Exploring the Influence of Top Management Support on the Relationship Between Workplace Deviance Dimensions and Job Satisfaction in Omani Universities

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Abstract

This paper aims to examine the influence of workplace deviance dimensions on job satisfaction, with Top Management support acting as a mediator within Omani universities.The study's data were collected using a random sampling method, encompassing employees and academic staff from various universities in Oman. The sample size of 380 respondents was analysed using Structural Equation Modelling (Smart-PLS) to explore causal relationships among the study's latent variables.The findings indicate that several workplace deviance factors—specifically communication, training development, employee empowerment, diversity tolerance, and employee motivation—are significant negative predictors of job satisfaction. However, work stress did not show a significant effect on job satisfaction. Additionally, a lack of communication, training development, and employee motivation had a statistically significant negative impact on top management support, whereas employee empowerment had a positive impact. Conversely, work stress and lack of diversity tolerance were found to be insignificant for top management support. Top management support (TM) was found to mediate the relationship between workplace deviance and job satisfaction. Specifically, TM partially mediated the lack of communication, training development, and employee empowerment on job satisfaction. The major contribution of this research lies in statistically validating the negative influence of workplace deviance factors on job satisfaction within the higher education sector in Oman.This study enhances understanding the relationships between workplace stress, communication, training development, diversity tolerance, and employee motivation, offering essential guidelines for managing workplace deviance.It contributes to the ongoing discourse on the critical role of top management support by examining its unique mediating effect on workplace deviance and job satisfaction.

Keywords: *Workplace Deviance Dimensions, Top Management Job Satisfaction, Oman Universities.*

Introduction

Insufficient job satisfaction, psychological instability, and abusive supervision can cause deviant behaviour in employees or members of an organisation. The research states that the higher education sector focused on Oman can be considered to originate from the Renaissance era. According to research on the Oman region, the place currently has 31 public higher education institutions (Agrawal & Gautam, 2020). The). Among them are one university, 29 colleges, and one institution. Moreover, the region considers 29 private institutions; among them, 8 are universities and 21 are colleges (Alawi, 2017). Therefore, the active consideration of 60 higher education institutions can increase educational development (Aku, 2017). Moreover, the consideration for the education types of states about the free-of-charge session up to the end of the secondary education process. Moreover, attendance is not mandatory in that region. The background history of the research states that in the year 1970, there existed three formal schools along with 900 students throughout the country (Alam et al., 2021). Furthermore, in the years 1980 and 1970, the country considered the National Educational Program process in the context of rapidly expanding activities. Most employees have reported that positive influence can be extracted from workforce deviance at the workplace (Basias & Pollalis, 2018). The respect for authority increases when deviance is created. When the staff does not understand the company policy or the creative ideas of the workers are not encouraged, the dissatisfaction can grow into deviant behaviour (Raza et al., 2019; Alenzi et al., 2022).

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In times of deviant behaviour on the part of employees in the workplace, top management takes active steps to solve the issues that cause deviant behaviour in the employee (Schoonenboom & Johnson, 2017). This positively impacts the employees. The employees gain more respect for the authorities and increase their workplace engagement.

Deviant workplace behaviour is a common problem faced by almost all organisations, particularly in underdeveloped and developing countries with low literacy rates and higher poverty rates. Several other factors result in high job satisfaction among all workforce individuals. Role ambiguity, role conflict, interpersonal conflict, and excessive workload are the vital factors that result in low job satisfaction and higher job dissatisfaction (Diamantidis & Chatzoglou, 2018).

The students are unsatisfied with the teaching methods and leave the educational institutions. The parents of the students fall into unethical behaviour with the teaching staff due to workplace deviance (Shah & Sofi, 2020). Furthermore, the higher education sector employees in Oman face pressure from previous years. The government of Oman is trying to implement the decentralised education industry from the "Federal Ministry of Education" and local educational sectors of Oman (Al-Hemyari, 2019). This research primarily addresses the aspects of workplace deviance that affect job satisfaction through top management support among employees at Omani institutions. The factors encompass training and development, employee motivation, communication, work-related stress, employee empowerment, and tolerance for diversity among employees and academic staff at universities in the Sultanate of Oman, as research indicates these are prevalent causes of workplace deviance. The main objectives of this research are:

To determine the influence of workplace deviance factors on job satisfaction and top management support among employees of Oman universities.

