Toxic and Bullying Behaviour in the Workplace: The Relationship and Impact

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This study examines the behavioural, individual and contextual variables that are expected to impact the perceived severity of workplace bullying behaviour. It also identifies the toxic behaviour involved in interacting with workplace bullying for the employees at Al-Hakim General Hospital in Iraq. Thus, to find the psychological symptoms associated with the related behaviours, the Brief Symptom Inventory (BSI) was used. Based on the analysis, the findings indicated that the severity and classification of workplace bullying behaviours had been influenced by the toxic behaviours involved through the characteristics of the employee who is subjected to those behaviours. The analysis conducted in this research also indicated that the behaviours that were personally harnessed from the corresponding target were more severe and frequent than other categories of behaviour. Finally, having an appropriate organisational system is of great importance to guarantee high performance in the organisation.

Key words: *Bullying, toxic behaviour, employees, workplace.*

Introduction

Violence can be defined as "the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation" (WHO, 2002). The concept of violence may be linked to environmental circumstances and characteristics. The behaviours accompanying violence in the workplace vary depending on the employee's personality and cultural, social and religious affiliations (Duru et al., 2018). Duru et al. (2018) found that violence in the workplace impacts employees. For

example, attacks, harassment and workplace bullying are considered to be psychological violence. Workplace bullying is defined according to the International Labour Office (2005) as aggressive behaviour by which the person tries to avenge and undermine others to weaken a person or a group of people, with a possibility of repeated action over time.

Some studies indicate that workplace bullying is generally found across many organisations and causes harmful effects on employees and the organisation as a whole. Specifically, Laschinger et al. (2010) suggest that workplace bullying is a significant problem in the health care sector. Furthermore, the health care sector is at high risk from workplace bullying due to the general working environment and because of the fundamentals of the services provided (Duru et al., 2018). For example, this may include providing poor health services due to a lack of skilled workers as a result of workplace bullying. Hence, the patients may not get appropriate treatment, and this is linked with worsened outcomes for patients and their quality of life (Laschinger, 2014). Consequently, there may be an increase in the cost of health care if the related issues continue in health care organisations. This could be simply solved if workplace bullying as a problem was controlled at the beginning. Workplace bullying is a serious issue that often occurs in organisations and may have some negative and destructive consequences for employees who are targeted (Bergbom, 2016). Many employees who are subjected to repeated and continuous bullying in the workplace, do not consider themselves to be oppressed. Hence, an examination of workplace bullying, and related behaviours and variables will be discussed in this study.

Literature Review
The Concept of Toxic Behaviour

The toxic ideas of some employees are a fact of life in most organisations; however, this does not mean all organisations have staff with toxic ideas. Toxic behaviour is defined as ineffective behaviour which destroys the organisational structure and the successful teams within the organisations (Bacal, 2000). Moreover, it is usually associated with creating problems within the organisation for the purpose of achieving the objectives from which this behaviour was built. It is considered a short-term solution taken by the people, i.e., the benefits of this behaviour last in the short-term but have long-term damage. According to Bacal (2000), solutions to toxic behaviour can be developed through the following:

- The leader having complete control over all employees at all times.
- When problems arise, the offender must be immediately found and action against them taken.
- A leader must not hide a worker who has acted unacceptably.
- Parties must express positive feelings towards their employees.

On the other hand, Housman (2015) identified the characteristics of toxic behaviour as the following:

1- A worker with toxic behaviour is poorly performing in the organisation, and this poor performance will continue despite positive changes from other people towards him/her.
2- Toxic behaviour is characterised by very high levels of dissatisfaction and tension that transcend usual workplace issues.

Moreover, Housman (2015) continued and found that tension and dissatisfaction are the results of broken human relationships. Toxic organisations may cause long-term damage to employees and managers and consequently, each person is influenced by the toxic leader, not only by unusual behaviours. Usually, such a leader makes hasty decisions. Besides the previous definitions, Gabruch (2014) defined the organisation as a complex social structure that is linked to the personal and professional interests of individuals within the common organisational affiliation to combine personal interests and common goals. To achieve those goals, individuals need to meet different roles in the organisation. When the personal benefits exceed the acceptable limits, the rules will be broken, and toxic behaviours arise. The following are factors that contribute to toxic behaviour as noted by Gilbert et al. (2012):

1. Co-workers who do not assign importance to self-censorship in their behaviour and their daily and practical lives increases toxicity in their work.
2- Managers who seek to obtain unreasonable profits without considering the ethics of the profession and consequently, this contributes to increased toxicity in these environments.
3. Employees with toxic ideas who do not maintain the balance between work and non-work life, given that their managers expect them to maintain their work as their main priority among all other priorities. However, subordinates may feel that they are ignored by the decision makers and betrayed by their managers.

Moreover, Isenberg (2012) outline several characteristics that toxic organisations often rely on, as noted below:

1.   Lack of focus on goals, values and organisational history.
2.   Dissatisfaction and lack of optimism of employees within the organisation.
3.   Communication is closed between employees.
4.   Managers often attempt to punish employees without negotiation.
5.   There is a lack of convergence and dissonance among the workers.
6.   Employees have low self-esteem.

