

The impact of Toxic Work Environment on Counterproductive work Behavior: The Moderating Role Person-Environment Fit: An analytical study of the opinions of workers in private hospitals in Babylon Governorate

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Abstract : The current study aims to test the direct and indirect impact of the toxic work environment through its dimensions (toxic leader, toxic co-worker, and toxic organizational culture) in the counterproductive work behaviors represented in (deviations at the individual level, deviations at the organizational level) through the moderating role of the Person -environment fit in its dimensions (functional fit, organizational fit, group fit, and supervisor fit), and to improve the desired level of private hospitals studied, study problem has been formulated in a fundamental question (is Person-environment fit can be adopted as a moderating variable between toxic work environment and counterproductive work behaviours, and then diagnose the level of interest in it in the field, as well as identify appropriate actions by the organization.

The study was conducted on several workers in private hospitals in Babil province as a field for study and testing its hypotheses, and the questionnaire form was adopted as a major tool in collecting data related to the field side of the study, and the size of the community (287) working in (5) hospitals, and the size of the distributed sample (250) questionnaire, while the sample was valid for analysis after the tab (230) questionnaire.

The study also used a set of statistical methods represented in standard deviations, arithmetic averages, and structural equation modelling with the help of statistical programs (SPSS& AMOS. V.28), and the results proved the validity of the hypotheses of the study, perhaps the most prominent of which is the existence of a correlation and influence between (toxic work environment, Person-environment fit, counter Productive work behaviors)

Keywords: Toxic work environment, Person-Environment Fit, Counterproductive work behavior.

Introduction: Work environments can have a profound impact on employee behaviors and business performance, as well as toxic work environments can lead to adverse behaviors, such as deviations at the individual level and deviations at the organizational level, to prevent these negative consequences, business organizations must take a proactive approach to individual-environmental fit. When an individual does not fit well into the environment, it can lead to feelings of resentment and frustration.

The impact of a toxic work environment on work behavior can be mitigated by the adjusted role of individual-environment fit as it represents a concept that determines the level of compatibility between the employee's personal values and skills, job requirements and workplace. When the fit of an individual environment is low, the employee may feel frustrated, lack motivation, or even dissatisfaction.

Hence, the study sheds light on the role of the individual-environment fit as a modified variable between the toxic work environment and the Counterproductive work Behavior of workers in private hospitals in Babylon Governorate by focusing on addressing the problem of study in a major question (Does the individual-environment fit have a modified role in the influential relationship of the toxic work environment in Counterproductive work Behavior), and to apply this role, the study followed the descriptive analytical approach in describing study variables, To highlight the fruits of this study was divided into four sections, the first section focused on the scientific methodology of study, and the second section presented the theoretical side of study, and the third section dealt with the applied side of study, and the fourth section presented the most prominent conclusions and recommendations.

PART ONE: THE SCIENTIFIC METHODOLOGY OF STUDY

First: The idea and problem of study

The negative effects of a toxic work environment on the behavior of employees cannot be denied, as such a hostile environment can lead to a range of problems, including (the emergence of deviations at the individual and organizational levels). It is therefore essential to understand the underlying mechanisms of how a toxic work environment affects negative work behaviors, as this can provide insight into how to build and maintain healthy work environments better. One mechanism that plays a modifiable role in the effects of a toxic work environment on

negative work behaviors is the Fit of the individual environment, as it refers to the idea that the relationship between the individual and his environment is key in determining whether certain behaviors are supported or hindered when individuals are in an environment that does not correspond to their values, skills, and goals, they are more likely to experience negative emotions, low morale, and low motivation, which in turn may lead to adverse work behaviours.

Hence, the idea of the researcher crystallized, which tried to highlight the study of the impact of the toxic work environment, which is a direct cause of individuals' involvement in reverse behaviors (unproductive), which motivated the researcher to explain the adverse behaviors at work (deviations at the individual level and deviations at the organizational level) through the toxic work environment variable ((toxic leader, toxic co-worker and toxic organizational culture) and activating the role of the individual's fit - the environment, In the scientific sector, as it represents one of the most important sectors and the most influential on the health and safety of the individual, so the problem of study is summarized in answering the main question

(Does Person-Environment Fit play a modified role in the influencing relationship between toxic work environment and Counterproductive Behavior? The sub-questions emanate from them in the problem of the current study, which embodies in their entirety the main features of the study problem as follows:

1. Are the dimensions of the toxic work environment available in the studied private hospitals?
2. What is the level of individual-environmental fit of the private hospitals studied?
3. What is the level of adverse work behaviors in the studied private hospitals?.
4. What is the nature of the relationship between (toxic work environment and Counterproductive work Behavior)?.
5. What is the nature of the impact of toxic work environment dimensions on Counterproductive work Behavior?.
6. Does the individual-environment fit have a modified effect on the relationship between a toxic work environment and adverse work behaviors?.

Second: The importance of study

The scarcity of studies that dealt with the variables of study collectively, according to the researcher's knowledge, whether at the level of local or foreign research and studies. The current study seeks to introduce the competent authorities in hospitals to study the community of the grouped administrative concepts that cannot be uninterested in them and the logical relationships that bind them. and The current study tries to help study community hospitals in mitigating the adverse work behaviors of workers resulting from the suffering of study population hospitals from a toxic work environment by finding a state of harmonization between their environment and the individuals working in them. The current study is a modest contribution as a cognitive and intellectual enrichment regarding the variables of study.

Third: Objectives of study

To address the problem of study, a set of goals must be identified that can overcome the difficulties in front of the studied hospitals in addressing the general problem (identifying the importance of the modified role of the individual-environment fit as a modified variable in the relationship between the toxic work environment and Counterproductive work Behavior), and from here several sub-goals can be formulated:

1. Diagnosis of the level of availability of toxic working environment dimensions in hospitals Study population.
2. Determine the level of individual-environment fit in study population hospitals.
3. Identify the level of adverse work behaviors in the studied private hospitals.
4. Investigate the nature of the relationship between toxic work environments and adverse work behaviors from the sample point of view.
5. Determine the nature of the effect between toxic work and Counterproductive work Behavior from the sample point of view.
6. Explore the role of individual-environment fit as a modified variable in the influential relationship between toxic work environments and adverse work behaviors from the sample's point of view.