To examine the influence of top management on job satisfaction among employees of Oman universities

To examine the role of top management support as a mediator on the relationship between workplace deviance and job satisfaction among employees of Oman universities.

Literature Review

Workplace Deviance

Workplace deviance is malicious and deliberate attempts to sabotage a company or organisation by creating problems in the Workplace (Zhu et al., 2019). The "problems" can be created in various processes and functions of the organisation (Koopman et al., 2020). Employees usually resort to deviant behaviour due to various psychological and socio-economic reasons. Workplace deviance can be segregated into two "spheres," "apportioning blame" and "interpersonal" deviance (Götz et al., 2019). Interpersonal deviance is any attempt at sabotaging relationships by indulging in activities like lying and gossiping.

Apportioning blame or "organizational" deviance refers to more explicit actions like theft of equipment, vandalism, or lateness (Yasir & Rasli, 2018). Chen and King (2018) assert that such malevolent endeavours typically stem from unresolved emotions associated with work-related stress, abusive oversight from superiors, inadequate compensation, and many social circumstances (Marasi et al., 2018). Such behaviours undermine the organization's everyday operations and structural integrity (Narayanan & Murphy, 2017). Workplace deviance might adversely affect job satisfaction and vice versa (Ellen et al., 2021). Suppose individuals are dissatisfied with their positions and perceive a risk of job loss. In that case, they may respond adversely by undermining the organisation and disrupting its operations rather than focusing on enhancing their skills.

Mediation of Top Management Support

Top management support (TMS) is the most important determinant in the success of all organisational processes and activities. Based on this perspective, it has been proposed that TMS should be incorporated throughout the implementation process of enterprise resource planning (ERP) (Elbanna, 2013). Al-Mashari (2003) submitted that TMS should not end at the initiation and facilitation stages but extend throughout the ERP implementation process. Indeed, TMS is also critical for the software's overall performance during the post-implementation stages.

The mediating effect of TMS is described as a situation where TMS entirely or partially mops up the effects of cloud ERP implementation on the financial performance of an enterprise (Jayeola et al., 2022; Hussein et al., 2021). Because top management plays such a crucial role in job satisfaction and organisational performance, SMEs, whose owners are often also managers, require a strong TMS in the successful implementation of cloud ERP if they are to gain the economic benefits of the technology. The role of top management has always been to support employees, assist them with solving problems, foster amicable interactions and coexistence between various job functions, encourage bottom-up innovativeness and incentives, and guide managers to advocate IT innovation by transmitting clear and unwavering messages that lay a clear foundation. The TMS is a catalyst for firms to realise better performance from ERP implementation, and it also provides credibility to the operational managers in charge of the implementation and use of ERP (Soliman & Karia, 2017).

Job Satisfaction and Dissatisfaction

Job involvement has a significant impact on job satisfaction. This is owing to the fact that highly engaged employees are happier in their jobs than those who are less active. In addition, the leadership styles adopted by the management of an organisation and work satisfaction significantly impacted the employee turnover ratio (Agha et al., 2017; Ahmed et al., 2023). Moreover, most studies have found a negative association between job satisfaction and employee turnover intention (Atatsi et al., 2019). Furthermore, job satisfaction encompasses many concepts and is crucial to many aspects of our lives, both as people and as a society.

Job satisfaction can also be increased with the involvement of the training and learning programs implemented by the top management of higher universities of Oman so that they are much more engaged and committed to performing their roles, making them satisfied (Alhashemi, 2017). The vacancies given at the different educational departments in the higher universities of Oman make them feel good and appealing, which satisfies them to work in the higher universities of Oman (Al-Shabibi & Silvennoinen, 2018).