Most interesting to note is that toxic managers can be considered a subgroup of toxic leaders where, in this case, the manager creates a negative work environment by destroying staff

morale and weakening the retention of information (Appelbaum et al., 1987, Ali et al., 2019). This process also involves the intervention of the manager in staff cooperation, focusing only on immediate targets, without accepting feedback and creativity from employees. Each manager has a specific perception, personality and attitude; therefore, it is impossible to determine precisely the behaviour of each toxic manager. However, toxic managers can be divided into four general categories: narcissistic, aggressive, inflexible and weak (Lubit, 2003), (Ali et al., 2019). It is not accurate to say that every manager who holds such behaviours is toxic, but it is important to note the frequency and severity of these behaviours before judging whether the manager is toxic or not, and their level of toxicity will likely depend on many of these behaviours. In terms of treating toxicity in managers, there are examples from the organisations that follow the model that measures success by profitability (Gabruch, 2014), (Almagtome & Abbas, 2020). Furthermore, such organisations recognise all resources for individuals and move away from selfish, top-to-bottom ideology. For these organisations, management style is critical for growth, attracting competent employees, increasing participation, and building loyalty and trust. Employees managed this way will begin to feel safe and confident to participate in this process. Changing organisational rules is needed to redefine how information flows between individuals, the system, the attention and positive reactions that come from individuals in senior positions (Gilbert et al., 2012, Almagtome et al., 2019). The final characteristic is that organisations with the possibility to institutionalise corrupt practices have the potential to undermine sympathetic behaviour and circumstantial and structural elements that can overwhelm individual ordinal tendencies and formal training (Isenberg, 2012, Al-Wattar et al., 2019). It is important to note that, if a leader is highly toxic, there is a need for external third-party intervention to achieve recovery in the organisation (Saunders, 2007). In addition, it is preferable to give a psychiatrist control over managing toxicity within the organisations.

Dimensions of Toxic Behaviour

Researchers have analysed toxic behaviour and developed some dimensions, most notably: lack of integrity, social exclusion, promotion of inequality and arbitrariness (Lipman-Blumen, 2005). These dimensions are explained below as noted by Lipman-Blumen (2005).

1- Lack of integrity: an employee may raise a problem in a group against another person through lack of integrity at work with the purpose of inciting others against the organisation or a group of individuals. An example of this behaviour comes from a survey participant and employee who stated that his manager asked for his help to spy on his colleagues at work.

2- Social exclusion: one of the actions taken by a toxic manager is to exclude individuals from activities or meetings that are related to their role and skills within the organisation for the

purpose of socially excluding them. For example, eliminating some employees and ignoring them in administrative works.

3- Promoting inequality: toxic leaders usually act favourably with selected employees in his/her work or identifies promotions based on subjective criteria (rather than objectively) and specifically for undeserving members of his/her entourage. In addition, they instil the ideology of inequality and discrimination in the workplace (Hellmann & Puri, 2002).

4- Arbitrariness: behaviours associated with abusive leadership, including shouting at subordinates, using physical force to prove a point or to solicit compliance by employees. It is also characterised by a lack of integrity, the use of deceptive tactics and acting in an inappropriate manner with others. Moreover, it constitutes being unwilling to acknowledge mistakes and always trying to blame individuals and use deception to further their chosen agenda. It is considered to be a deeply unethical dimension that is linked to bending or breaking regulations (Namie & Namie, 2009).

Varieties of Workplace Bullying

In a book, *The Harassed Worker* (1976), written by Carroll Brodsky, workplace bullying is described through the behaviour of harassment: continuous and repeated attempts by individuals working within an organisation to excuse the other party (Bame, 2013). It was found that this bitter and persistent behaviour seeks to provoke and intimidate the chosen victim. The issue of workplace bullying gained attention in the United States of America after the publishing of this book. Workplace bullying includes hidden negative behaviours or the embodiment of aggression, intimidation and harm to employees (Megan, 2016), (Khaghaany et al., 2019). It is usually enacted by an individual or group towards another person or group of individuals at work, either secretly or in public, in the context of an unequal relationship. It is unethical behaviour that violates basic norms of social acceptability in the regulatory environment (Branch et al., 2013). Additionally, Bergbom (2016) noted that workplace bullying is a serious social problem that may have very detrimental effects on well-being and organisational health. Subsequently, bullying may exist, especially when targeted individuals have some difficulty in protecting themselves. It is seen as a multifaceted phenomenon, which can have multiple relationships with employees (Paull & Omari, 2016). Bullying is a systemic issue in toxic work environments and afflicts the labour force with negative externalities (Creswell, 2007). While it is linked with toxicity, if left unaddressed or not adequately treated, the bullying among individuals will develop into an integral and entrenched part of the organisation's culture. Salahieh (2015) noted that negative behaviour among employees occurs on a regular basis, such as weekly or monthly, and over a specific period of time, such as the previous six to twelve months; bullying behaviour can occur at any stage of a career where specific negative behaviour has existed. Moreover, bullying behaviour usually affects victims in lower positions where self-defence becomes difficult. Furthermore, bullying behaviours may include intimidation, public humiliation, offensive name-calling, disregard for a person's

opinion and social exclusion. Although a lot of researchers provide a definition of workplace bullying, most of them share a single and recurring theme, therefore, they are classified by Saunders et al. (2007) into four basic criteria:

1- The negative impact of the behaviour on the target.
2- Frequency.
3- Persistence of toxic behaviour.
4- The imbalance of power caused by unusual behaviour.

Sanders et al.'s (2007) study and the other explored studies show that bullying is a repetitive action directed towards one or more employees that causes humiliation and distress, and may interfere with functional performance when these actions result in negative effects in the wider working environment.

Dimensions of Workplace Bullying

A lot of studies have investigated workplace bullying – a significant concern for organisations by employing different methods. One such method is the Brief Symptom Inventory (BSI). According to a study conducted by Duru et al. (2018), who used the BSI method to examine psychological symptoms, the dimensions of workplace bullying include five sub-dimensions namely: depression, anxiety, somatisation, hostility and negative-self. These dimensions investigate the psychological problems associated with workplace bullying. The psychological effects of workplace bullying may present in organisations in different ways. Some research suggests that workplace bullying has negative health effects on employees within the organisation. A study found that 75.6% of employees who were a target of workplace bullying experienced health problems (Rayner, 1998). Furthermore, these problems may include anxiety, lack of sleep, depression, higher risk of contracting colds, self-esteem and loss of confidence. Hogh et al. (2011) report other common health problems that result from workplace bullying, which include poor health, anger, low concentration, sleep problems, self-hatred and others. As all these problems are associated with workplace bullying, the five sub-dimensions are appropriate and will be used in this research.

