A New Concept in Social Science: Organizational Abomination, Its Effects and Results

Sosyal Bilimlerde Yeni Bir Kavram: Örgütsel Abominasyon, Etkileri ve Sonuçları

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Abstract: Today's organizations continue their activities in an intense competitive environment in the local and global context. The requirements of this competitive environment can push them to many different organizational applications. Especially the human element that can provide competitive advantage to the enterprises and the contributions attract the attention of the organizations. Under such intense and difficult competition conditions, organizations may have to employ some employees who are not compatible with their internal structures in order to gain advantage over their competitors and to carry the organization into the future. Such problematic employees, who may contradict organizational values but can make significant contributions to the organization, can be employed by organizations to provide stronger competitiveness and organizational benefits. In this research, statistical analyzes have been carried out and the results have been examined in order to identify those individuals that the organizations have to employ due to environmental conditions and to identify a new concept in this field. In order to reveal this concept, which has not been examined before, companies operating in the textile accessories sector were included in the research and the results obtained as a result of the scale created were explained deeply. In this context, findings that can be considered important in terms of organizational behavioral science regarding the determination of the concept were obtained. As a result of the analysis of the 304 questionnaire, which were analyzed in the SPSS.22 program and obtained from the sector, the findings related to the existence of the concept were reached. The existence of the concept, its effects on individuals and organizations, and in the light of the data obtained from the scale that developed to determine the concept of organizational abomination, has been presented in detail.

Structured Abstract: Today's businesses have to face many difficulties in order to survive in an intense competitive environment. Organizations that have to continue their progress in such an environment take many rational or non-rational decisions and transfer them to the employees of the organization and expect them to act in accordance with these decisions. Businesses, which are pushed into such an intense and dynamic competitive structure, do not hesitate to invest in the human element while investing in machinery and equipment in the technological sense in order to provide competitive advantage compared to their competitors. In a situation where the human element is so important for businesses, it is possible for businesses to want to accommodate people with different perspectives, who can produce ideas that can bring

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businesses to the point where they can be distinguished from their competitors, or who can provide businesses with competitive advantage. While it is expected that this type of employees, who are brought into the business by transferring from competing companies, to contribute to businesses in a commercial sense, it is normal for these people to have problems in adapting to the organization. As a result of the continuous efforts put forward on the basis of increasing the competitiveness of the organization, organizations employ employees who can sometimes be compatible with their own internal structures, and sometimes have the ability to contribute to the business, even if they are incompatible with the organization. Such employees, who are not prepared by the organization's management and employees, but are kept in the organization in the interests of the organization, may not be approved both by the organization's employees and the organization's management, due to their contribution to the organizations they are in. In this research, the emergence, effects and results of this concept, defined as organizational abomination, will be examined. The scale development procedure was conducted in six sections: (1) literary definition of the concept; (2) identification of the concept; (3) generation of items; (4) reduction of the scale; (5) data collection; (6) testing of the scale. After defining the organizational abomination concept, we conceptualized six dimensions of organizational abomination through interviews with academics interested in organizational behaviour and 18 corporate executives, each having an MBA degree and ten years' minimum experience. These were combined in the draft questionnaire through a comprehensive literature review. The draft questionnaire form was reviewed and the numbers of variables were reduced by interviews with the same academics and corporate executives. Furthermore, we discussed possible semantic shifts and awkwardness of expression with the executives participating in the preliminary test section of our study, to determine any semantic shift or bad expression. Consequently, 30 items included in six dimensions were generated. A Likert-type of scale was used and the choices for each item were as follows: 1=strongly disagree, 2= disagree, 3=neutral, 4=agree, 5=strongly agree. In this context, 328 questionnaires that mostly filled by using face to face and handing out methods to the companies were obtained. In total, 500 surveys were sent to 28 companies and received 213 of them by using online system and 115 surveys were received from those organizations. On the basis of these results, the rate of return is %65.6. Because of some questionnaires that were not sent just filled by using online system by clicking a link, it is impossible to talk about the returning ratio of those surveys. As a result of the exploratory factor analysis, findings of the factor loadings were obtained among 0.678 - 0.821 range. It shows the validity of one-dimensionality of the factorial components because of the fact that they loaded to the predicted factors by using 30 variables and in the condition of using 1 as eigenvalues. According to the results, six factors that composed in the primary factor analyse are merged in the secondary factor analyse also. 30 variables and 6 components properly seated to the organizational abomination structural factor. Factor loadings are close to each other (0.658 to 0.807) and values are obtained pretty high. By testing internal validity of organizational abomination components, correlation coefficients between the variables and validity coefficients in condition if variables omitted, internal validity of the model that was obtained in the secondary level factor analysis and the correlation between adjusted variables were between 0.624 - 0.763. The values obtained from this research are above than acceptable level of recommended values by Price and Mueller (1986). The integrated internal reliability coefficient value ($\alpha=0.819$) and unified validity coefficient value ($pc=0.971$) are supporting the acceptance of the obtained scale as organizational abomination scale. In organizations where organizational abomination is experienced, it is possible that the harmony, working models, ambiance and organizational policies within the organization will be damaged for a certain period of time. As a result, the organization operates in a model other than its own principles and business methods, which can be deceived both inside and outside the organization. In this process, which can be realized in a short-term period in general, the organization does not want it but it has to employ with these employees, and it can be seen as the realization of organizational abomination. In this study, the determination, formation, development processes and results of the organizational abomination concept, which has not been previously included in the local and global organizational behaviour literature, are discussed. In the future researches, more in-depth studies on the determination of this concept can be made and the determination of the concept can be revealed more clearly.