Job dissatisfaction among all the individuals in the workforce results in the creation of workplace deviant behaviours (Singh et al., 2021). Across various business organisations, several other factors result in high job satisfaction and sustainable performance among the workforce (Alenzi et al., 2023). Low job satisfaction and higher job dissatisfaction result from workplace stress among employees and low job engagement among employees. The vital factors resulting in low job satisfaction and higher job dissatisfaction encompass role ambiguity, conflict, interpersonal conflict, and excessive workload. The feeling of job satisfaction motivates the employees to perform their jobs and carry out all the duties and responsibilities most effectively and efficiently.

Research Methodology

This study will employ a quantitative research design by gathering primary data to address the research questions and evaluate the hypotheses. The current study is suited for quantitative research design. This is due to the desire to evaluate behavioural intention to utilise IB through hypothesis testing that necessitates a quantitative methodology for data analysis. Furthermore, the quantitative technique possesses greater external validity, indicating that the results can be extrapolated or generalised to different contexts (Saunders et al., 2000). The target demographic for this study comprises all academics

and staff at Omani universities located in the Muscat region, the capital of Oman. The survey data gathering approach has a sample size of 380 academics and employees designated as the respondents. Participants were selected randomly from the sample frame using simple probability sampling. A series of surveys was administered to the selected participants, allowing them to react at their convenience without experiencing fear or pressure. The survey approach is typically conducted among personnel in the educational sector, including professors, librarians, clerks, faculty members, teaching staff, and laboratory personnel. The survey will be conducted online utilising Google Forms. The sample size for staff in this study was calculated using Slovin's methods (Sekaran, 2003; Tabachnick & Fidell, 2007). This research will gather data through a self-administered survey employing a stratified random sample technique. The sampling frame is the official list the Ministry of Higher Education of Oman released. The sample size for this study is around 380 participants. Due to uncertainty around achieving a complete response rate, the researcher will deliver 532 questionnaires to university personnel, exceeding the recommended sample size.

Table 1 reveals that 339 questionnaires would be disseminated to males and 193 to females among the academic staff at Omani universities. The entire number of academic personnel is 7,447, comprising 46 percent, while the total number of employees is 8,797, representing 54 percent. The researcher will select a stratified random sample of 532 academics systematically identified from the 2022 higher education sector list released by the Ministry of Higher Education in Oman.

Table 1. Number of Questionnaires for Distribution and Selection

Gender	Male	Female	Total
Target population	4,748 (63.7%)	2,699 (36.3%)	7,447(46%)
Questionnaire Distribution	339 (63.7%)	193(36.3%)	532 (100%)
Questionnaire selection	237 (62%)	143 (38%)	380 (100%)

Source: (Ministry of High Education and Innovation Research in Oman, 2022)

Questionnaire Design

This study used the survey method to collect the primary data. The questionnaire is designed to include two parts. The first part includes demographic information about the respondents, including gender, age, education level, position, demonstration, and university name. The second part will ask the respondents about the variables of interest in the study, which are Training and development, motivation, communication, work stress, employee empowerment, and diversity tolerance from managers) explain in our dependent variable job satisfaction via top management support as a mediator

A pre-tested self-reporting questionnaire was used as the study instrument to collect data quantitatively. Two lecturers from Hadhramaut University approved this questionnaire. The questionnaire's validity and reliability were tested via expert review and a pilot test. Two experts were requested to review the instrument, while a pilot test was conducted with 50 respondents (academic and employees) as a pre-test sample. Subsequently, SPSS software tested and validated the instrument's reliability. The questionnaire was randomly distributed post-approval to the study sample of employees and academic staff. Respondents were provided with details on how to fill out the questionnaire on the first page.

Variables Measurement

The survey measures eight constructs (six exogenous variables, one endogenous variable, and one mediator variable). All the variables that made up the constructs were adapted from previous studies to ensure content validity. Table 2 presents the variables in each construct obtained from previous studies and their modified versions for the current study. The reliability of each construct is also given in the table.