Fourth: The hypothetical plan of study

The hypothetical scheme provides a complete framework for the idea of the study and clarifies the nature and type of relationships between its variables, as well as the trends of its variables and the measures of the study problem that measure the modified role of the individual-environment fit in the influential relationship between the toxic work environment and Counterproductive work Behavior, as shown in Figure (1), and therefore the variables of study can be determined as follows:

- 1) **Independent variable:** toxic work environment This variable is represented in three dimensions (toxic leader, toxic co-worker, toxic organizational culture).
- 2) **Modified variable:** It is represented in the individual-environment fit and the inclusion of four sub-dimensions (functional fit, organizational fit, group fit, supervisory fit).

3) **Dependent variable:** It is the opposite of work behaviors, and the inclusion of two dimensions (deviations at the individual level, and deviations at the organizational level).

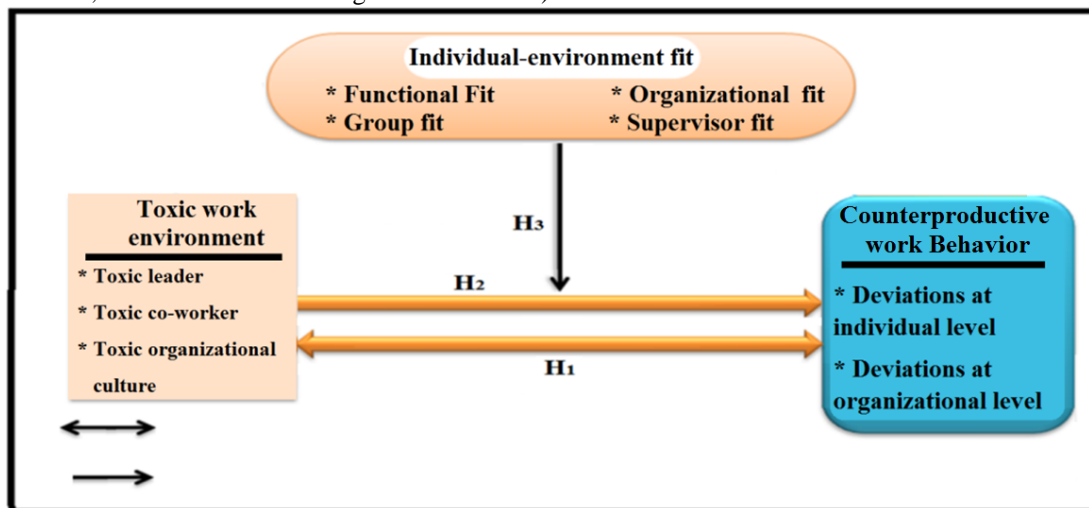


Figure 1 Hypothesis scheme of study

Source: Prepared by the researcher

Fifth: Study hypotheses

The hypotheses are clarified in the light of the questions that were mentioned in the study problem, in which the researcher represents the relationship towards trying to answer them by proving these hypotheses or not, and the following is the presentation of study hypotheses:

The first main hypothesis (H1): There is a significant correlation between the toxic work environment and adverse work behaviors, and several sub-hypotheses fall within this hypothesis:

Sub-hypothesis I (H1a): There is a significant correlation between the toxic leader and adverse work behaviors in their dimensions (deviations at the individual level, deviations at the organizational level).

Second sub-hypothesis (H1b): There is a significant correlation between toxic co-worker and Counterproductive work Behavior in their dimensions (deviations at the individual level, deviations at the organizational level).

Third sub-hypothesis (H1c): There is a significant correlation between toxic organizational culture and adverse work behaviors in their dimensions (deviations at the individual level, deviations at the organizational level).

Second main hypothesis (H2): There is a significant effect of a toxic work environment on adverse work behaviors. Several sub-hypotheses fall within this hypothesis:

The first sub-hypothesis (H2a): There is a significant effect of the toxic leader on adverse work behaviors in their dimensions (deviations at the individual level, and deviations at the organizational level).

Second sub-hypothesis (H2b): There is a significant effect of toxic co-worker on adverse work behaviors in their dimensions (deviations at the individual level, deviations at the organizational level).

Third sub-hypothesis (H2c): There is a significant effect of toxic organizational culture on adverse work behaviors in their dimensions (deviations at the individual level, and deviations at the organizational level).

The third main hypothesis (H3): There is a significant interactive relationship for the individual-environment fit variable in the relationship between toxic work environment and adverse work .

Sixth: Study population and sample

The study population was represented in private hospitals in Babylon Governorate (Al-Salam Hospital, Al-Hayat Hospital, Taibah Hospital, Al-Fayhaa Hospital, and Babylon Hospital), while study sample included workers in these hospitals, as the researcher adopted the method of stratified random sample, and the sample included (250) employees from a group (300) according to hospital records and the director of the human resources department for each hospital, and access to the lists containing community preparation, In order to reach the selection of a statistical sample that represents the population well, note that the equation of Tupson and Morcan was used, in determining the sample size. To ensure the achievement of the requirements of the study, the researcher resorted to the distribution of (250) questionnaires for the sample in private hospitals, and retrieved (238) and by (8) questionnaires were damaged, which means that the number of questionnaires valid for analysis (230) questionnaire.

Seventh: Data Collection Tool

The data collection tool was represented in the questionnaire form that will be adopted by the researcher based on the sources listed in Table (1).