Data and Methodology
Research Area and Scaling Techniques

Some of the investigated literature shows the importance of the health care sector for providing health services to the community. Also, some health organisations in Iraq were proposed to be examined for this study. For these reasons, a hospital in Iraq was chosen as the field site because of its importance and the significant role it played in providing services to society. This choice is also related to the development of the health care sector to provide better services to the

people. A total of 95 questionnaire forms were distributed to the target population; 85 of these forms were completed and returned while the remaining individuals chose not to participate. After examining the submitted forms, only 75 were valid for inclusion in the statistical analysis, thus the final number of respondents is 75. A measuring scale was used to examine risky behaviours within the hospital in relation to workplace bullying. The scale used to measure workplace bullying assessed how aware employees and doctors were of psychological symptoms. The Workplace Bullying Scale (WBS) was effectively used by Duru et al. (2018) and so is employed in this study. Einarsen and Raknes (1997) developed the Negative Acts Questionnaire for this purpose, adapting it from Hoel, et al. (2001). The scale used is in the format of a 22 base five-point Likert scale. The scores are recorded from lowest to highest (1 to 5). The minimum possible score in this measure is 22; the maximum result is 110. It is possible to obtain a frequency of workplace bullying through collecting scores for each element of the scale. The Toxic Behaviour Scale was used to assess the psychological symptoms that are associated with the perception of bullying in the workplace. As a result, the Brief Symptom Inventory (BSI) was included in this investigation. It is an inventory of self-report symptoms that is designed to briefly reflect psychological symptoms. It consists of 53 elements that analyse the relationship between toxic behaviour and stress. This measure is sufficient for measuring and monitoring the psychological symptoms associated with stress and the measurement of bullying, which is a subjective measuring scale that can be evaluated based on the five-level Likert scale (ranging from 1 to 5, not at all to strongly agree). The minimum score in this scale is 0 and the maximum is 212. It contains a cut-off point where the higher grades indicate more severe psychological symptoms. In addition, to measure workplace bullying, it consists of the following five sub-dimensions: depression, anxiety, somatisation, hostility and negative-self.

Materials and Methods

The individuals included in the sample were systematically selected from a list of current staff who had completed the study criteria. The total number of sample size suggested in this research was 95. Only 75 participants met the criteria of the study with a response rate of 78.95%. A questionnaire for the proposed study was prepared, and included questions about social and demographic characteristics (gender, age, education, social status, occupation) and some other factors that might be relevant to bullying in the workplace including:

- Administrative tasks as divided into two parts: managerial positions and professional capacity
- Career works in order of seniority
- Working hours in the current position
- Weekly working time
- Work management

- Economic status

This study investigates employees' experiences of workplace bullying by source, appearances, causes, results, confrontation, intervention and people's behaviours, in a multicultural framework in order to identify areas of convergence and divergence. It focuses on the subjective perceptions of participants to justify an exploratory and qualitative approach based on social phenomena from a person's point of view. An open-ended questionnaire was developed to capture individual experiences at Al-Hakim General Hospital in Iraq. This questionnaire captured the views of individuals regarding their lives, skills or attitudes, as well as socio-demographic characteristics. It captured experiences of respondents as targets of workplace bullying with some closed questions regarding the source of bullying and the option of making formal complaints based on the results. The respondents were doctors in the hospital and the participation was both voluntary and anonymous. The study was conducted in 2017 among the employees of the selected hospital. It was built based on variables of perceptions of workplace bullying and toxic behaviour. Then, a theoretical model was designed for this research, relying on the assumption that the perception of bullying in the workplace may cause psychological symptoms. This model was tested through Structural Equation Modelling (SEM).

Hypothesis Plan and Search Execution

A hypothesis diagram was designed to describe the correlation and influential relationships between the variables included in this research (see Fig. 1).

1. The independent variable is workplace bullying (depression, anxiety, somatisation, hostility and negative self).
2. The dependent variable is toxic behaviour (lack of integrity, social exclusion, promotion of inequality, arbitrariness).