Keywords: organizational abomination, organization, abomination

Öz: Günümüz örgütleri bulundukları yerel ve global anlamda yoğun rekabet ortamında faaliyetlerine devam etmektedirler. Bu rekabetçi ortamın getirdiği gereksinimler onları birçok farklı örgütsel uygulamaya itebilmektedir. Özellikle işletmelere rekabet avantajı sağlayabilecek insan unsuru ve onun örgütlere sunacağı katkılar, örgütlerin fazlasıyla dikkatini çekmektedir. Böylesine yoğun ve zorlu rekabet koşulları altında

örgütler, rakiplerine göre avantaj sağlamak ve örgütü geleceğe taşıyabilmek adına iç yapılarıyla uyumlu olmayan bazı çalışanları istihdam etmek durumunda kalabilmektedirler. Örgütsel değerlere ters düşse de örgüte önemli katkılarda bulunabilecek bu tür sorunlu çalışanlar örgütler tarafından salt daha güçlü rekabet edebilirlik ve örgütsel fayda sağlamak adına istihdam edilebilmektedir. Bu araştırmada, örgütün çevresel koşullar nedeniyle çalıştırmak zorunda kaldığı bu kişileri belirleyebilmek ve bu alanda yeni bir kavramın tespitini sağlamak adına istatistiksel analizler gerçekleştirilmiş, sonuçları irdelenmiştir. Daha önce incelenmemiş olan bu kavramın ortaya konulabilmesi adına tekstil aksesuarları sektöründe faaliyet gösteren şirketler araştırmaya dahil edilmiş ve oluşturulan ölçek sonucunda elde edilen sonuçlar detaylı bir biçimde açıklanmıştır. Araştırma sonucunda, kavramın tespit edilebilmesine ilişkin örgütsel davranış bilimi açısından önemli sayılabilecek bulgular elde edilmiştir. SPSS.22 programında analiz edilen ve sektörden elde edilen 304 anketin analizi sonucunda, kavramın varlığına ilişkin bulgulara ulaşılmıştır. Kavramın varlığı, birey ve örgütlere etkisi, örgütsel abominasyon kavramının tespit edilmesi için geliştirilen ölçeğin uygulanması sonucunda elde edilen veriler ışığında detaylı bir biçimde ortaya konulmuştur.

Anahtar Kelimeler: örgütsel abominasyon, örgüt, abominasyon

Introduction

Today's businesses have to face many difficulties in order to survive in an intense competitive environment. While emerging markets and growing economic dimensions compel businesses to sell products to all parts of the world and compete with businesses all over the world, it seems difficult for businesses that do not have global expansion to survive in their markets. According to Barney (1995), business executives and researchers mention that other competitive instruments, especially internal information sources, are critical for organizations.

Under these challenging conditions, both the compiling of the internal structures of the enterprises and the management of the relationships they establish with the institutions, suppliers and customers they compete with, brings quite difficult processes. Organizations that have to continue their progress in such an environment take many rational or non-rational decisions and transfer them to the employees of the organization and expect them to act in accordance with these decisions. The management of these processes is in the nature of the organization's administrative staff and business owners, which requires intense efforts and should be monitored and coordinated to ensure competitive advantage. Businesses, which are pushed into such an intense and dynamic competitive structure, do not hesitate to invest in the human element while investing in machinery and equipment in the technological sense in order to provide competitive advantage compared to their competitors. According to Cohen and Levinthal (1990), the intensity of the efforts of employees to absorb and use information on behalf of organizations is critical in developing effective competitive capacity.