Seven items adapted from Tella et al. (2007; Eliyanaa & Sridadia, 2020) measure job satisfaction as a dependent variable. Seven items adapted from Chan (2012) measure training and development. Six items adapted from Khan (2011) measure employee motivation. Seven items adapted from Karanges et al. (2014) and Christensen (2014) measure communication.

Six items adapted from Eliyana & Sridadi (2020; Qin X et al., 2020) measure work stress. Four items adapted from Ashforth and Mael (1989) and Ibrahim, Ismail, Yusef, and Hamid (2016) measure employee empowerment. Six items adapted from Al-Raisi et al. (2019) measure diversity tolerance. Finally, six items adapted from Kickul et al. (2002) measure top management.

Data Analysis and Results

Assessment of the Structural Model

This part presents the results of the structural model and tests the hypotheses. Specifically, the section concerns testing hypotheses related to moderating and mediating effects.

After the measurement model is confirmed to be reliable and valid, the next step in PLS-SEM path modelling is to assess the structural model to test the hypothesised relationships. To do so, this study utilised the PLS algorithm and the standard bootstrapping procedure with a number of 2000 bootstrap samples and 355 cases to examine the path coefficients significance (Hair et al., 2014; Hair et al., 2011; Hair et al., 2012; Henseler et al., 2009). Figure 4.12 shows the path coefficient values and explains the hypothesised relationships among the study variables.

Using the PLS technique, the structural model, estimate the path coefficients, the t-statistics, the standard errors, and R^2 to test the research hypotheses relationships. The path coefficients showed the relations' strengths and direction, statistics and standard errors showed the importance of the effect, while the R^2 value showed the amount of variance explained. The variances correlated with the dependent variables established the explanatory power of the proposed model. This research adopted a bootstrap resampling process to produce t-statistics and standard errors.

The R^2 value indicates the amount of variance of dependent variables, which the independent variables explain. Hence, a larger R^2 value increases the predictive ability of the structural model. It is crucial to ensure that the R^2 values are high enough for the model to achieve a minimum level of explanatory power (Urbach & Ahlemann, 2010). Falk and Miller (1992) recommended that the R^2 values be equal to or greater than 0.10 for the explained variance of a particular endogenous construct to be deemed adequate. Cohen (1988b) suggested that R^2 is substantial when greater than 0.26. with acceptable power above 0.02, and according to Chin (1998), R^2 is substantial when it is greater than 0.65 with acceptable power above 0.19. Conversely, Hair et al. (2017) recommended that R^2 be larger than 0.75 to be deemed substantial, with acceptable power above 0.25. Figure 1 shows the result of R^2 from the structural model and indicates that all the R^2 values are high enough for the model to achieve an acceptable level of explanatory power.

In this study, the model showed a good fit to the data as evidenced by the squared multiple correlations (R^2) values for the dependent variable: job satisfaction (R^2=0.670), as shown in Figure 1. Thus, seven latent variables, the lack of (work stress, communication, training development, employee empowerment, diversity tolerance, employee motivation) and top management support, explained 67% of the variance for the dependent variable, the job satisfaction among academic staff of universities in Sultanate of Oman. Meanwhile, the lack of (communication, training development, employee empowerment,

diversity tolerance, and employee motivation) and work stress explained 41.7% of the variance for top management. (See Figure 1).

It is advantageous to dictate the effect sizes of particular latent variables' influence on the dependent variables by utilizing the effect size (f^2) analysis, which is complementary to R^2 (Chin, 2010). The effect size (f^2) can be determined using the formula suggested by Cohen (1988) as follows:

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Where R^2 included is the R-square obtained on the endogenous latent variable when the predictor exogenous latent variable is used in the structural model. While R^2 excluded is the R-square obtained on the endogenous latent variable when the predictor exogenous latent variable is not used in the structural model. According to Cohen (1988), an effect size of 0.02 is small, 0.15 is medium, and greater than 0.35 is large.