Table (1) Study Themes and Measures

Variables	Dimensions	Paragraphs	Sources
Toxic work environment	Toxic leader	10	McCulloch,2017
	Toxic co-worker	6	
	Toxic organizational culture	6	
Individual-environment fit	Functional Fit	12	Alharbi,2023
	Organizational fit	11	
	Group fit	8	
	Supervisor fit	9	
Counterproductive work Behavior	Deviations at individual level	6	Wiernik& Ones,2018
	Deviations at organizational level	6	

PART TWO: THE THEORETICAL SIDE OF THE STUDY

First: Toxic work environment

1. The concept of a Toxic work environment

(work environment) is a term to describe the relationship between workers in the workplace (Wang et al.,2020:1057), the work environment is one of the important factors that affect the engagement of workers, as the organization that adopts an appropriate work environment faces anxiety towards workers and their feelings, the organization's management works to encourage workers to express their concerns, which motivates them to develop their skills and address problems related to work, Therefore, a supportive work environment for employees is an important factor in accomplishing the required tasks (ErajesvariePillay, 2018:67). On the other hand, the word (toxic) refers to toxic contents or damages, especially when they are capable of causing death or serious weakness, in other words, refers to a very dangerous or harmful and harmful workplace, and here study focused on the toxic workplace of social and organizational importance in nature (McCulloch, 2017: 9).

The term toxicity was first introduced in 1880 to mean poisoning, and is derived from the English and Latin words (toxic), which means poison, and was also derived from the French word (toxicum), which is originally an ancient Greek word called (toksikón τοξικόν.) which means toxicity, in the sense of a special poison that is placed on the head of the arrow, but from the behavioral side, the subject of toxic work environment, when applied to workers, refers to individual or organizational behaviors driven by personal gains, power and financial struggles, immoral behaviors, revenge and illegal means (Danaher, 2021:3). Table 2 contains views on the concept of a toxic work environment.

Table 2 Concept of toxic working environment

NO.	Researcher	Concept
1	Tastan,2017:84	Various deviant and abusive behaviors in the organization
2	Anjum et al.,2018:3	All employees who are unqualified and unfit to work in the organization as a result of the disadvantages and bullying and the negative character they incur towards the organization
3	Atmadja,2019:29	It is the various factors that are characterized by affecting the work of the organization and the effectiveness of employees
4	Rasul et al.,2019:2	A range of narcissistic behaviors and abusive leadership accompanied by threats, insults and bullying of employees.
5	Wang et al.,2020:1057	A combination of psychological, physical and mental illness that causes high levels of fatigue and stress in the workplace, which affects the psychology of workers negatively
6	Danaher,2021:2	Negative behaviors directed towards individuals trying to achieve gains at the expense of their colleagues
7	Grace,2022:44	The outcome of the physical and emotional effects on the employees of the organization

Based on the above, a toxic work environment can be defined as negative behaviors directed towards employees that cause physical, psychological and mental effects and limit the effectiveness of their performance.

2. Dimensions of toxic work environment

The toxic work environment is described as the result of personal relations between the members of the organization through formal and informal relations in which responsibilities and the work environment are organized, and these relationships are judged by a set of dimensions and can be summarized in the following:

a. Toxic leader (Leaders): The toxic leader represents the most important source in the search for toxicity in the workplace, leadership that involves subsets of behaviors and characteristics of the destructive or functionally aggressive leader, as the toxic leader is described as self-interested people and authoritarian and spiteful abuse of their authority and functional roles and followers, which makes them have special personalities, perceptions, attitudes and patterns that govern their behaviors (McCulloch,2017:15). Morris, 2019:37 argues that toxic leadership manifests itself in two forms, the first is a form of action and practice by leaders and systems that cause harm and suffering to individuals and organizations, and the second is the association of leaders with showing empathy for workers in organizations, which often leads to low performance through the trait of unwanted leadership.

b. Toxic co-worker: Often any personal behaviors of toxicity can be associated with other members of the organization, which leads to conflict between individuals and customers with whom the organization deals, in other words, the toxicity experience between the leader and employees in the organization can provoke negative reactions in workers such as depression and pressure, which leads to the co-worker capturing a wide range of behaviors in the workplace that are characterized by By toxicity, these behaviors are gossip and spreading rumours with malicious connotations that they are toxic, and this leads to intimidation, threats and bullying of the worker (McCulloch, 2017:18).).

c. toxic organizational culture: Organizational culture refers to the ability of an organization to interpret decision makers of appropriate policies and procedures in order to analyze and address problems by following a political and cultural dynamic that defines the necessary principles for the use of offensive strategies. appropriate defense (Dharmaputra et al.,2021:11). The dynamics of the work environment represent the place where the tasks of the organization are performed, and this place can usually provoke some toxicity as a result of the cumulative effects of toxic behavior in the workplace, and the intensity of these behaviors depends on the number, frequency and intensity of competition between workers in the workplace, which leads to the development of toxicity based on the interaction and work pressures, actions and emotions between members of the organization (McCulloch, 2017:20). Pickering et al. (2017:4) noted that a toxic work environment is one of the features that contribute to organizational culture through frequent interactions and learning from a toxic workplace to understand employee culture, realize their expectations, and develop actual and potential satisfactory safety outcomes.

Second: Individual-Environment Fit

1. The concept of person-environment Fit

Fit language: usually expresses the word Fit harmonization, harmonization language: as stated in the dictionary mediator "harmonization consent, harmony and approval: approved. And harmonious harmony: it is agreeing to do as he does. Abu Zayd said: If he follows his trail and does what he does... And our scientists interpret the approval harmony. In the proverb: If it were not for harmony, people would perish, they say: If it were not for the approval of people to each other in companionship and ten, it would have perished (Khalaf, 2012, quoting Ibn Manzur)

Adaptability idiomatically: Fit is defined as the perceived compatibility of the employee or comfort with the organization or the environment (Robinson et al., 2014:105). Lee et al.,2004:712; Mitchell et al., 2001:1109) suggest that fit includes the extent to which employees' jobs and communities are appropriate to other aspects of life. Mallol et al. (2007:36-37) views fit as the compatibility or comfort that an employee feels with the organization and his environment. According to the theory of job integration, the employee's personal values, career goals and plans for the future must be "fit" to the culture of large companies and the demands of his immediate job (knowledge, skills and job abilities). In addition, a person will consider his fit for society and the surrounding environment. In the same vein, Son (2012:105) argues that Fit is the perceived degree of compatibility between the employee and the job he receives and the company to which he belongs.