Although advancing technological developments seem to push the individual to the side, with the ability to produce ideas and alternative thought skills, the individual maintains and increases its importance in terms of producing new and different ideas that have an important place in competitive conditions. The fact that brands and businesses, which are known globally, are transforming into companies that produce different ideas and projects worldwide and make significant profits, and their employees produce original ideas and carry them to the future. In a situation where the human element is so important for businesses, it is possible for businesses to want to accommodate people with different perspectives, who can produce ideas that can bring businesses to the point where they can be distinguished from their competitors, or who can provide businesses with competitive advantage. While it is expected that this type of employees, who are brought into the business by transferring from competing companies, to contribute to businesses in a commercial sense, it is normal for these people to have problems in adapting to the organization.

Incompatibilities that arise between formal or informal organizations are common and this is reflected in businesses as a cost (Amburgey et al, 1993; Oxman & Smith, 2003). In such

processes, an enterprise may necessarily employ people who make significant contributions in terms of business and competition, but are incompatible with the values of the organization in terms of work ethics, principles and business ethics. Such employees, who are not prepared by the organization's management and employees, but are kept in the organization in the interests of the organization, may not be approved both by the organization's employees and the organization's management, due to their contribution to the organizations they are in. In this research, the emergence, effects and results of this concept, defined as organizational abomination, will be examined.

1. Definition of Organizational Abomination

According to Barney (1991), competencies are formed by the sum of the information between the individual skill sets and the units of the organization reduced to the individual, and the competence of the individual is very important in terms of competition.

Organizations and businesses act in a constant competition with other players in their industry. While these competition processes make them different in terms of customers, the formation of this difference requires great effort. The only factor that makes this difference profitable is human. With the performances, ideas and opinions of the employees, organizations are distinguished before their competitors and they can reach the target audience.

Organizations have to bear some costs to reach their goals. In this context, the management of the costs that the targets bring to businesses can be considered as a management control mechanism that focuses on the management of business development and design processes (Monden and Sakurai, 1989; Cooper & Slagmulder, 1997). Organizational abomination can be explained as the employment of a person who will not normally be employed in a business for essential reasons. Considering that the main priority for the company is to reach the goals of the organization, the success of the problematic employee in achieving these goals is accepted by the organization. Organizational abomination can be defined as the continuity of employment even if the criteria expected by the employees are not met.

Harvey (1989) stated that the mission of the organization in the profit-seeking process is not only an attempt to regulate the current production patterns of competitors for efficiency, but also, perhaps more explicitly, human management to influence the distribution of centres and the environment in inter-organizational relations. In this respect, it is important for organizations that can have many different goals such as profitability, growth, holding or expansion in the market, to invest in the human element in order to achieve these goals. Business executives or human resources staff is constantly active in their tendency to find those who will serve the organizational goals or carry the organization to their goals. Employment of employees with the potential to make a difference in the organization is an especially desired situation by the managers. According to Liang et al. (2012), it is believed that the coercive but constructive opinions, concerns or suggestions of the employees are related to various positive organizational results such as innovation, improvement of business processes and crisis prevention.

As a result of the continuous efforts put forward on the basis of increasing the competitiveness of the organization, organizations employ employees who can sometimes be compatible with their own internal structures, and sometimes have the ability to contribute to the business, even if they are incompatible with the organization. In this process, while employing employees who are desired on behalf of the organization, who know how to keep the balances within the organization while carrying the business to their goals, and who have the ability to adapt, sometimes those who are incompatible with the organization but who are successful in providing services and contributions to the organization can also take part in the enterprises.

In today's world where information is important, the most critical source of competitive advantage is human and its abilities (Bartlett & Ghoshal, 2002). Employees succeed to take place

in the enterprises thanks to their knowledge, knowledge and abilities they have in the sectorial and professional sense, perform their duties in a working systematic compatible with the goals of the organization, but they can have problems both individually and with the superior staff of the organization. In such cases, the organization may have to make decisions in line with the interests of the business in the market and continue with the interests of the organization and these mismatches, which constitute a problem in the business and only by considering the interests of the organization.

According to Frank et al. (2004) attracting and retaining talent is an important strategic concern for organizations. Increasing labour shortages exacerbates talent competition.

Although it is not required by the colleagues and the top management of the organization, people who are incompatible with the organization, friction with their colleagues, disrupt the order and harmony within the organization, and who are problematic about the business discipline in the enterprise, and their individual talents, experience and knowledge It is possible to be employed due to their accumulation. Especially when the organization's senior management is not satisfied with the working principles, the situations in which it has to employ the individual due to business and market conditions are defined as organizational abomination.