Figure 1. The hypothetical search scheme:
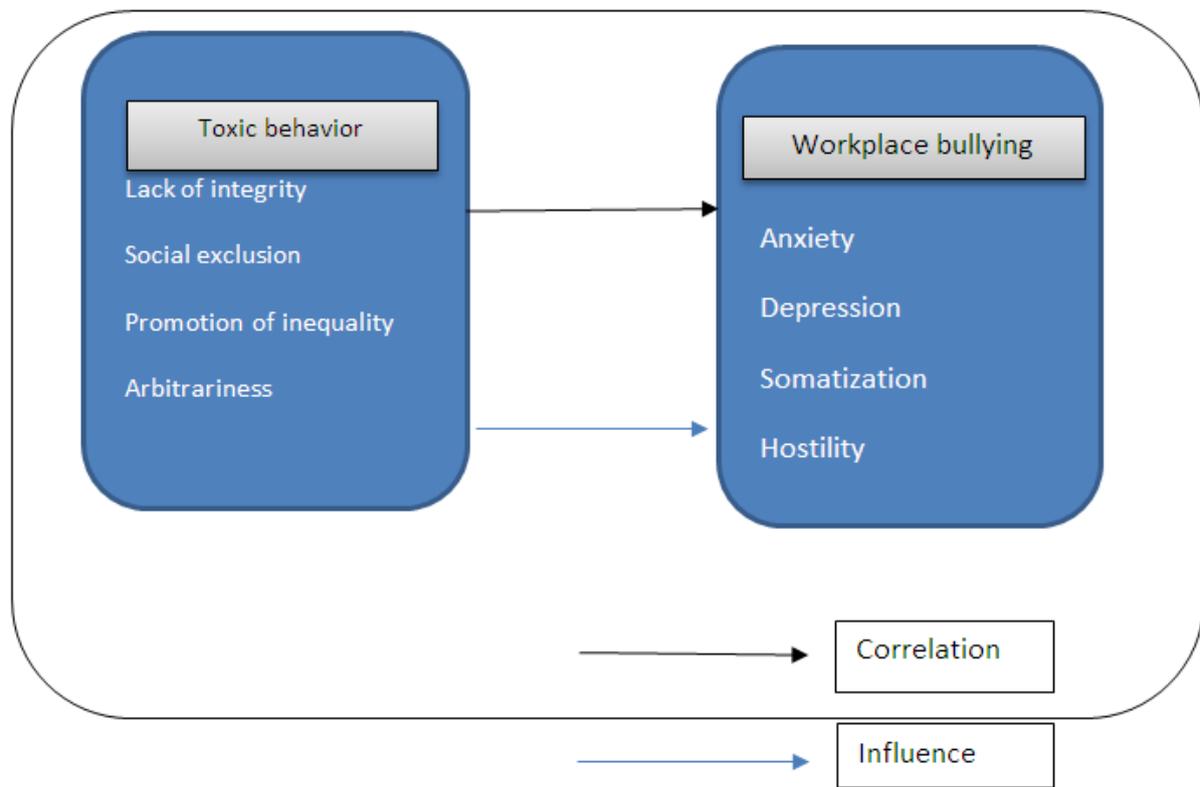
To achieve the objectives of this study, a set of main and sub-hypotheses was included to illustrate the research problem and to help to answer the related questions:

A- The first main hypothesis: there is a correlation between workplace bullying and toxic behaviour, from which the following sub-hypotheses derive:

1. There is a correlation between depression and toxic behaviour.
2. There is a correlation between anxiety and toxic behaviour.
3. There is a correlation between somatisation and toxic behaviour.
4. There is a correlation between hostility and toxic behaviour
5. There is a correlation between negative self and toxic behaviour

B- The second main hypothesis: there is an influential relationship between workplace bullying and toxic behaviour, whereby the following sub-hypotheses are true:

1. There is an influential relationship between depression and toxic behaviour.
2. There is an influential relationship between anxiety and toxic behaviour.
3. There is an influential relationship between somatisation and toxic behaviour.
4. There is an influential relationship between hostility and toxic behaviour.

5. There is an influential relationship between negative self and toxic behaviour.

Results
Description of Study Variables and Presentation of Results and Analysis

This study includes the presentation and analysis of data and information gained from questionnaires. These have shown the views of the sample respondents from Al-Hakim General Hospital. Regarding the study variables, the research mainly aimed to investigate the two selected study dimensions: workplace bullying and toxic behaviour. As stated before, the five-point Likert scale was used, which is distributed from its lowest to highest weight (1-5). This could be achieved by using the minimum and maximum responses (Min & Max values), mean value and the standard deviation. In this way, each dimension with a mean value less than 3 will be considered to be rejected.

Workplace Bullying
Analysis of the Respondents' Sample Views and Their Responses Regarding Workplace Bullying Variables

In this paragraph, the sample responses are presented and analysed in relation to workplace bullying variables in accordance with the results gained. The analysis has been completed using appropriate software. The software used showed the results of the arithmetic mean and the standard deviation of the sample responses. Workplace bullying as an independent variable consists of five sub-dimensions: anxiety, depression, somatisation, hostility, and negative self. Table 1 refers to the final results related to each sub-dimension of workplace bullying as a variable. This includes arithmetic means and standard deviation, through which the compatibility and homogeneity of the respondents' sample responses can be identified. Table 2 shows the overall statistical description and results of the sub-dimensions of workplace bullying. Symbols used here are (L) for anxiety, (M) for depression, (Z) for somatisation, (Cs) for hostility and (Sm) for negative self.

Table 1: Mean and standard deviation for workplace bullying dimensions

Items of anxiety						
No.	*Symbol*	*Min value*	*Max value*	*Assumed mean*	*Arithmetic mean*	*Standard deviation*
1	L1	1	5	3	4.4	0.95
2	L2	1	5	3	4	1.07
3	L3	1	5	3	4.47	0.93
4	L4	1	5	3	4.01	1.02
5	L5	1	5	3	4.32	1.02
Items of depression						

No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	M1	1	5	3	4.24	1
2	M2	1	5	3	4.4	1.01
3	M3	1	5	3	4.21	1.13
4	M4	1	5	3	4.23	0.89
5	M5	1	5	3	3.67	1.15

Items of somatisation

No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	Z1	1	5	3	4.34	0.98
2	Z2	1	5	3	4.38	0.93
3	Z3	1	5	3	4.34	0.98
4	Z4	1	5	3	4.34	1.09
5	Z5	1	5	3	4.25	0.77

Items of hostility

No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	Cs1	1	5	3	3.92	1.05
2	Cs2	1	5	3	4.21	1.06
3	Cs3	1	5	3	4.31	1.2
4	Cs4	1	5	3	3.95	1.03
5	Cs5	1	5	3	3.2	1.08

Items of negative self

No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	Sm1	1	5	3	4.41	1.73
2	Sm2	1	5	3	4.28	0.89
3	Sm3	1	5	3	4.22	1.03
4	Sm4	1	5	3	3.37	0.98
5	Sm5	1	5	3	3.85	1.63

Note. The results shown in this table are based on research analysis and results of SPSS (Version 20)