Table (3) shows the most prominent opinions of specialists and researchers in the fit of the individual - the environment

Table 3 Concept of Person - Environment Fit

NO.	Researcher	Concept
1	Tsai¥,2017:102	A mechanism to achieve positive results by achieving job satisfaction, organizational commitment and personal career achievement
2	Mushtaq et al.,2019:23	A mechanism to improve the relationship between the individual and the environment by strengthening the individual's motivations and commitments towards improving the functions entrusted to him.
3	Stonefish,2019:39	Matching individual characteristics and work environment, including levels specific to work groups and colleagues within the workplace

4	Choi et al.,2020:29	A means to enhance the organization's ability to learn and improve job performance through the use of mutual interaction between individuals and the context of the organization on the cognitive, motivational and behavioral processes of individuals.
5	De Stasio et al.,2020:3	The correspondence in the self-perceived context between the personal characteristics of the individual and the characteristics of the organization.
6	Piszczyk & Berg,2020:3	The interaction between internal and external factors that shape individuals' attitudes and behaviors
7	Jusri & Lechner,2023:5	The extent of integration between the characteristics and characteristics of the individual and the personal environment appropriate to the environment in proportion to the characteristics of other individuals in this environment

From the foregoing, it can be said that the Fit of the individual - environment means the extent to which the individual is compatible with the characteristics of the environment with which he deals, and whether these characteristics suit his needs, desires, abilities and personal values

2. Dimensions of Person - Environment Fit

Tsai & Yen (2017) argues that the Fit between the individual and the organization can be measured through four dimensions:

a. **Functional fit:** Functional fit represents the oldest and most important types on the scope of fit between the individual and the work environment in the literature of human resources and organizational behavior and is defined as a set of knowledge, skills and capabilities necessary to perform tasks related to the performance of a specific job in the work environment, as it contributes to determining the compatibility between the capabilities of the individual and the requirements of job performance and the needs of the individual and job returns (architectural, 2020: 248). Mushtaq et al.,2019:23) argue that functional fit depends on two factors, firstly, the needs of the employee that motivate him to join the organization and what are the different facilities provided by the organization, and secondly what are the requirements of the organization such as the requirements of skills/abilities within the worker, and when both workers are at an equal level or of the same degree and satisfy each other, it can be described as suitable for the job.

a. **Organizational Fit:** The compatibility between the organization and the individual contributes to achieving the prediction of the relative success of the organization and based on (performance, integrativeness, collective cooperation, intention to stay, and commitment), as well as that this organizational compatibility contributes to achieving a balance between the standards and values of the organization and the values of individuals in the workplace and identifying similarities and differences between these values in order to facilitate the process of predicting the types of behavior and normative changes that occur over time (Stonefish,2019:40).

c. **Group Fit:** Group fit enables individuals and organizations to perform more effectively by allocating the necessary time and efforts to improve their behaviors and psychological reactions in line with the requirements and objectives of the organization (Xiong et al., 2022:3). Ng et al.,2022:96) indicates that the fit of the group represents a match between employees and members of the organization in terms of value, goals, requirements, preferences, work methods, characteristics and skills that will determine the performance of the group and its cooperation.

d. **Supervisor fit:** Supervisory fit is meant as the Fit of the characteristics of the subordinate with the direct supervisor, and this type of Fit is important for subordinates, as it reflects the subordinate's personal and functional values in a manner consistent with the requirements of the job entrusted to him (Al-Mamari, 2020: 249). The relationship between team work positions and executives is an important and interesting dynamic relationship for organizations, as it represents the pinnacle of the decision-making system in the organization. It is therefore necessary to study the nuances between team attitudes and CEOs in order to determine the importance of team members' participation in improving positive outcomes in the organization (Toscano et al., 2018:6).).

Second: Counterproductive work Behavior

1. The concept of Counterproductive Work Behavior

The concept of Counterproductive work Behavior has been of great importance to researchers as it represents an unclear and ongoing organizational problem at the same time (Yiwen & Hahn,2021:1), during the previous years researchers identified a number of Counterproductive work Behavior that occurred as a result of work pressure, moral laxity, opportunities and dissatisfaction with work, inequality, as well as abuse (Weitz, 2012:256). As a result, Counterproductive work Behavior was seen as retaliatory tactics against the mistreatment of management, and therefore Counterproductive work Behavior represents the conceptual framework for distinguishing between

normative determinants and reverse work behavior, as well as identifying precedents that may affect the motivational components in the organization's models followed in achieving its goals by contributing effectively to identify the causes of these reverse behaviors (Weitz, 2008:220).

Before the mid-nineties, the most common approach was to examine inverse individual behaviors with no proposal for an overarching structure. For example, individuals have studied topics such as delay, workplace violence, vandalism, theft and absenteeism with little awareness that these disparate behaviors may reflect on some commonalities. Moreover, reverse action behavior asserts that for deviant behavior to be considered it must be at least the ability to harm the well-being of the organization or its members, thus excluding violations of tact such as bad manners and other social errors (Bayram,2009:12). Table 4 provides views on the concept of Counterproductive Work Behavior.

Table 4 Concept of Counterproductive work Behavior

NO.	Researcher	Concept
1	Bayraktar,2019:2	Overlapping negative work behaviors that affect others in the work environment
2	Mahmood,2019:14	Behavior by employees harmful to the organization and their colleagues
3	Selvarajan et al.,2019:42	Individual results that negatively affect organizational effectiveness
4	Blickle,2020:4	Conduct in the workplace that violates the Code of Appropriate Conduct
5	Malik et al.,2020:38	Behaviors that violate the bonds, relationships and rules established by the organization
6	Nnaebue,2020:1306	Behavior contrary to organizational progress and if uncontrolled may predispose the organization to decline
7	Shapira-Lishchinsky& Levy-Gazenfrantz,2020:5	The behavior of voluntary workers that is adhered to by selection and which contradicts important organizational rules, basic societal values and standards of proper behavior

Based on the above, it is possible to look at adverse work behaviors that contradict the objectives of the organization, negatively affect its effectiveness, threaten its well-being and harm its stakeholders.