The results show that the lack of training and development had the highest effect size of the predictive variable on top management support at 0.197 (medium effect). Furthermore, top management support was the medium effect size on job satisfaction at 0.158 (more than 0.15). Moreover, the lack of (communication, training and development, employee empowerment, and diversity tolerance) had the smallest effect size on job satisfaction at 0.032, 0.026, 0.033, and 0.046, respectively. Furthermore, the lack of (communication, employee empowerment, and employee motivation) had a small effect size on top management support. On the other hand, Work stress had no effect size on job satisfaction and top management support among academic staff of universities in the Sultanate of Oman. Moreover, the lack of diversity tolerance had no effect size on top management support. Table 2 and Figure 1 indicate the results of the effect size of the independent variables on the dependent variable.

Table 2. Effect Size of Predictive Variables

| Variable	Effect size (f²)			
	Top Management Support	Rating	Job Satisfaction	Rating
Top Management Support	-	-	0.158	Medium
Work stress	-0.003	Non	0.001	Non
Lack of Communication	0.035	Small	0.032	Small
Lack of Training & Development	0.197	Medium	0.026	Small
Lack of Employee Empowerment	0.040	Small	0.033	small
Lack of Diversity Tolerance	0.001	Non	0.046	Small
Lack of Employee Motivation	0.055	Small	0.018	Small
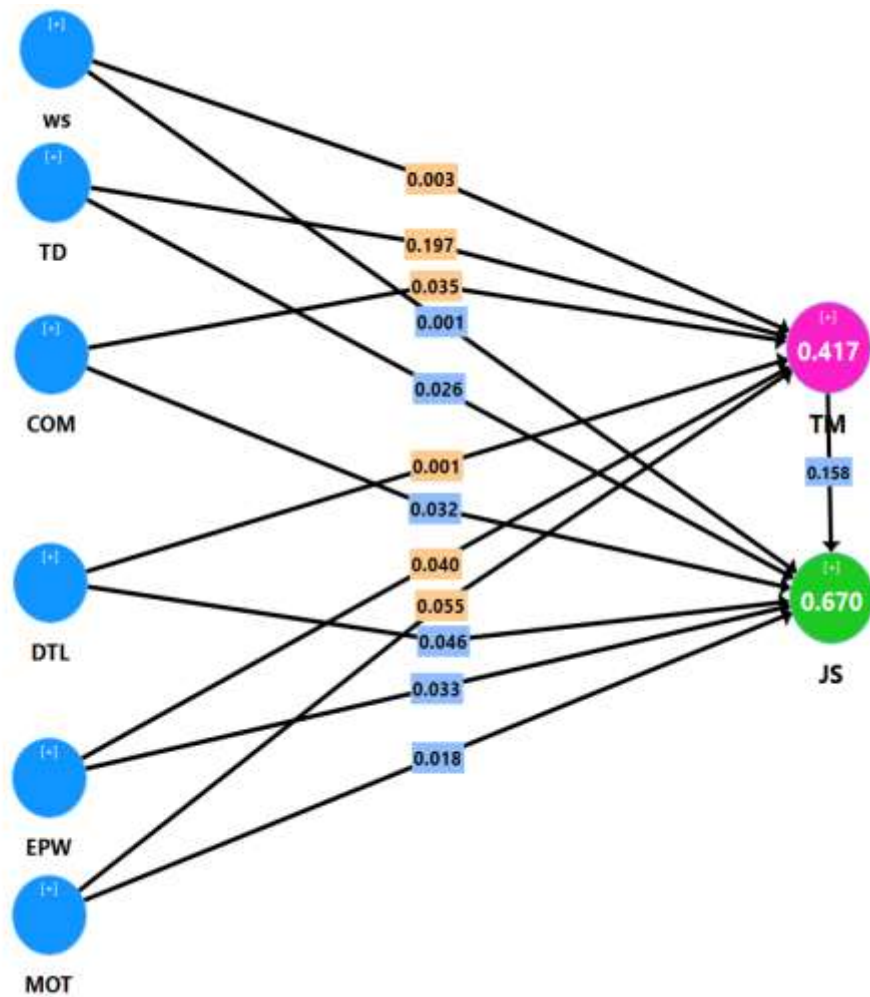
Figure 1. Measurement Model With (F^2) And (R^2) For Variables