Organizations place more emphasis on employees with the degree of engineering they employ in jobs that rely on technical and expert performance (Buckingham, 2005; Buckingham & Vosburgh, 2001). Enterprises want to strengthen their business by employing employees who have high technical knowledge in certain positions, have a command of the market or business, have strong relations with suppliers, and have environmental qualifications that can benefit the business. In situations such as the low number of staff trained in certain niche sectors and the high number of players in the market, organizations may have to ignore certain problem situations or show understanding for those who work in strategic positions instead of applying the criteria they apply to other employees. Firms can continue to work with these people even though they do not act within the general rules of business for the employees that they will host in their departments that can be called vital. Despite the dissatisfaction of the organization's senior management, organization managers or employees, companies can continue to employ these people and even employ them by paying high wages, as their employment with them periodically corresponds with the interests of the organization.

In this research, the situation of keeping the individual in the organization is defined as organizational abomination, especially in cases where the employees are incompatible with the organization due to their individual or behavioural characteristics and are not accepted. Organizational abomination arises when there are those who work, even if the members of the organization are unwilling, dissatisfied and sometimes hateful. In today's competitive environment, it is one of the possible situations that businesses may encounter in order to achieve competitive advantage and it can be seen as a frequently encountered situation. Despite the fact that the individual is in contradiction with the organizational ethics policies of the business, the incompatibility of the behaviours within the organization, the mistakes between the individuals and the groups, and the problems it poses for the internal functioning, the organization continues to employ that person on the basis of the contribution of the employee to the enterprise and by ignoring them, it can be explained as organizational abomination.

2. Organizational Abomination Formation

Today's businesses have to compete with the world even in the local markets where they are located as a result of the era as well as the global competition they face when opening to export markets.

In the Richards (2010) research, some private employees who gave the company a competitive advantage; He stated that they were not in any hierarchical relationship, there were

some similar and overlapping aspects among them, and they helped conceptualize the nature of competence, expertise and professionalism in their professions.

Every product or service sold is compared with its competitors in many criteria such as price, quality, service, technical superiority and considering many sub-factors in the markets reached by global manufacturers shapes consumer behaviour. In this context, the organizations take into account the technical, knowledge, knowledge and experience of the employees to be employed by taking into account the time loss of the new employees' orientation processes, and they focus on individual qualities that will excel in their intense competition environment with their competitors. This situation pushes businesses to certain flexibility regarding the employment criteria, and forces them to be more tolerant in the process of applying internal rules. At this point, despite the possibility of the general harmony of the enterprises within the organization to be harmed, the kind of overlooking of such employees occurs due to the high return they obtain and the benefit of the employer to the enterprise is higher than the incompatibility.

It is assumed that the increased expectations of a worker as a result of more effort than other employees depend on an ideology of change that supports the effort to work for material and symbolic benefits (Etzioni, 1961; Gould, 1979). In some cases, if such employees who do not comply with organizational values are employed in organizations, some form of necessity, although employees, managers and business owners do not want, provides an opportunity for these employees to accommodate in businesses. It is possible to employ these people, who are not adopted in terms of working principles, hated in some undesirable situations, but managed to stay in the business thanks to their individual abilities, as long as they contribute to the organizations.

Organizations are generally pragmatic. Corporate executives, who are intertwined with this morality, perceive the structures for the business pragmatically and try to operate this world according to their corporate logic (Jackall, 1988). The main source of the emergence of the organizational abomination is the need for the contributions of the employees of the enterprises to allow them to tolerate their problematic behaviour. The fact that organizations have to work together with those they do not tend to work under normal conditions is due to their dependence on these people in terms of work. Although employers do not want to employ in the organizations they own, they need to work together with these people, and because of some of their characteristics such as high performance, technical knowledge, experience, and profitable sales, these work requirements may arise.

Businesses; despite emphasis on altruistic behaviour in research on it, it is based on an anthropocentric perspective, which tends to ignore the fragility of ecosystems and the ecological effects of economic activities. Questioning this anthropocentric perspective, which is dominant in management theories in general, is also at the centre of thinking about corporate sustainability (Hayden, & Purser, 1995; Wesley & Vredenburg, 1996). Businesses working in an intense competitive environment want to be stronger and dominate the market compared to their competitors. This expectation and activities developing in this direction may leave organizations to cooperate with some private employees. In such cases, the organization can tolerate individuals who do not coincide with its internal structure or principles, and understand their problematic approach in business processes, their relations with employees, and their communication with management on behalf of organizational interests. While this is explained by the emergence of organizational abomination, it can be seen as the beginning of the process of employing an undesirable staff in terms of its characteristic structure.

3. Effects of Organizational Abomination

Organizational abomination has many effects in terms of internal and external business. This process, which harms the compliance and working criteria within the enterprise, can affect the organization on the external axis, sometimes positively and negatively.

