Effect of Toxic Leadership on Workplace Incivility

Analytical Study for Sampled Teaching Staff in Private Schools in Al-Qadisiya Governorate, Iraq

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Abstract

Purpose: The current research aims to test the realation and effect relation of toxic leadership (through its five dimensions: abusive supervision, authoritarian leadership, narcissism, self-promotion and unpredictability) and workplace incivility (through its four dimensions: hostility, invasion of privacy, gossip, and withdrawal behavior), for sampled members of the teaching staff in the private schools in Al-Qadisiya Governorate.

Design/Methodology: 813 questionnaires were handed out to the research sample of the teaching and educational staff members in the private schools of the Al-Qadisiya Governorate. The study used a number of statistical methods like the simple realation coefficient (Pearson), factor analysis, methods of descriptive statistical analysis and structural equation modeling (SEM), as well as statistical programs such as AMOS.V.23 and SPSS.V.25.

Research findings and recommendations: The results proved the validity of the hypotheses and reached a set of conclusions, the most important of which was the importance of replacing toxic and disappointing leaders and adopting modern leadership that works to spread the spirit of cooperation among individuals. Some recommendations were put, the most important of which was the relevance of replacing disappointing toxic leaders and working to adopt modern leadership patterns that work to spread the spirit of cooperation among individuals, and allow them to participate in decision-making, which helps create an healthy work environment in the sampled schools.

Keywords: toxic leadership and workplace incivility.

I. Introduction

Leadership has been a focal point of management research for decades. Thousands of articles and many theories and approaches have been developed on this topic, focusing on behaviors and attitudes that aim to develop the ideal leader to achieve positive results. Leadership greatly contributes to the success or failure of the organization. Employees work with each other within the organization to achieve the basic goals that organizations seek to achieve through leaders directing them to achieve those goals through interaction between the leader and employees with the intent of achieving satisfactory results. In organizations in general and educational in particular, it is important for managers to have leadership qualities in order to achieve cooperation, because these qualities have a great impact on creativity, improvement and personality development of employees.

It was never thought that abusive leaders create negative results and harm the organization on one hand. On the other hand, we can see other approaches to leadership that have a negative impact on employees and the work environment, especially toxic leadership as a common fact that we can find today in many organizations.

Which has been described by researchers through several terms, destructive, authoritarian, abusive, dark, and toxic. However, despite the different nomenclature, it describes the same phenomenon that occurs in some

organizations, which can lead to the consumption of physical and psychological energies to follow and thus affect the perception of followers, their attitudes and behaviors and may lead them to practice abusive behaviors, which is called Incivility، Although it is the least harmful type of behavior, it can lead to conflict as well as aggressive and impactful attitudes, which in turn increase individuals ' emotional exhaustion and stress, thereby limiting their motivation, abilities, and productivity. Therefore, neglecting such behaviors can cause serious damage that can eventually lead to consequences and costs that affect all the joints of the organization

According to the above, the researcher wanted through the current research to determine the level of availability of any of the research variables and explore the nature of the relationship between toxic leadership and Workplace Incivility by applying it to one of the conscious and educated segments of society represented by a sample of faculty members in private schools in the center of Diwaniya governorate.

II.   Methodology
1) Study Problem

The educational environment with its various scientific and educational aspects, especially the school environment, witnessed the existence of a climate full of pressures and challenges that may push towards the practice of a number of negative behaviors that may affect the parties to the educational process. Perhaps the most prominent of these negative behaviors is the emergence of a pattern of leadership known as toxic leadership. Most studies have confirmed the negative effects of this type of leadership and its impact on the work environment This effect is reflected negatively on the organization's behavioral and attitude outputs (e.g. commitment, job satisfaction, performance, productivity). On the other hand, toxic leadership has a negative impact on some behaviors and attitudes in the workplace, as it causes many negative behaviors such as bullying, aggression in the workplace, organizational sarcasm, lack of cooperation with others, delays from work, psychological withdrawal, and Workplace Incivility which are the focus of our research.

2) Study Importance
1. The study is a modest attempt towards introducing the school administrations to the administrative concepts that should be taken care of if these administrations want to achieve success.
2. The study contributes to drawing the attention of school administrations to the dark sides of leadership or the behavior of employees, and how to invest in the bright sides to mitigate the negative impact.
3. The study attempts to test two types of scales that have arisen in global environments with the intention of adapting them to serve the reality in which our local organizations live.
4. The study is a qualitative addition to the Arabic literature, as it is one of the leading local and Arab research in dealing with toxic leadership at work, and because it tackles such important concepts.

3) Study Objectives

1. Identifying toxic leadership behaviors practiced by school principals from the teachers' point of view, and identifying the extent to which these behaviors affect the study sample.
2. Detecting the extent to which teachers practice workplace incivility behaviors, which resulted from toxic leadership behaviors.