This study used blindfolding to determine the predictive relevance of the research model. The blindfolding procedure is only applied to endogenous latent variables that have a reflective measurement model operationalization. A cross-validate redundancy measure (Q^2) was applied to assess the predictive relevance of the research model (Hair et al., 2013). The Q^2 is a criterion for measuring how well a model predicts the data of omitted cases (Hair et al., 2014). A research model with Q^2 statistics greater than zero is considered to have predictive relevance.

The table below indicates the cross-validation redundancy measure Q^2 for two dependent variables: job satisfaction and top management support were above zero at 0.369 and 0.272, respectively. In this case, the model had predictive relevance (Henseler et al., 2009). Table 3 indicates the construct's cross-validated redundancy.

Table 3: Construct Cross validated Redundancy

	SSO	SSE	Q^2 (=1-SSE/SSO)
COM	2,130.000	2,130.000	
DTL	2,130.000	2,130.000	
EPW	1,420.000	1,420.000	

JS	1,775.000	1,120.407	0.369
MOT	1,065.000	1,065.000	
TD	1,065.000	1,065.000	
TM	1,420.000	1,034.001	0.272
WS	1,420.000	1,420.000	

Hypotheses Testing Results (Direct hypotheses)

The relationship between workplace deviance factors (WS, COM, TD, EPW, DTL, MOT) and job satisfaction

The findings show that the Lack of (communication, training development, employee empowerment, diversity tolerance, and employee motivation) had a significant and negative influence on job satisfaction among university staff in Oman. This is because the t-values were less than 1.960, and the p-values were more than 0.05, as indicated in Table 4 and Figure 2.

Therefore, the hypotheses (H1.2), (H1.3), (H1.4), (H1.5) and (H1.6) were supported.

On the other hand, the results indicate that work stress was no influence on job satisfaction (β = -0.019; t = 0.413; p> 0.05); thus, the hypotheses (H1.1) was supported. Table 4 shows a summary of direct hypotheses on job satisfaction.

Table 4. Summary of Direct Hypotheses on Job Satisfaction

H	Relation	(β)	St. D.	t-value	p-value	Result
H1.1	WS → JS	-0.019	0.046	0.413	0.679	Not Supported
H1.2	COM → JS	-0.153	0.052	3.054	0.002	Supported
H1.3	TD → JS	-0.128	0.041	3.265	0.000	Supported
H1.4	EPW → JS	-0.176	0.059	2.948	0.003	Supported
H1.5	DTL → JS	-0.194	0.054	3.501	0.001	Supported
H1.6	MOT → JS	-0.122	0.058	2.100	0.036	Supported

The relationship between workplace deviance factors (WS, COM, TD, EPW, DTL, MOT) and top management support

The study's findings show that work stress and the Lack of diversity tolerance were no statistical influence on top management support (t<1.96 and p> 0.05), as shown in Table 5 and Figure 2. Thus, the hypotheses (H2.1) and (H2.5) were not supported. On the other hand, (communication, training development and employee motivation had a significant and positive influence on top management support, but employee empowerment had a negative effect on staff in Oman universities. Therefore, the hypothesis (H2.2), (H2.3), (H2.4) and (H2.6) were supported as indicated in Table 5 and Figure 2.

