have cognitive biases which indicate that they make improper decisions, objective and realistic judgments, and possess low awareness levels. Further, they also exhibit irrational interpretations of the information. Thus, all the hypotheses of the study were verified. It can be confirmed that cognitive biases directly result in job desertification, when it enters as a modified variable. Organizational anomie arises in the organizational environment when it is not committed to the standards and values. In addition, it also results in the psychological deterioration of the employees due to cognitive biases of the leadership and increased job desertification. Both job desertification and organizational anomie contribute to the creation of an uncontrolled environment or a chaotic infrastructure. Job desertification and organizational anomie can weaken all the efforts of an organization, when the employees do not know what to expect from the organization and its members or even between employees themselves.

This contributes to the emergence of conflicts among certain sectors within the organization. Therefore, the leaders must be directed to follow the objective methods when making judgments. Further, whenever decisions are made, they should attend counseling seminars, and employee assistance programs, treated by a specialized psychiatrist and use the established (dsm-iv-tr) models to identify their psychological problems and treat them to reduce the level of cognitive biases in the organization. This is an important issue, especially in light of high frequency of disputes between the leaders and their followers. Also, the focus should be placed on developing the training strategies that contribute to the development of flexible topics and the modification of distortions and cognitive biases.

There is little interest on the part of the hospital administration towards the use of the resources it possesses to cover the tasks entrusted to it, which are consistent with its orientations. Moreover, there is weakness in finding solutions to the problems they face and not seeking to achieve a degree of integration and compatibility between the leaders and employees working in the hospital. Additionally, there is a lack of interest in activating informal communication networks between leaders and employees in order to reduce the gap between them and to reduce the state of job desertification.

Job desertification has resulted in a lack of coordination and confidence in performing tasks, employee disengagement, and weak administrative authority. This lack of confidence is reflected in the leadership's reluctance to delegate executive powers to employees. From a practical standpoint, there appears to be an effective relationship between the cognitive biases of leaders and organizational anomie, particularly when functional desertification is included as a modified variable.

From a practical standpoint, we have noticed a high percentage of organizational abnormalities resulting from noncompliance with organizational standards and the psychological deterioration of employees due to job desertification. Additionally, organizational anomalies create an uncontrolled work environment, and when combined with a high rate of cognitive biases among leaders, this leads to the creation of a chaotic work environment.

7. Future Studies

The need to shed light upon societal institutions has increased in terms of cognitive biases. At the same time, it also becomes important to clarify the harmful effects of cognitive biases on the unity of an organization. The effect of cognitive biases and their impact on organizational obesity must also be studied in the future.

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工作荒漠化作为领导者认知偏差与组织失范关系中的修正变量

關鍵詞
认知偏差
工作荒漠化
组织失范。

摘要
该研究旨在提高员工对工作荒漠化对认知偏差与组织失范之间关系的改变影响的理解。 此外，该研究还旨在检验伊拉克卡尔巴拉地区侯赛因教学医院 305 名员工的认知偏差与组织失范之间的直接关系。 结果证实了这样的假设：组织失范会受到领导者在工作中追求并作为日常行为处理的每一种认知偏见的有利影响。 结果还证明，认知偏差的维度对组织失范具有正向影响。 除此之外，认知偏差和组织异常之间的联系的性质也受到工作荒漠化的影响。 因此，当前的研究成果有助于理解组织中员工表现出的工作荒漠化行为的重要性。 一般来说，工作荒漠化会严重恶化组织绩效，增加领导者与下属之间的不信任，并加剧组织中员工的道德败坏。