3.1 Internal Effects

Most cultural research should include fieldwork and on-site observation to achieve valid results (Schein, 1987). The most intense impact of organizational abomination is related to the organization and organizational culture. The systematic working method of the organization, which spans over the years, necessarily changes with the employment of these employees who are incompatible with the corporate culture. It can be said that these employees, who are thought to contribute to the organization in general, cause problems in the organization, especially among other employees. It is possible to distinguish them in the form of positive and negative effects.

Negative effects of organizational abomination within the organization:

- Employment of these troubled persons negatively affects the overall harmony while harming the employees of the organization working together and harmoniously,
- The negative perception of the organization before the employees due to the concession in the cultural infrastructure and general working principles of the organization from the past to the present,
- Considering the gains that the organization hopes to achieve by employing these individuals as equity and non-merit behaviour in terms of equality and justice for the employees,
- The fact that these individuals have higher wages in general because of their high individual skills, negatively affects the wage balance within the organization,
- The increase in employee rotation due to the fact that these individuals, who can act outside the general behaviour criteria within the *organization*, cause unrest, discussion and incompatibility within the organization,

Positive effects of organizational abomination within the organization:

- These people, who are professional in their jobs and can be considered skilled, bring commercial and technical gain for the organization,
- Employees of the organization to work in a more efficient and rational mentality in business understanding other than individual relations,
- Reflecting the employees that the job is prioritized in the final analysis within the organization by employing these unwanted people,

The effects listed above summarize the specific situations encountered in businesses with organizational abomination. Assuming that organizational abomination is a kind of work contract to be followed despite the entire problematic situation between the business and the employee, it is possible to continue this cooperation by putting the work and the expected results from the centre. It can be thought that organizational abomination, which has implications both inside and outside the organization, has positive outcomes when it is handled in terms of business objectives.

Considering that the employees who are influenced by organizational abomination or considered as the source of emergence are mostly informal employees, Bernard (1966) stated that informal employees play different roles depending on organizational goals and contexts and these roles are directly related to the function of organizational subculture. The organization, which employs the individual that it would not want to employ under normal conditions, expects to obtain high value added outputs on behalf of the organization in return for employing these individuals. It is a situation that will bring positive results in terms of organizational goals, provided that this result-oriented approach is to bring earnings on behalf of the organization.

3.2 External Effects

It is seen that organizational abomination has an intense effect not only in the business but also in the business. It can be considered that this situation where the conditions compel the business to work with the individual, can only be accepted by the business on the condition that it raises the organization to an advantageous position in competition with its competitors.

Specialization of organization employees or technical personnel and managers in the field are the factors that will increase the competitiveness of the enterprises (Meyer and Rowan, 1977). At this stage, the basic condition is that the organization provides competitive advantage because there will be a cost to the organization to employ such employees who would adversely affect the organization's internal work structure. The organization will hope to make substantial gains in return for this cost. Based on this basis, it is possible to list the external effects of organizational abomination as follows:

- The individual knowledge accumulation of the newly recruited organization will raise the organization to an advantageous position in its competition with its competitors,
- The sectorial awareness and brand value of the organization will increase with the competence it can achieve in technical matters,
- The interest of other sector employees, who have the special qualifications of this new employee employed by the organization, will increase,
- In return for employing such employees, the special products or services organization that the organization will put on the market as output will distinguish it from its competitors,
- The enterprise, which is capable of employing these employees, which constitute a problematic situation within the organization, will gain a more dynamic structure in terms of employee employment.

It is important for organizations to develop business codes for how they can evaluate their talented personnel in order to maintain their competitive structure (Tannenbaum, 2015). At the end of all these processes, the organization will have the opportunity to take the lead in front of its competitors by making use of the individual abilities of the employees who cannot be accommodated in the business under normal conditions. In businesses where organizational abomination is experienced, the main element and expectation will be the desire of the organization to achieve high gains despite the cost it incurs by employing these special-case employees. This acquisition will return to the competitive environment between the rivals of the organization and its advantage in favour of the organization.

4. Consequences of Organizational Abomination

When organizations' skills of the past become a cost burden rather than an advantage, companies make radical changes, including employing new and effective traders in their business mix of skills to adapt to the market and outperform their competitors (Slywotzky et al., 2001). Organizations experiencing organizational abomination are faced with a number of benefits or losses. Based on the assumption that organization managers will think rationally, it is possible to employ these people, which may even harm the organization in some cases, on condition that they gain benefits for the organization. In this context;

$\text{Organizational abomination} = \text{Organizational benefit} > \text{Organizational cost}$
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Providing this formula is the basic condition for organizational abomination. It is an important condition in the emergence of organizational abomination and it can be seen as the achievement that the business expects. Otherwise, the organization will consider disconnecting with such employees who pose a problem in the enterprise and the organizational abomination process will end.