2. Dimensions of adverse work behaviors

Counterproductive work Behavior can be measured in two dimensions:

a. Deviations at an individual level: Deviation at the individual level refers to all employees of various qualities and ranks who directly harm the organization (Schilbach et al., 2020:694). Mount, 2006:3, argues that deviation at the individual level represents the deviant behaviors of colleagues in the workplace that lead to physical assault. Deviations at the individual level in the workplace are not new, but the search for deviant behavior is new. There is a long rich tradition when employees begin to perform behaviors to harm their coworkers and organizations. Counterproductive work Behavior refers to employee behaviors that directly harm an organization by affecting its operations or property or by harming other employees in a way that reduces their effectiveness (Bowling, 2010:12). These behaviors affect the organization and all stakeholders including customers, colleagues and supervisors. (Iqbal,2016:13)).

b. Deviations at organizational level: Deviation at the organizational level refers to the exclusion of a particular colleague or worker from the activities of collective work teams, which affects the psychological state of the worker and causes adverse work behaviors on the organization (Schilbach et al.,2020:694).

Deviations at the organizational level represent the association between a younger employee and a senior and older colleague. The purpose is to share knowledge with a focus on learning methods or technological experience. In addition, there is a focus on leadership development for mentors. Organizational reverse behavior is also considered as an alternative form of organizational behavior with unique characteristics and mutual support functions that distinguish it from other evolutionary relationships (Marcus, 2004:25).

PART THREE: THE APPLIED SIDE OF STUDY

First: Coding and delivery of variables studied

The analysis of data easily and reliably, and the extraction of accurate results requires expressing a set of symbols that facilitate the statistical analysis of the data involved in the analysis, and therefore Table (5) shows the characterization and coding of the variables and dimensions of study.

Table (5) Coding and characterization of study variables

NO.	Variables		Number of paragraphs	Icon
	President	Sub		
1	Toxic work environment (TWII)	Toxic leader	10	TLE
		Toxic co-worker	6	TCO
		Toxic organizational culture	6	TOC
2	Individual-environment fit (PEF)	Functional Fit	12	EFF
		Organizational fit	11	ERE
		Group fit	8	EAP
		Supervisor fit	9	ESU
3	Counterproductive work Behavior (CWB)	Deviations at individual level	6	CID
		Deviations at organizational level	6	COD

Source: Prepared by the researcher.

Second: Examination of the normal distribution of data

The results of Table (6) of the normal distribution test of Kolmogroff-Semenrov show that the value of the test is higher than the significance level (0.05), which means that the internal data in the analysis are characterized by acceptance, as they achieved the required condition, which indicates the acceptance of the null hypothesis, which states (that the data included in the analysis are subject to the conditions of normal distribution), as well as the rejection of the alternative hypothesis that states that (there is no normal distribution of the data included in the analysis). Accordingly, it can be said that the data can be analyzed according to parametric statistical tests, as they achieved the condition of the normal distribution tests.

Table 6 Results of the normal distribution of study variables

Variables		Kol-Smi			
		Sig.		df	
1	Toxic leader	.177	.252	230	
2	Toxic co-worker	.151			
3	Toxic organizational culture	.203			
Toxic work environment					
1	Functional Fit	.208	.217		
2	Organizational fit	.115			
3	Group fit	.162			
4	Supervisor fit	.114			
Individual-environment fit					
1	Deviations at the individual level	.151	.135		
2	Deviations at the organizational level	.167			
Counterproductive work Behavior					

Third: Structural stability of study tool:

The results of Table (7) indicate that the Cronbach alpha coefficients for the variables included in the analysis amounted to higher than (0.75), which means that the measurement tool is characterized by high relative stability, as well as that all values have ranged between (0.840-0.924), which are statistically acceptable values, and this indicates that the measurement tool is compatible with the responses of workers in private hospitals in Babylon Governorate.

Table (7) Cronbach alpha coefficients for variables and dimensions of study

NO.	Variables		Number of paragraphs	Cronbach alpha coefficient of dimension
	President	Sub		
1	Toxic work environment	Toxic leader	10	.847
		Toxic co-worker	6	.842
		Toxic organizational culture	6	.871
	Cronbach alpha coefficient for toxic working environment variable		.942	
2	Individual-environment fit	Functional Fit	12	.906

		Organizational fit	11	.840
		Group fit	8	.924
		Supervisor fit	9	.889
	Cronbach alpha coefficient for the individual–environment fit variable		.979	
3	Counterproductive work Behavior	Deviations at the individual level	6	.913
		Deviations at the organizational level	6	.902
	Cronbach alpha coefficient for the variable of inverse work behaviors		.919	
Cronbach alpha coefficient total				
0.963				

Fourth: Statistical Description

1. Descriptive analysis of the toxic working environment variable

The results of Table (8) indicate that the general average of the arithmetic mean of the toxic work environment variable amounted to (2.78) and a standard deviation of (0.69) and the relative importance of its value (56%), and this variable got the level of answer (moderate) and this result indicates the existence of a simple toxic work environment, which is realized by the members of the studied sample, and after the toxic leader got the first rank with an arithmetic average equal to (2.88) and a standard deviation of (0.75) and relative importance of (58%), While after the organizational culture ranked second in terms of importance with an arithmetic average of (2.74) and a standard deviation of (0.72) and a relative importance of (55%), and it came after the toxic colleague in the last rank (third) in terms of importance with an arithmetic average of (2.71) and a standard deviation of ability (0.78) and relative importance of (54%) indicates that the simple presence of the toxic leader is temperamental and does not maintain the privacy of subordinates and behaves negative behaviors and arbitrary decisions because he believes that he is the best of all and leads to Not solving issues that negatively affect working individuals and thus cause them frustration, creating toxic co-workers with bad behaviors by others.