The findings showed that top Management support was a statistically significant and positive influence on job satisfaction (t = 6.971; P <0.001), as shown in Table 5. Therefore, the hypothesis (H3) was supported

Table 5. Summary of Direct Hypotheses on Top Management Support

H	Relation	(β)	St. D.	t-value	p-value	Result
H2.1	WS → TM	-0.039	0.056	0.741	0.459	Not Supported
H2.2	COM → TM	-0.211	0.068	3.118	0.001	Supported
H2.3	TD → TM	-0.426	0.058	7.982	0.000	Supported
H2.4	EPW → TM	0.253	0.077	3.488	0.001	Supported
H2.5	DTL → TM	-0.043	0.070	0.620	0.535	Not Supported
H2.6	MOT → TM	-0.281	0.067	4.357	0.000	Supported
H3	TM → JS	0.305	0.044	6.971	0.000	Supported

Note: WS: Work stress, COM: Lack of Communication, TDL: Lack of Training & Development, EPW: Lack of Employee Empowerment, DTL: Lack of Diversity Tolerance, MOT: Lack of Employee Motivation, TM: Top Management Support
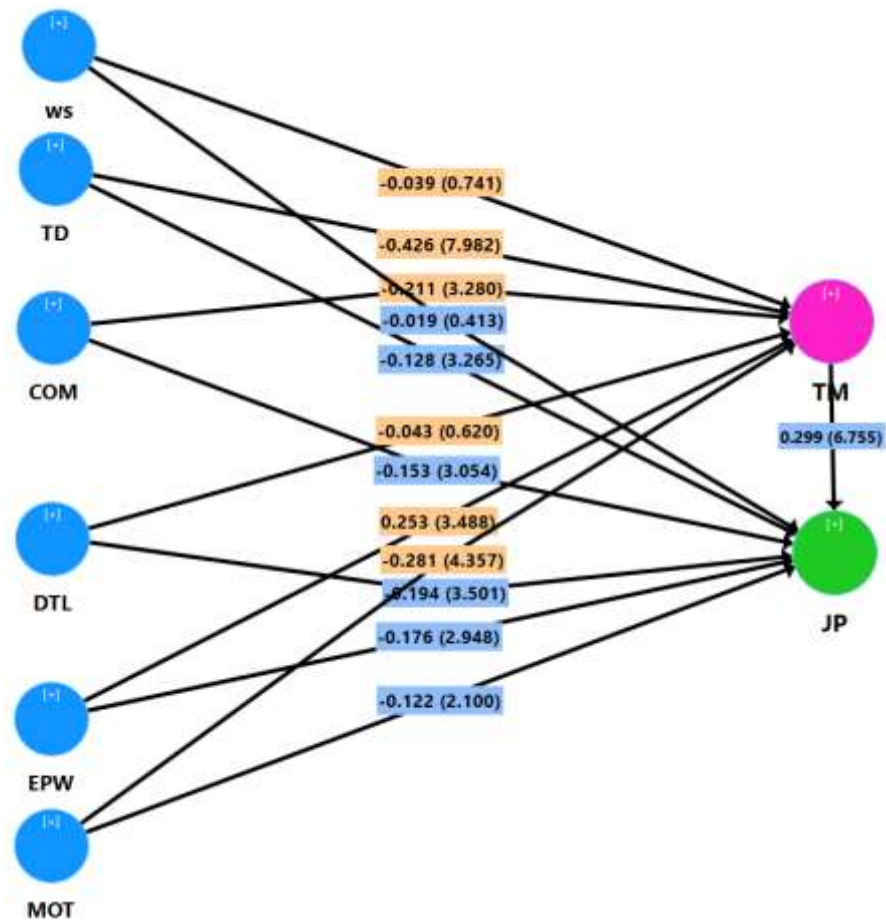
Figure 2. Structural Model with Hypotheses Results

Mediating Effect (Indirect Hypotheses Results)

The study conducted a mediation analysis by applying SEM using (PLS) to detect and estimate the mediating effect of top management support between workplace deviance factors of work stress, lack of (communication, training and development, employee empowerment, diversity tolerance, Employee Motivation) and job satisfaction among employees in Oman universities.

The findings showed that the top management support had a partial mediation between the lack of communication (COM), lack of training development (TD), employee empowerment (EPW), employee motivation (MOT), and job satisfaction. This is because the (β), (t) and p-values for indirect effect were $(\beta= 0.063, t=2.790, p=0.005)$ for (COM), $(\beta= -0.127, t=5.265, p=0.000)$ for (TD), $(\beta= -0.076, t=2.867, p=0.004)$ for (EPW) and $(\beta = -0.084, t=3.679, p=0.000)$ for (TOM) as shown in Table 6.