Table 2: Statistical description of the dimensions of workplace bullying

No.	Independent dimension	Overall arithmetic mean	Overall standard deviation	Percentage	Order dimensions
1	Anxiety	4.24	0.99	0.84	3
2	Depression	4.15	1.03	0.83	4
3	Somatisation	4.33	0.95	0.86	2
4	Hostility	3.91	1.08	0.78	7
5	Negative self	4.02	1.25	0.8	6
6	Total for workplace bullying	20.65	5.3	4.11	

Note. The results shown in this table are based on research analysis and results of SPSS (Version 20)

The main findings regarding the people from each sub-dimension of workplace bullying are presented as follows:

1- Results Related to Anxiety

Table 2 shows that the overall weighted arithmetic means calculated for anxiety is 4.24, the overall standard deviation is 0.99 and the percentage reached is 0.84%. Thus, the overall weighted arithmetic mean, as calculated, is higher than the assumed mean (3). This indicates that anxiety has an impact on employees with influential ideas coming from such a behaviour. Also, as can be seen in Table 1, item L3 is of the highest value, reaching the weighted arithmetic mean of 4.47. Some items presented higher values than others, with the values of the measured arithmetic mean ranging between 4 to 4.47, where all these values are accepted.

2- Results Related to Depression

Table 2 refers to the final results for each item of depression as a sub-dimension, through which compatibility with and homogeneity for depression can be identified. It is clear from this table that the overall weighted arithmetic mean of depression is 4.15; the overall standard deviation is 1.03 with a percentage of 0.83%. Hence, the overall weighted arithmetic mean, as calculated, is larger than the assumed mean (3). This indicates that depression significantly affects employees. This is also illustrated in Table 1 which displays the highest value found in M2, and whereby the weighted arithmetic mean is 4.40. There are some variations between the mean values of depression, with ranges between 3.67- 4.4, the range is entirely above 3 and is, therefore, accepted.

3- Results Related to Somatisation

As indicated in Table 2, the overall weighted arithmetic mean of somatisation is 4.33, the overall standard deviation is 0.95 and a percentage of 0.86% was obtained. The mean value is higher than the assumed mean (3) and the neutral value and this result indicates that somatisation influences staff members. As can be noted from Table 1, Z2 has the highest weighted mean (4.38), while the rest of the mean values are accepted with a range of 4.25 - 4.38.

4- Results Related to Hostility

Table 2 shows the final results for hostility, which includes the highest percentages, through which it is possible to identify the consistency and homogeneity of the sample studied. The overall weighted arithmetic means of hostility reached 3.91, with an overall standard deviation of 1.08 and a percentage of 0.78%. Accordingly, the mean value of 3.91 is higher than the assumed mean (3). It simply indicates that hostility shares a significant relationship with staff in the workplace. Table 1 showing hostility indicates that Cs3 has the highest weighted mean (4.31) and that the other mean values are within the required range to be accepted (3.20-4.31).

5- Results Related to Negative Self

Table 2 shows that the values of the overall weighted arithmetic mean, the overall standard deviation and the percentage are 4.02, 1.25 and 0.80% respectively. In this case, the mean value appeared to be larger than the assumed mean (3), demonstrating that the negative self is influencing employees. It is clear from Table 1 that Sm1 has the highest ratio of the weighted arithmetic mean (4.41). All other mean values are accepted ranging from 3.37 – 4.41.

The Factor Analysis of the Independent Variable

The results for workplace bullying as an independent variable with its five sub-dimensions are outlined above. Following this, factor analysis has been conducted to measure this variable. The results are shown in Figure 2.

Figure 2. factor analysis of workplace bullying (based on the outputs of AMOS (Version 20))
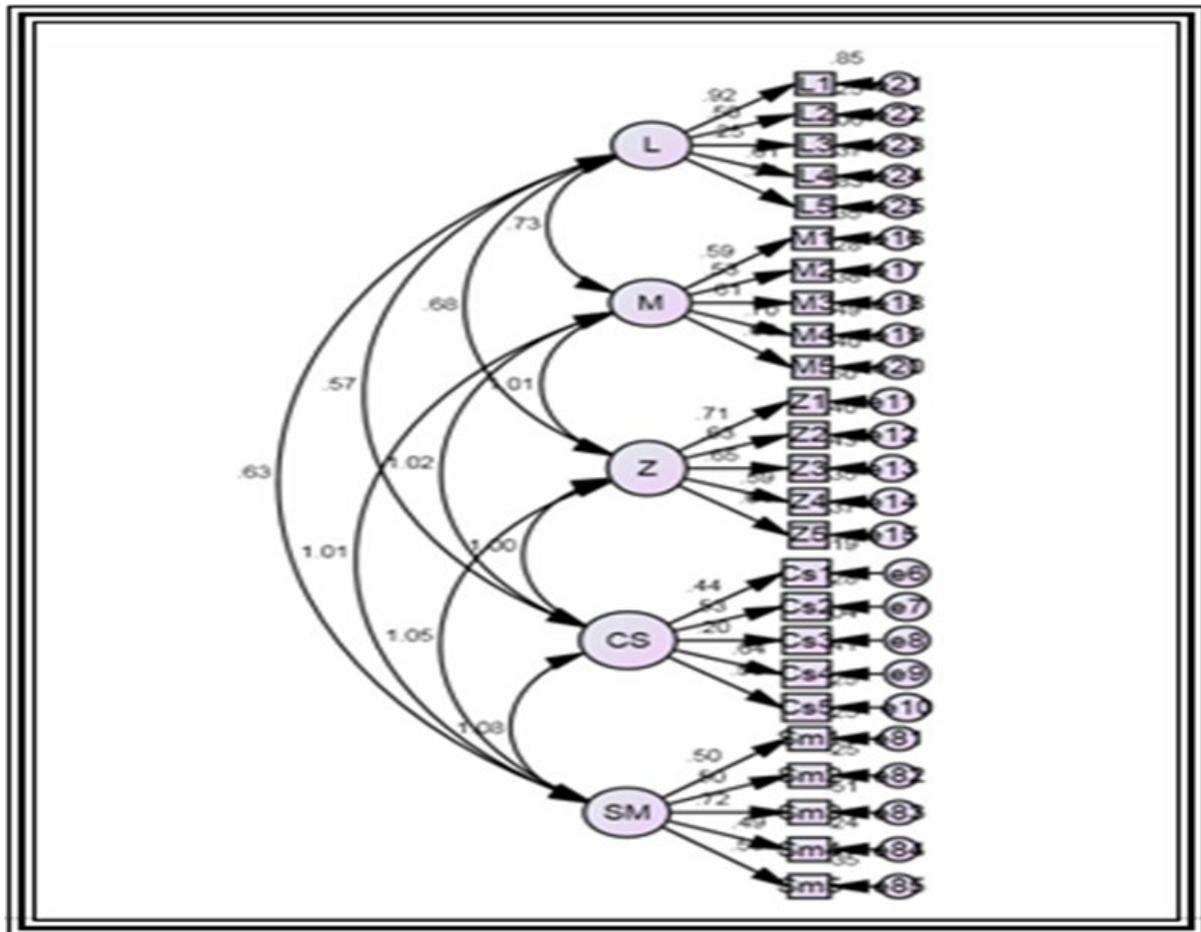
Noting that workplace bullying, by its dimensions in this analysis, has provided large saturation ratios, i.e., greater than 50% – except for four items (L5, M5, Z5, Sm1) which will be deleted. This is illustrated in Table 3, with confirmation using Cronbach's alpha coefficient to find whether this scale is stable or not and if the information collected from the same sample is to be repeated or if it will show the same values.