Table (8) Arithmetic Means, Standard Deviations and Relative Importance of Dimensions of the Toxic Work Environment Variable

Dimension	Arithmetic mean	Standard deviation	Answer Level	Materiality %	Order of importance
Toxic leader	2.88	0.75	Mild	58%	First
Toxic co-worker	2.71	0.78	Mild	54%	Third
Toxic organizational culture	2.74	0.72	Mild	55%	Second
General rate of toxic working environment variable					
	2.78	0.69	Mild	56%	***

2. Descriptive analysis of the individual-environment fit variable

It is clear from the results of Table (9) that the general average of the level of answers of the sample of private hospitals in Babil Governorate towards the individual-environment fit variable was (3.80) and a standard deviation of (0.62) and relative importance equal to (76%), and this indicates the interest of private hospitals in Babylon Governorate in the dimension of organizational fit with an arithmetic mean of (3.82) and a standard deviation equal to (0.71) and relative importance of (76%). As well as the interest of private hospitals in Babylon province to improve the role of functional fit with an arithmetic mean of (3.76) and a standard deviation of (0.64) and relative importance of its value (75%), which means that the possession of private hospitals in Babylon province expert medical cadres helps them to attract the largest possible number of auditors, as well as providing and creating the appropriate climate and amenities, which helped many auditors to prefer them without government hospitals.

Table (9) Arithmetic Means, Standard Deviations and Relative Importance of the Dimensions of the Individual-Environment Fit Variable

Dimension	Arithmetic mean	Standard deviation	Answer Level	Materiality %	Order of importance
Functional Fit	3.76	0.64	High	75%	Fourth
Organizational fit	3.82	0.71	High	76%	First
Group fit	3.80	0.67	High	76%	Second
Supervisor fit	3.80	0.75	High	76%	Third
General rate of individual-environment fit variable					
	3.80	0.62	High	76%	

3. Descriptive analysis of the variable of Counterproductive work Behavior

The results of Table (10) show that the general average of the arithmetic mean of the variable of Counterproductive work Behavior amounted to (2.83) and a standard deviation of (0.69) and relative importance equal to (57%), and this indicates the existence of moderation of Counterproductive work Behavior from the point of view of the sample studied at private hospitals in Babylon Governorate has yet obtained deviations at the organizational level, and deviations at the individual level and an arithmetic mean equal to (2.83) and a standard deviation of (0.69,0.71).) respectively, and relative importance of (57%), which means that the issue of Counterproductive work Behavior in private hospitals in Babil province is a serious issue that should not be taken lightly, because it conflicts with the interests of hospitals and such behaviors, such as deviations at the organizational level, and deviations at the individual level, can have a detrimental impact on the reputation of the hospital and the quality of care provided to patients.

Table (10) Arithmetic Media, Standard Deviations and Relative Importance of Dimensions of Variable Counterproductive work Behavior

Dimension	Arithmetic mean	Standard deviation	Answer Level	Materiality %	Order of importance
Deviations at the individual level	2.83	0.71	Mild	57%	Second
Deviations at the organizational level	2.83	0.69	Mild	57%	First
The general rate of the variable of Counterproductive work Behavior					
	2.83	0.69	Mild	57%	

Fifth: Hypothesis Testing

The first main hypothesis:

The hypothesis states that "there is a statistically significant correlation between toxic work environment and adverse work behaviors."

The results of Table (11) review the existence of a statistically significant correlation between the toxic work environment and Counterproductive work Behavior by (0.805) and at a significant level less than (0.01), which is a strong positive relationship according to the scale of (Cohen et al., 1983: 2), which means the interest of private hospitals in Babylon province to address the relationship between the toxic work environment and Counterproductive work Behavior, as well as the existence of a correlation towards the dimensions of Counterproductive work Behavior and by (0.801) for the dimension of deviations at the individual level to (0.793) for the dimension of Deviations at the organizational level. Several sub-hypotheses emerge from this hypothesis, which are as follows:

The first sub-hypothesis: This hypothesis states that (there is a statistically significant correlation between the toxic leader and Counterproductive work Behavior in their dimensions (deviations at the individual level, and deviations at the organizational level)

The results of Table (11) indicate a statistically significant correlation between the toxic leader and Counterproductive work Behavior and a strong and direct correlation force of (0.719), which means the interest of private hospitals in Babylon province to address the relationship between the toxic leader and Counterproductive work Behavior, on the other hand, there is a correlation between the toxic leader and the dimensions of Counterproductive work Behavior With a value ranging from (0.709) for the dimension of deviations at the individual level to (0.714) for the dimension of deviations at the organizational level.

The second sub-hypothesis: This hypothesis states that (there is a statistically significant correlation between toxic co-workers and adverse work behaviors in its dimensions (deviations at the individual level, and deviations at the organizational level)

The results of Table (11) show a statistically significant correlation between toxic co-workers and Counterproductive work Behavior and a strong and positive relationship of (0.736), which means the interest of private hospitals in Babylon province to address the relationship between toxic coworkers and Counterproductive work Behavior, as well as a correlation between toxic coworker and dimensions of Counterproductive work Behavior. And with a correlation strength ranging from (0.722) for the dimension of deviations at the organizational level to (0.735) for the dimension of deviations at the individual level.

The third sub-hypothesis: This hypothesis states that (there is a statistically significant correlation between toxic organizational culture and Counterproductive work Behavior in its dimensions (deviations at the individual level, and deviations at the organizational level)

It is noted from the results of Table (11) that there is a statistically significant correlation between toxic organizational culture and Counterproductive work Behavior and the reality of a strong and direct correlation force equal to (0.777), which means the interest of private hospitals in Babylon province to address the relationship between toxic organizational culture and Counterproductive work Behavior, on the other hand, there is a correlation between toxic organizational culture and the dimensions of Counterproductive Work Behavior. With a value ranging from (0.762)

for the dimension of deviations at the organizational level to (0.775) for the dimension of deviations at the individual level. **Based on the above, the first main hypothesis can be accepted, which states that there is a statistically significant correlation between a toxic work environment and adverse work behaviors.**

Table (11) Correlation matrix between the dimensions of the toxic work environment and the dimensions of adverse work behaviors

Variables	1	2	3	4	5	6	7
Toxic leader 1	1						
Toxic co-worker 2	.762**	1					
Toxic organizational culture 3	.824**	.754**	1				
Toxic work environment 4	.932**	.911**	.928**	1			
Deviations at the individual level 5	.709**	.735**	.775**	.801**	1		
Deviations at organizational level 6	.714**	.722**	.762**	.793**	.959**	1	
Counterproductive work Behavior 7	.719**	.736**	.777**	.805**	.990**	.989**	1
**. Correlation is significant at the 0.01 level (2-tailed).							
Sig. (2-tailed) = 0.000				N = 230			

Second: Impact hypotheses

Second main hypothesis

This hypothesis states that (there is a statistically significant effect of toxic work environment on Counterproductive work Behavior).