While the result of organizational abomination in terms of business is to earn more than the cost, employing these people who are incompatible with the business and earning high income can explain organizational abomination.

The fact that some things are not intentionally noticed does not mean that they are not pragmatically exploited (Jansson, 1989). Organizations with organizational abomination generally aim to use such people in periodic studies such as a specific project, process management, rapid transformation and short-term high income, and the organization will begin to review their relationship with these people when they achieve their targeted goals. If the outputs obtained are in question, the organization will again make a cost / profit analysis and decide whether to continue the process. If the benefit of the organization is higher than the cost it incurs in the continuation of this process, it may choose to employ employees.

In the process of high profits in a firm or sector, employers' paying more or less than the on-going wages in the foreign labour market will not have an impact on competitive conditions (Blanchflower et al., 1992). However, if the process has reached the optimum level and has achieved all the gains from the employees that it does not want the organization but has to employ due to the operating conditions, it can now be said that the end of the organizational abomination process.

The results of organizational abomination in terms of employees can be explained as the high performance, success or high income they have achieved in the business environment, even in the short term. They will prefer to manage these problematic employees, which are an important part of organizational abomination, with a short period of employment within the organization or to manage this process, which can put them in a permanent job rotation process, with high income.

Organizational abomination can be seen as a process that contributes towards the goals of the organization, while it poses a problem regarding the internal structure of the organization, especially in the compliance of the employees. It is desirable for the organization that employing employees who are incompatible with the general working principles of the organization in organizations where organizational abomination is experienced provides significant benefits to the organization. Under these circumstances, however, the organization will tend to employ such employees. The main condition for the organization is to benefit from the cost of employing existing problematic personnel over the organization. As long as these conditions are met, the continuation of organizational abomination can be foreseen.

5. Methodology

5.1 Research Goal

In this research, we have studied on the assessment of an organizational abomination measurement scale and we tested its reliability and validity.

5.2 Item selection, Data Collection and Sample Characteristics

The scale development procedure was conducted in six sections: (1) literary definition of the concept; (2) identification of the concept; (3) generation of items; (4) reduction of the scale; (5) data collection; (6) testing of the scale. After defining the organizational abomination concept, we conceptualized six dimensions of organizational abomination through interviews with academics interested in organizational behaviour and 18 corporate executives, each having an MBA degree

and ten years' minimum experience. These were combined in the draft questionnaire through a comprehensive literature review. The draft questionnaire form was reviewed and the numbers of variables were reduced by interviews with the same academics and corporate executives. Furthermore, we discussed possible semantic shifts and awkwardness of expression with the executives participating in the preliminary test section of our study, to determine any semantic shift or bad expression. Consequently, 30 items included in six dimensions were generated. A Likert-type of scale was used and the choices for each item were as follows: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

As a research universe we have chosen Turkish textile trimming industry by contacting Turkey's leading association in the field of textile sector, Turkish Clothing Findings and Trimmings Association, and as a selection method we used random sampling.

In this context, 328 questionnaires that mostly filled by using face to face and handing out methods to the companies were obtained. In total, 500 surveys were sent to 28 companies and received 213 of them by using online system and 115 surveys were received from those organizations. On the basis of these results, the rate of return is %65.6. Because of some questionnaires that were not sent just filled by using online system by clicking a link, it is impossible to talk about the returning ratio of those surveys.

After the detecting of questionnaires that were filled by hand, we examined and noticed some data storage or not appropriate filling, we removed 24 surveys and finally we obtained 304 surveys. Firstly we entered all the data that received from surveys to the SPSS.22 program for creating a data set. And surveys that were filled using online system were transferred automatically from the path because of the fact that Google system prepares all data, as we need to be form for analysing. We have not seen any statistical significance among the eliminated surveys and used surveys on the subject of company age, firm sizes and averages.

According to the results obtained from data collecting %72.6 was male and %27.4 was female.

5.3. Analyses for Measurement Validity and Reliability

In order to assess the construct validity and the reliability of the scale developed in this article, the following analyses suggested by Bagozzi and Phillips (1982) were considered: factor analysis, reliability, unidimensionality, convergent validity, and discriminant validity.