Table 3: Saturation ratios and Cronbach's alpha values of workplace bullying

Sub-variables	Items	Estimates	Acceptance	Cronbach's alpha
Anxiety	L1	0.768	Accepted	0.88
	L2	0.794	Accepted	
	L3	0.696	Accepted	
	L4	0.676	Accepted	
	L5	0.4	Rejected	
Depression	M1	0.829	Accepted	0.73
	M2	0.803	Accepted	
	M3	0.783	Accepted	
	M4	0.621	Accepted	
	M5	0.483	Rejected	
Somatisation	Z1	0.784	Accepted	0.77
	Z2	0.808	Accepted	
	Z3	0.738	Accepted	
	Z4	0.592	Accepted	
	Z5	0.461	Rejected	
Hostility	Cs1	0.658	Accepted	0.79
	Cs2	0.54	Accepted	
	Cs3	0.766	Accepted	
	Cs4	0.723	Accepted	
	Cs5	0.712	Accepted	
Negative self	Sm1	0.459	Rejected	0.81
	Sm2	0.694	Accepted	
	Sm3	0.725	Accepted	
	Sm4	0.758	Accepted	
	Sm5	0.612	Accepted	
Cronbach's alpha for workplace bullying				0.86

Toxic Behaviour

Analysis of the Respondents' Sample Views and Their Responses Regarding the Toxic Behaviour Variable

In this paragraph, the responses of the observed questionnaires will be displayed and analysed regarding the toxic behaviour variable. This is done by using the appropriate software, which is related to the arithmetic mean and the standard deviation of the sample responses. Toxic behaviour as a dependent variable consists of four sub-dimensions: lack of integrity, social exclusion, promotion of inequality, arbitrariness. Table 4 displays the final results for each

dimension of toxic behaviour. It contains the weighted arithmetic mean and standard deviation through which the compatibility and homogeneity of the respondents' view can be recognised. The final and overall results for each sub-dimension are presented in Table 5. Symbols used for this analysis are O for lack of integrity; Em for Social Exclusion; H for the promotion of inequality; S for arbitrariness.

Table 4: Arithmetic mean and standard deviation of toxic behaviour dimensions

Items of lack of integrity						
No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	O1	1	5	3	4.41	0.87
2	O2	1	5	3	4.06	1.06
3	O3	1	5	3	4.33	1.08
4	O4	1	5	3	4.16	0.95
5	O5	1	5	3	4.13	1.11
Items of Social exclusion						
No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	Em1	1	5	3	4.24	0.93
2	Em2	1	5	3	4.4	0.95
3	Em3	1	5	3	4.1	1.13
4	Em4	1	5	3	4.2	1.02
5	Em5	1	5	3	3.79	1.2
Items of Promotion of inequality						
No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	H1	1	5	3	4.35	0.97
2	H2	1	5	3	4.44	0.8
3	H3	1	5	3	4.15	1.02
4	H4	1	5	3	4.4	1.04
5	H5	1	5	3	4.27	0.82
Items of Arbitrariness						

No.	Symbol	Min value	Max value	Assumed mean	Arithmetic mean	Standard deviation
1	S1	1	5	3	4.24	1.02
2	S2	1	5	3	4.29	0.87
3	S3	1	5	3	4.06	1.06
4	S4	1	5	3	4.33	1.08
5	S5	1	5	3	4.16	0.95

Note. The results shown in this table are based on research analysis and results of SPSS (Version 20)

Table 5: Statistical description of the dimensions of toxic behaviour

No.	Independent dimension	Overall arithmetic mean	Overall standard deviation	Percentage	Order dimensions
1	Lack of integrity	4.21	1.01	0.84	3
2	Social exclusion	4.14	1.04	0.82	4
3	Promotion of inequality	4.32	0.93	0.86	1
4	Arbitrariness	4.21	0.99	0.84	2
5	Total toxic behaviour	4.22	0.99	0.84	

Note. The results shown in this table are based on research analysis and results of SPSS (Version 20)

The most important findings regarding the sample responses for each dimension of the toxic behaviour variable are presented below:

1- Lack of Integrity

As can be seen in Table 5, the overall weighted arithmetic mean for lack of integrity is 4.21, the overall standard deviation is 1.01 and the percentage is 0.84%. Thus, the overall weighted arithmetic mean is greater than the assumed mean (3), indicating that lack of integrity is linked with creating non-efficient communication with employees. The table also demonstrates that O1 has the highest ratio, with a weighted arithmetic mean of 4.41. Some mean values have higher proportions than others, with the values of the weighted arithmetic mean ranging from 4.06 - 4.41), which is accepted.