On the other hand, top management support did not mediate between workplace stress, lack of diversity tolerance, and job satisfaction due to (β), (t), and (p) values statistically were not significant for indirect influence $(\beta = -0.012, t=0.686, p=0.493)$ and $(\beta = -0.013, t=0.592, p=0.554)$ respectively. Table 6 indicates the summary of hypotheses testing for the indirect effect.

Table 6. Summary of Hypotheses Testing for the Indirect Effect (Mediating Results)

H	Relation	(β)	St. D.	t-value	p-value	Result
H4.1	WS→TM → JS	-0.012	0.017	0.686	0.493	No mediation
H4.2	COM→TM→ JS	-0.063	0.023	2.790	0.005	Partial mediation
H4.3	TD→TM→ JS	-0.127	0.024	5.265	0.000	Partial mediation
H4.4	EPW→TM→ JS	0.076	0.026	2.867	0.004	Partial mediation
H4.5	DTL→TM→ JS	-0.013	0.022	0.592	0.554	No mediation
H4.6	MOT→TM→ JS	-0.084	0.023	3.679	0.000	Partial mediation

Discussion

Using a Structural Model, this paper aims to assess the influence of workplace deviance factors on job satisfaction, with Top Management support acting as a mediator among employees and academic staff in Omani universities. The results indicate that workplace deviance dimensions, specifically the lack of communication, training development, employee empowerment, and employee motivation, significantly and negatively influence job satisfaction and top management support. However, work stress was found to have no significant effect on job satisfaction or top management support among university employees in the Sultanate of Oman.

These workplace deviance factors generate negative and cynical emotions among academic staff, leading to a counterproductive and deviant workplace environment. The research identifies low job satisfaction as a significant determinant of workplace deviance in government sector organisations in Oman, particularly in the higher education sector. The study adds relevant constructs—communication, employee empowerment, training and development, employee motivation, workplace stress, and diversity tolerance—to research on workplace deviance and its impact on job satisfaction.

The findings also show that top management support partially mediates the relationship between the lack of communication, training and development, employee empowerment, employee motivation, and job satisfaction. However, top management support does not mediate the relationship between workplace stress, lack of diversity tolerance, and job satisfaction. This suggests that employees and academic staff in Omani universities believe that workplace deviance factors can indeed influence job dissatisfaction.

Conclusion

This study is critical because of its consequences for the productivity of Omani universities and the nation, emphasising the comparative performance of these institutions globally. The data also demonstrate a novel mediating model—top management support—for reducing workplace misbehaviour and improving job satisfaction. This model can act as a significant framework for enhancing workplace dynamics and organisational efficacy within Oman's higher education sector— deviance to fulfilling job requirements with the backing of upper management for the employee. The findings enhance the current discussion regarding top management support's significance by analysing TMS's unique mediating role on workplace deviance and job satisfaction indicators. This research may significantly assist policymakers in Oman's Higher Education Universities Sector in managing employee deviant behaviours by addressing their legitimate demands and conducting self-assessments, as workplace deviance stems from the shortcomings of both employees and academics. The study provides insights into the elements contributing to workplace deviance in Omani institutions and its effect on job satisfaction among university personnel. It offers reference points for scholars, practitioners, and policymakers.

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Author Contributions

All authors contributed to the study design. Mohammed Albusaidi developed the study and conceived the idea. Mohammed Albusaidi and Muhammad Khairul Islam wrote the manuscript with input from all authors, while Amar Hisham Jaaffar and Mohamed Khudari contributed to interpreting the results. Mohamed Khudari contributed to the final version of the manuscript's outlook and feel. All authors provided critical feedback and helped shape the research, analysis, and manuscript.

Disclosure Statement

The authors have no competing interests to declare relevant to this article's content.

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