Content validity is a method related to the expressions that constitute the scale. Content validity based on judgments about the sampling adequacy of test content. Judgments of the sampling adequacy of test content can be thought of as one means of establishing the scientific soundness of a measure. These judgments indicate the degree to which the content domains of a test are represented by the items of the test they thereby establish the fit between the definition of a measurement operation and the actual operation that is devised (Cronbach, 2004). Consensus among experts indicates these items cover the objects of our study and the matters to be measured, indicating the content validity of the scale. Reliability indicates that the measures are free of any random errors and measure the construct in a consistent manner. Unidimensionality, one of the most basic assumptions in the measurement theory, is the degree to which items represent one and only one underlying latent variable (Garver & Mentzer, 1999). Convergent validity concerns the extent of consistency between applications made by distinct methods for the same purpose (Rao, Solis, & Raghunathan, 1999; Llusar & Zornoza, 2002). Discriminant validity indicates that the dimensions of concept should distinctly and independently differs from each other (Bagozzi & Phillips, 1991). In other words, the construct should yield different results when measuring different variables.

In order to create a organizational abomination scale survey form, we added all 30 variables to the analyses. Looking first to the validity of the scale, Cronbach's alpha coefficient had seen as high as 0.961. The dimensionalities of the 30 items were analysed using varimax factor analysis and at the end of varimax rotation, six factors had eigen-values greater than one. In the data reduction procedure those variables having a factor load of 0.500 and above were taken into account. Six basic components of organizational abomination were obtained as a result of PCA. Thereafter, we aimed to test structural validity of the scale and according to results of exploratory factor analysis by using 30 variables that were predicted organizational abomination scale we obtained 6 components of organizational abomination. As a result of the exploratory factor analysis, findings of the factor loadings were obtained among 0.678 - 0.821 range. It shows the validity of one-dimensionality of the factorial components because of the fact that they loaded to the predicted factors by using 30 variables and in the condition of using 1 as eigenvalues.

After the results of explanatory factorial analysis, In order to verify the data were obtained from the 328 surveys, they are analysed by using Maximum Likelihood estimation. According to the Kolmogorov-Smirnov test results that are necessary for using the estimation for testing the normality of distribution, tmin value of each variable was above than 4.132. This finding proves the normal distribution of the scale in 0.001 possibilities.

After this stage, test results that obtained after analysing the model fit can be seen in Table-1. These findings observed the harmony of predicted model and revealed model. Regression weights that show the factor loadings on the variables are between 0.741-0.903. These numbers are sufficient in statistical science. After investigation the error variance, no existing variables with a high error variance were observed.

Table 1: Model Fitness Values of Primary Confirmatory Factor Analyses

χ^2/df	GFI	NFI	IFI	TLI	CFI	RMSEA
4.311	0.874	0.896	0.912	0.933	0.937	0.077

After the primary confirmatory factor analysis model, for testing if factorial components are suitable to the upper organizational abomination factorial structure, it is performed structural equation modelling with secondary level confirmatory factorial analyse. According to the results, six factors that composed in the primary factor analyse are merged in the secondary factor analyse also. 30 variables and 6 components properly seated to the organizational abomination structural factor. Factor loadings are close to each other (0.658 to 0.807) and values are obtained pretty high. The findings are statistically significant ($p < 0.001$). As it can be seen in Table-2, model fitness values are in enough value and very close to the primary confirmatory factor analysis. Therefore, the scale-forming 6 factorial components have been determined the factors of overall size of the organizational abomination. In addition, there is statistically significance correlation among all components of organizational abomination.

Table 2: Model Fitness Values of Secondary Confirmatory Factor Analyses

χ^2/df	GFI	NFI	IFI	TLI	CFI	RMSEA
4.757	0.843	0.881	0.902	0.920	0.911	0.082

From the findings we obtained at this stage of the research, the dimensions that constitute the concept of organizational abomination are named as hate, incompatibility, high wages, productivity, injustice and talent. The comparison of model fitness coefficients that obtained during our study, having very close values of initial and final model coefficients results shows the fitness of the obtained model to the initial model. The small differences occurred among the model fit

coefficients are due to differences between the freedom coefficients of scale models. By testing internal validity of organizational abomination components, correlation coefficients between the variables and validity coefficients in condition if variables omitted, internal validity of the model that was obtained in the secondary level factor analysis and the correlation between adjusted variables were between 0.624 – 0.763. The model's internal validity of coefficients is found as $\alpha=0.819$. Thus, it is once again demonstrated the existence of the convergence validity of the structural model of organizational abomination. Integrated validity coefficient (Werts et al, 1974) that is proposed evaluating together with the Cronbach's alpha coefficient during the scale validity process is calculated as $\rho_c=0.971$ and it was quite higher value than recommended threshold value 0.70 (Bagozzi and Yi, 1988).

When model fit indexes belongs to the final model that obtained from testing progress and internal validity of coefficients evaluated together, fixed correlation coefficients of each dimension were greater than 0.30, alpha values despite 0.60 are seen sufficient (Churchill, 1979) for the first practical research recommended generally for the reliability were greater than 0.70 (Nunnally, 1978), and none of the multiple correlation coefficients values disrupted the model. The values obtained from this research are above than acceptable level of recommended values by Price and Mueller (1986). The integrated internal reliability coefficient value ($\alpha=0.819$) and unified validity coefficient value ($\rho_c=0.971$) are supporting the acceptance of the obtained scale as organizational abomination scale.