2- Social Exclusion

Referring to Table 5, the values for the overall arithmetic mean, the overall standard deviation and the percentage are 4.14, 1.04 and 0.82% respectively. Therefore, it may be noted that some employees at the investigated organisation may not pay attention to understanding the personality of other employees or to determining their emotional characteristics in order to show a willingness for flexibility with others. Consequently, this may be linked with social exclusion and its relationship to the staff. The highest mean value in Table 1 for social exclusion is 4.40 which is found in Em2. All the other mean values for social exclusion are within the accepted range.

3- Promotion of Inequality

The arithmetic mean values, as shown in Table 4, range from 4.15 – 4.44, which is then accepted. Moreover, H2 has the highest mean among all five with a value of 4.44. In addition, Table 5 indicates that the overall weighted arithmetic mean of this sub-dimension amounted to 4.32, the overall standard deviation was 0.93 and the percentage 0.86%. It is important to note that the mean is higher than the assumed mean (3), indicating that the employees in the targeted hospital may not have the required ability to control their emotions and deal with other staff equally. This requires that the proportion of inequality be raised.

4- Arbitrariness

As the results presented in Table 5 show, the overall weighted arithmetic mean of arbitrariness is 4.21, while the overall standard deviation is 0.99 with a percentage of 0.84%. Therefore, the mean (4.21) is greater than the assumed mean (3), which illustrates that some employees at Al-Hakim General Hospital are characterised by their arbitrary work and strive to distribute toxic ideas to other employees. All arithmetic means for this dimension in table 3 are accepted (ranging 4.06 – 4.33). The highest mean value was found in S4.

Factor Analysis for the Toxic Behaviour Variable

The factor analysis of the toxic behaviour variable was tested, and the results are shown in Figure 3.

Figure 3. Factor analysis of the toxic behaviour variable (based on the outputs of AMOS Version 20)
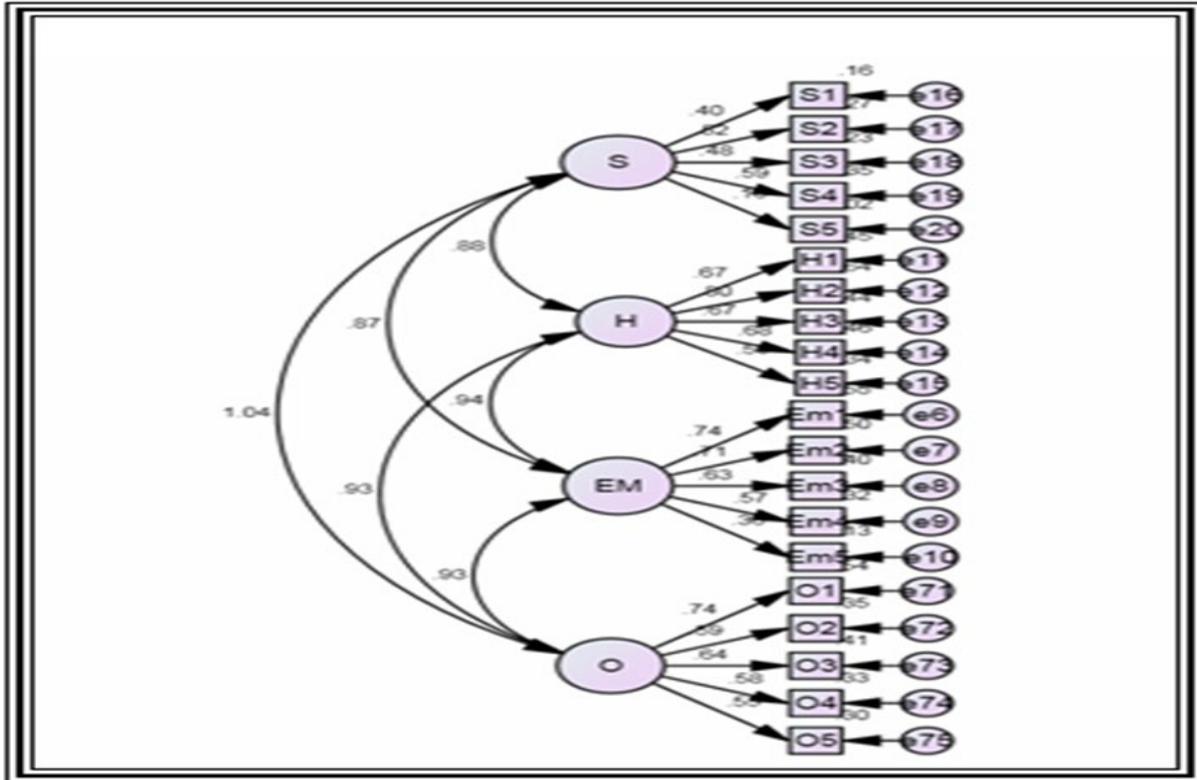
All of the toxic behaviour sub-dimensions achieved distinct saturation ratios, i.e., they are greater than 50% except for four items (EM5, S1, S3, S5), which were deleted. This is illustrated in Table 6 with emphasis on Cronbach's alpha with the purpose of discovering if this scale is stable or not, i.e., whether the collected information is repeated from the same or close to the same values or not? Judgments can be made on the basis of these findings.