The results of Table (12) shown in Figure (2) indicate the existence of the effect of the toxic work environment on Counterproductive work Behavior, as the toxic work environment contributed to the interpretation of (0.649) of the issues that limit the ability of private hospitals in Babylon province to pay attention to Counterproductive work Behavior, which indicates that the decrease in the toxic work environment by one unit leads to a decrease in Counterproductive work Behavior by a value of (-0.806) and a standard error of (0.039) and a critical value of (-20.667), which means that the treatment of The effects of a toxic work environment at a rate of (0.208) will reduce adverse work behaviors, while the remaining value is due to factors not included in the study.

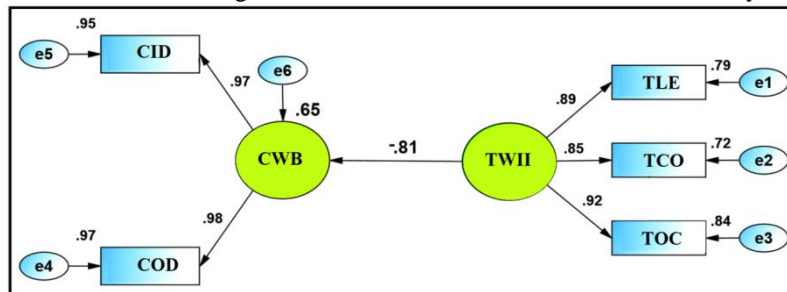


Figure (2) Structural model of the effect toxic work environment dimensions on adverse work behaviors

Table (12) Results of the analysis of the impact of toxic work environment dimensions on adverse work behaviors

path			Standard weights	Standard error	Critical ratio	Coefficient of determination R ²	Probability (P)	Type of effect
Toxic work environment	-->	Counterproductive work Behavior	-0.806	0.039	20.667-	0.649	***	Moral

Several sub-hypotheses emerge from this hypothesis, which are as follows:

The first sub-hypothesis: There is a statistically significant effect of the toxic leader on adverse work behaviors in their dimensions (deviations at the individual level, deviations at the organizational level)

It is noted from the results of Table (13) that there is no significant impact of the senior leader on adverse work behaviors in their dimensions (deviations at the individual level, and deviations at the organizational level)..

Second sub-hypothesis: There is a statistically significant effect of the toxic coworker on adverse work behaviors in their dimensions (deviations at the individual level, and deviations at the organizational level)

It is noted from the results of Table (13) that addressing the role of the toxic co-worker dimension by one standard weight leads to addressing the role of the ability of private hospitals in Babylon province to focus their efforts on reducing the effects of adverse work behaviors by (-0.314) and a standard error of (0.057), i.e. a critical percentage of (-5.509), which requires that private hospitals in Babylon province work to treat the effects of a toxic co-worker by (0.686).

Third sub-hypothesis: There is a statistically significant effect of toxic organizational culture on Counterproductive work Behavior in their dimensions (deviations at the individual level, deviations at the organizational level)

The results of Table (13) review that addressing the effects of the toxic organizational culture dimension by one standard weight leads to a decrease in adverse work behaviors by a value of (-0.451) and a standard error of (0.069), i.e. a critical percentage of (-6.536), which means that private hospitals in Babylon province should work to reduce the effects of toxic organizational culture by (0.549). .

Based on the above, the second main hypothesis can be accepted, which states that there is a statistically significant effect relationship of toxic work environment on adverse work behaviors.

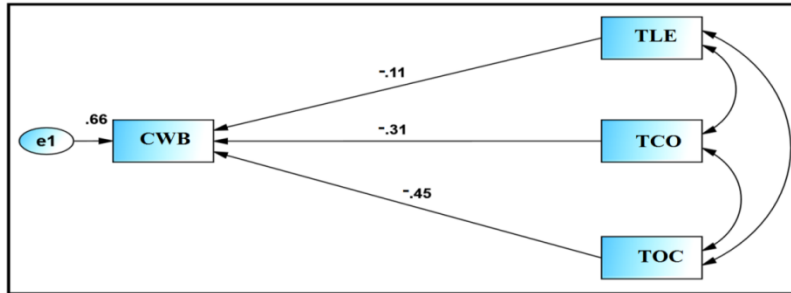


Figure (3) Structural model of the effect of toxic work environment dimensions on adverse work behaviors

It is noted from the results of Table (13) that the dimensions of the toxic work environment contributed to the interpretation of (0.659) from the reality of Counterproductive work Behavior, which means that the interest of private hospitals in Babylon province to address the effects of the toxic leader and toxic work colleague, and toxic organizational culture through the development of ethical codes that limit adverse work behaviors.

Table (13) Results of the analysis of the impact of toxic work environment dimensions on adverse work behaviors

path			Standard weights	Standard error	Critical ratio	R ²	Probability (P)
Toxic leader	--->	Counterproductive work Behavior	0.108-	0.068	1.588-	0.659	0.143
Toxic co-worker	--->		0.314-	0.057	5.509-		0.001
Toxic organizational culture	--->		0.451-	0.069	6.536-		0.001

Third main hypothesis

This hypothesis states that (there is a **statistically** significant interactive effect of the individual-environment fit variable in the relationship between toxic work environment and adverse work behaviors)

The main purpose and objective of this hypothesis is to address the state of reluctance and deficit suffered by private hospitals in the province of Babylon studied towards the impact of toxic work environment on Counterproductive work Behavior, as it is noted from the above in the second hypothesis that there is no effect of the toxic leader dimension in Counterproductive work Behavior, as well as the absence of the effect of functional fit in Counterproductive work Behavior, Accordingly, it is noted from the results of Table (14) that the Fit of the individual-environment contributed to addressing the role of the toxic work environment and therefore this matter is certain to enhance the ability of the toxic work environment in its dimensions (toxic leader) in influencing adverse work behaviors, and therefore increasing the individual-environment fit by one standard weight leads to addressing the role of Counterproductive work Behavior by (0.904) and a standard error of (0.013) and a critical value equal to (26.914) and this in turn contributes to addressing the role of the relationship between the environment Toxic work in Counterproductive work Behavior through the role adjusted individual-environment fit.