6. Conclusions and Discussion

Companies employing high-paid workers are more productive but not more profitable (Abowd et al., 1994). Organizational abomination is when an organization employs employees who would not normally employ on behalf of business interests for a certain fee. It is in return for the organization to gain high benefits if the employees who are incompatible with the general structure of the organization are hosted within the enterprise and in some cases are employed on condition that high wages are paid. The possibility of realization of the actions that will bring radical and organizational benefits such as the organization gaining advantage in the race with its competitors, solving an important technical problem, realizing the projects that will carry the organization forward in a short time, realizing a job that is not possible in terms of the organization in terms of the organization brings the enterprises to the organizational abomination process.

In return for the employment of those who can affect the internal functioning of the organization negatively, the organization is expected to gain significant benefits. These people, who can be called incompatible with the organization, are employed within the organization in exchange for these benefits they hope to achieve.

According to Tarique and Schiler (2010), according to the qualitative definition of individual ability, an employee has the current ability or future potential to deliver exceptional performance in relation to the goal the organization wants to achieve. Organizational abomination can take place when these employees have a lower impact than the organization's, organizational staff, organizational work principles and their contribution to the organization in terms of knowledge, knowledge and technical skills.

In organizations where organizational abomination is experienced, it is possible that the harmony, working models, ambience and organizational policies within the organization will be damaged for a certain period of time. As a result, the organization operates in a model other than its own principles and business methods, which can be deceived both inside and outside the organization. In this process, which can be realized in a short-term period in general, the organization does not want it but it has to employ with these employees, and it can be seen as the realization of organizational abomination.

Blau (1964) stated that economic and social obligations are important for the relationship between the employee and the employer and that the employees feel more comfortable if the obligations are equal and balanced.

Organizations where organizational abomination is intense can be considered as enterprises where competition is intense, employment resources are insufficient, technical know-how and accumulation are high and employee rotation is high. This competitive environment may force the business to focus on policies, methods or employees who will make it different from its competitors. In such cases, the organization can move away from the principles of employing employees and include employees who are incompatible with itself and the organization hierarchy.

The fact that these processes, which are considered problematic for the organization, benefit the organization in the final analysis and that the benefit obtained is higher than the cost reflected in the organization can be seen as one of the reasons for organizational abomination. It employs problematic employees who will cause damage to the internal structure of the organization only because of their knowledge, experience and abilities and compensates them with the benefit they cause to the organization. From this point of view, this behaviour of the organization can be seen as a rational approach.

In this study, the determination, formation, development processes and results of the organizational abomination concept, which has not been previously included in the local and global organizational behaviour literature, are discussed. In the future researches, more in-depth studies on the determination of this concept can be made and the determination of the concept can be revealed more clearly.

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Please tick the item you find closest to yourself in the questions below. 1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree					
HATE DIMENSION:	1	2	3	4	5
I have some colleagues I hate at work					
Some people deserve to be hated in the workplace					
There are people who do hateful activities in the business environment					
I have to work with people I hate					
Some people deserve my hatred in my working environment					
INCOMPATIBILITY DIMENSION:	1	2	3	4	5
I have incompatible colleagues at work					
Some people in the working environment are quite incompatible					
I have to work with incompatible people					
I work with those who act incompatibly while work					
I'm at a company that employs people with compliance issues					
HIGH WAGE DIMENSION:	1	2	3	4	5
I hate some people who get high salary					
Some people in my workplace are both incompatible and get high salary					
In the workplace I work, high wages are paid for efficiency					
I work for a company where there is injustice in the wage policy					
I work for a company where high wages are paid for the talent					
PRODUCTIVITY DIMENSION:	1	2	3	4	5
Productivity appreciates at our workplace					
There are people with high efficiency in the workplace I work					
High efficiency people are important where I work					
Efficient work is one of the basic philosophies of my workplace					
I work in a workplace where efficiency is important					
INJUSTICE DIMENSION:	1	2	3	4	5
There is injustice in my workplace					
Double standard is applied in the workplace where I work					
Not all activities are fair in my workplace					
Not everyone is equal in my workplace					
Injustice is a situation I come across in my workplace					
TALENT DIMENSION:	1	2	3	4	5
There are very talented people in my workplace					
Talent is considered very important at the company I work for					
Skilled people are given favours in my work place					
Some of my colleagues are extremely talented					
Talented people are supported by senior management at our firm					