Table 6: Saturation ratios and Cronbach's alpha values for the toxic behaviour variable

Sub-variables	Items	Estimate	Acceptance	Cronbach's alpha
Lack of integrity	O1	0.735	Accepted	0.83
	O2	0.588	Accepted	
	O3	0.637	Accepted	
	O4	0.577	Accepted	
	O5	0.55	Accepted	
Social Exclusion	Em1	0.743	Accepted	0.72
	Em2	0.709	Accepted	
	Em3	0.629	Accepted	
	Em4	0.569	Accepted	

	Em5	0.365	Rejected		
Promotion of inequality	H1	0.671	Accepted		0.8
	H2	0.802	Accepted		
	H3	0.667	Accepted		
	H4	0.678	Accepted		
	H5	0.586	Accepted		
Arbitrariness	S1	0.405	To be removed		0.7
	S2	0.523	Accepted		
	S3	0.482	Rejected		
	S4	0.594	Accepted		
	S5	0.158	Rejected		
			Alpha for toxic behaviour	0.84	

Note. The results shown in this table are based on research analysis and outputs of AMOS (Version 20)

According to the results from Table 6, toxic behaviour scale items were consistent with the saturation ratios and estimates. The recorded ratios are higher than 50% except for four items (EM5, S1, S3, S5). On the other hand, Cronbach's alpha ratios were greater than 68%. Hence, they are acceptable, i.e., the scale is stable.

A- The First Main Hypothesis

There is an influential relationship between workplace bullying and toxic behaviour at the general level. Subsequently, five sub-hypotheses have been established and will be tested consecutively based on the sequence of these hypotheses. Table 7 illustrates the test results for the relationship between workplace bullying and toxic behaviour.

Table 7: Regression analysis between workplace bullying and toxic behaviour

Independent variable	(Dependent) Toxic behaviour			
	Estimate	S.E.	C.R.	P. Value
Workplace Bullying	**0.53**	**0.075**	**7.067**	**0**

Note. The results shown in this table are based on research analysis and outputs of AMOS (Version 20)

According to the results in Table 7, workplace bullying affects toxic behaviour by 0.53. When the significance level (P. value) achieved, which is 0, is matched with the percentage that has been assumed in this research, which is 0.05, then the significance level (P. value) achieved is

smaller. Regarding these results, this hypothesis is accepted. After testing the main hypothesis, the sub-hypotheses, which are derived from workplace bullying and toxic behaviour, will be tested and divided into five sub-hypotheses based on the results of the multiple regression analysis. This can be done by assuming that there is a significant relationship between the real value of workplace bullying and toxic behaviour. These results are described in Table 8.

Table 8: Regression analysis between the dimensions of workplace bullying and toxic behaviour

Independent variable	Toxic Behaviour (Dependent)			
Workplace Bullying	**Estimate**	**S.E.**	**C.R.**	**P. Value**
Anxiety	0.21	0.039	5.385	0
Depression	0.03	0.174	0.172	0.952
Somatisation	0.3	0.044	6.818	0
Hostility	0.13	0.061	2.131	0.037
Negative self	0.1	0.08	1.25	0.096

Note. The results shown in this table are based on research analysis and outputs of AMOS (Version 20)

B- The Second Main Hypothesis
There is a significant influential relationship between workplace bullying and toxic behaviour at the general level. Five hypotheses were developed and tested, respectively, as they appeared in the hypotheses of the study.

Table 9 illustrates the correlation between workplace bullying (MK) and toxic behaviour (SP). All conformity quality indicators are within acceptable limits and effect results as shown in the table below.

Table 9: Regression analysis between workplace bullying and toxic behaviour

Independent variable	(Dependent) Toxic Behaviour			
	Estimate	**S.E.**	**C.R.**	**P. Value**
Workplace Bullying	0.25	0.049	5.102	0

Note. The results shown in this table are based on research analysis and outputs of AMOS (Version 20)

According to the results of Table 9, workplace bullying has an influence on toxic behaviour by 0.25 and when the significance level (P. value) achieved 0.000 is matched with the percentage assumed in this research (0.05), then the significance level (P. value) achieved is smaller and, therefore, the hypothesis is accepted.

Conclusion and Discussion

Based on these results, it can be concluded that toxic employees are developing as a function of the particular, pre-existing environmental characteristics in which they work. Consistent evidence was found indicating that those who exhibit a change in their abilities and those who claim that the rules must be followed, even before they are employed, are more likely to become toxic at work and break the rules in the future. Therefore, one of the strategies managers need to consider is to examine whether their employees exhibit these features and step in to reduce the chance of toxicity developing at work. However, more dimensions should be considered when employing positive or negative behaviours that exceed simply testing applicants for toxic reactions. Employee productivity also plays a significant role in this matter. It is noted that there is some indication that toxic employees are more productive, at least in terms of the quantity of production, and that this may explain how these employees are able to persevere as much as they do. However, the results emphasised that the quality of output from these employees is lower, meaning that their production rate is reduced from the top to the lowest, perhaps dramatically, as the consequences of low-quality work are evident. Although this research indicated some features that predict the development of toxicity in the workforce, this does not necessarily mean that these traits existed in employees before but are interconnected with workplace bullying. It would be interesting to know how self-experiences and environmental characteristics have evolved, as well as the previous features that lead to toxicity. In this context, this research demonstrated that employees who have the potential to engage in workplace bullying behaviours are more likely to be toxic at work. Hence, a significant point is raised, which is to ensure that staff members are placed in the most appropriate position based on their skills. To clarify, the allocation of positions seems to be important not only for productivity reasons but also to reduce the likelihood of toxicity in the organisation. Consequently, this suggests that effective management of toxic workers should be of major concern and should, therefore, be investigated in more detail. Thus, appropriate organisational management strategies also become an essential tool in the effective management of individuals and the social responsibility of organisations.

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