The results in Table (14) also show that the toxic work environment without the presence of individual-environment fit affects Counterproductive work Behavior by (0.806) a standard error of (0.039) and a critical value equal to (26.914), which means that the toxic work environment with the presence of individual-environment fit contributed to the interpretation of (0.818) of the crises that lead to effects on the Counterproductive work Behavior of workers in the workplace.

On the other hand, the existence of individual-environment fit in the occurrence of periodic treatments of (1.002) contributed to the relationship between toxic work environment and toxic work behaviors, reducing standard error by (0.026), improving the critical value by (6.247) and contributing to the development of explanatory value by (0.169).

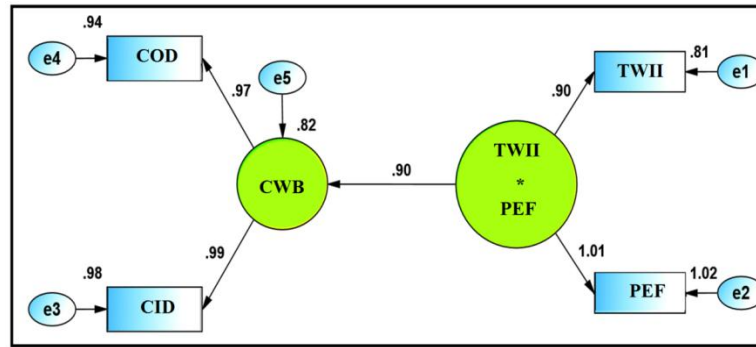


Figure (4) Structural model of the effect of toxic work environment on adverse work behaviors through the adjusted role of individual-environment fit

Table (14) Results of Analysis of the Impact of Toxic Work Environment on Counterproductive work Behavior through the Adjusted Role of Individual-Environment Fit

path			Standard weights	Standard error	Critical ratio	Coefficient of determination R ²	Probability (P)	Type of effect
Without Individual-Environment Fit								
Toxic work environment	<---	Counterproductive work Behavior	0.806-	0.039	20.667-	0.649	***	Moral
With the presence of individual-environment fit								
Toxic working environment * Individual-environment	<---	Counterproductive work Behavior	0.904	0.013	26.914	0.818	***	Moral
The amount of improvement brought about by the individual-environment fit variable								
Toxic working environment * Individual-environment	<---	Counterproductive work Behavior	increase	Error reduction	amelioration	amelioration	***	Moral
			1.002	0.026	6.247	0.169		

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

2. Private hospitals in Babylon sought to study community to adopt the Fit of the individual - the environment as it plays an important role in reducing deviations at the individual and organizational levels and to a high degree, as it contributed to individuals obtaining their financial dues and meeting their needs and satisfaction with their job, and thus achieving their personal goals in particular and the goals of the hospital in general, and the positive relationships between employees in reducing the effects of the toxic work environment on adverse work behaviors.

3. The interest of private hospitals in combating adverse work behaviors by providing a work environment that promotes a positive and cooperative culture and building positive relationships among employees, which leads to addressing and dealing with any adverse work behaviors effectively and strictly and providing the necessary support to employees.

4. The results showed a relationship between the toxic work environment and Counterproductive work Behavior, which led to an increase in the levels of intentional mistakes as well as the delay in work among employees, which confirms that the presence of a toxic work environment creates difficulties for employees in completing their work or advancing in their careers.

5. The results showed that there is a modified effect of the individual-environment fit variable in the relationship between toxic work environment and Counterproductive work Behavior, that is, private hospitals in Babylon study community can adopt the dimensions of individual-environment fit in achieving the positive impact of toxic work environment on adverse work behaviors.

Second: Recommendations

1. Senior management must take creative initiatives about individual employees by seeking to adopt leadership behaviors that do not aim to achieve personal goals and do not involve aggressive content. They must also train themselves to engage in supporting creativity and success to achieve general goals. Therefore, senior management should adopt training programs that focus on developing leadership behaviors that promote the achievement of the organization's goals rather than personal interests. Emphasis should be placed on enhancing creativity, supporting success, and creating a positive work environment.

2. The hospital administration must strive to be committed to meeting the needs and desires of its employees by achieving their goals and ambitions because this is part of its general objectives. Therefore, it is required that the hospital administration provide opportunities to develop the skills and knowledge of employees. Training courses and workshops can be organized that contribute to enhancing their capabilities and achieving their personal and professional ambitions.
3. It is necessary for senior management to pay attention to building and consolidating an organizational culture that expresses the ability of private hospital management to change appropriate policies and procedures capable of confronting problems and addressing them through developing and defining the necessary principles that are necessary for all situations, problems and issues. As well as determining acceptable, desirable, and unacceptable values for negative behaviors. Therefore, the hospital administration requires that the hospital administration determine the acceptable, desirable, and unacceptable values for negative behaviors. Senior management must clarify these values and principles and work to enhance them in all aspects of work in the hospital.
4. It is necessary to maintain the compatibility process between the equation methods in private hospitals and the study community represented by the working individuals and the work environment, by selecting the individuals who are most suitable for the job requirements on the one hand and that they meet a work environment capable of benefiting from their abilities and meeting all their needs. Therefore, the hospital administration must adopt a careful and precise selection process to select the individuals most suitable for the job requirements. This process should include analyzing and evaluating the skills, knowledge and experience needed for different jobs.

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