4) Theoretical Framework
1. The independent variable: toxic leadership with its dimensions: abusive supervision, authoritarian leadership, self-promotion, narcissism, and unpredictability.
2. The dependent variable: workplace incivility with its dimensions: gossip, hostility, withdrawal behavior, and invasion of privacy.
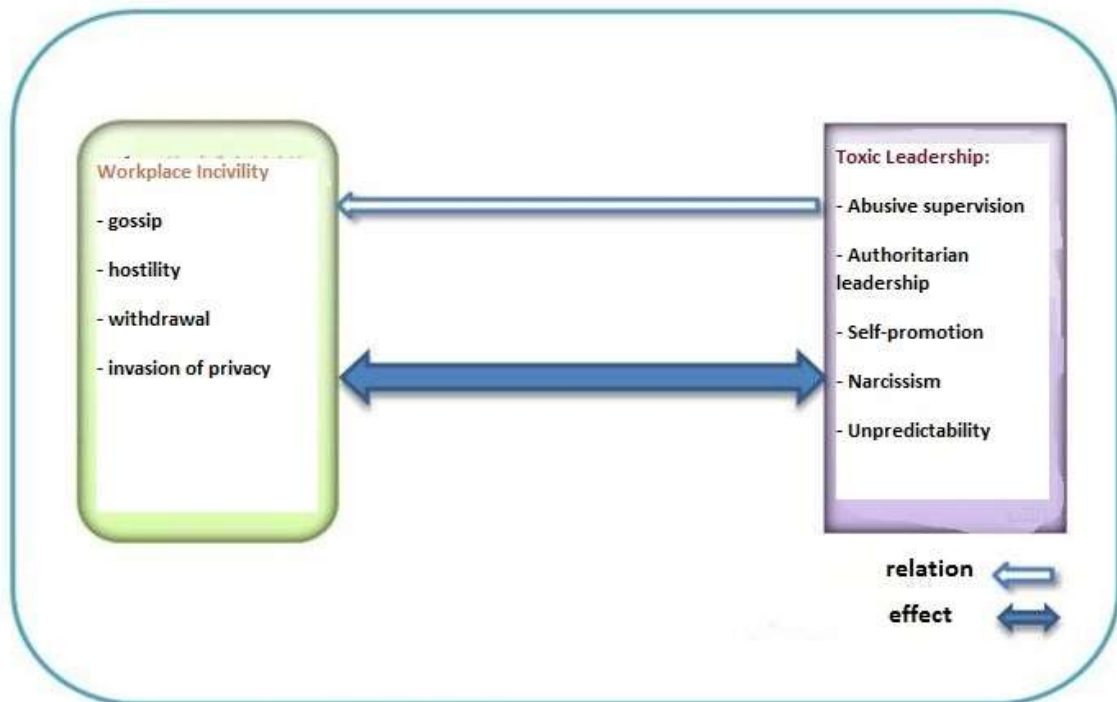
Figure 1: Theoretical Framework

5) Study Hypotheses

The first hypothesis: There is a direct and significant realation between toxic leadership behaviors and workplace incivility, from which the following sub-hypotheses can be developed:

a. There is a positive and statistically significant realation between toxic leadership behaviors and hostility.
b. There is a positive and statistically significant realation between toxic leadership behaviors and gossip.
c. There is a positive and statistically significant realation between toxic leadership behaviors and invasion of privacy.
d. There is a positive and statistically significant realation between toxic leadership behaviors and withdrawal behaviour.

The second hypothesis: There is a direct and statistically significant effect relationship between toxic leadership behaviors and workplace incivility, from which the following sub-hypotheses cane be developed:

a. There is a positive and statistically significant and direct effect relationship between toxic leadership behaviors and hostility.
b. There is a positive and statistically significant effect between toxic leadership behaviors and gossip.
c. There is a positive and statistically significant effect relationship between toxic leadership behaviors and invasion of privacy.
d. There is a positive and statistically significant and direct effect relationship between toxic leadership and withdrawal behaviours.

6) Measurement

a. Toxic Leadership Scale: The study used the Schmidt Scale (2008) to determine the level of practice of toxic leadership behaviors in private schools. It consists of five dimensions and has 30 items according to the five-point Likert scale (very low - very high).
b. Workplace Incivility Scale: The study relied on the Martin & Hine scale (2005) for the purpose of measuring the level of efficacy among teachers in private schools, the research sample, and it

consists of four dimensions and 20 items according to the five-point Likert scale (very low - very high).

7) Sample

The sampled private schools in Al-Qadisiya Governorate were selected included 65 ones distributed in the governorate. The number of distributed questionnaire forms was 960, 813 of which were recovered and valid for the statistical analysis.

8) Measurement Tool

The study measurement tool consists of two main parts: the first part represents the demographic and functional data, and the second part represents the study variables. Table 1 presents the measurement tool values, item number for each variable in the questionnaire and the reference.

Table 1: Study measurements

Variables	Type	Item #	Scale
Personal/functional data	Personal traits	3	Developed by the researchers
Toxic leadership	Independent		
Abusive supervision	Sub	7	
authoritarian leadership	Sub	6	
Narcissism	Sub	5	Schmidt, 2008
Self-promotion	sub	5	
Unpredictability	sub	7	
Workplace incivility	Dependent		
Hostility	Sub	4	
Invasion of privacy	Sub	5	Martin & Hine,2005
Withdrawal behavior		7	
Gossip		4	

Source: developed by the researchers.

III.   Literature Review
1) Toxic Leadership
A.   Conceptualization

The term "toxic leader" first appeared in 1996 (Wicker) (Green, 19: 2014), which was originally coined by Marcia Wicker's analysis of three different types of leaders in organizations: trustworthy (green light), transitional (yellow light), and toxic (red light) (Tavanti, 128:2011).

Whicker (1996) defines toxic leadership as a leadership approach that harms people - and ultimately the organization - by poisoning enthusiasm, creativity, independence, and innovative expression. Toxic leaders spread their toxins through overcontrol (Wilson, 2003:2). Reed (2004:67), however, sees that one specific behavior does not mean that a person is toxic and the lesson is the cumulative effect of frustrating behavior on unity, morale, and climate over time. There are three components associated with a toxic leader: a clear lack of concern for the subordinate's welfare, the personality or style of dealing with others that negatively affects the organizational climate, and the subordinates' conviction that the leader's main motive is self-interest.

Description of toxic leadership as repeated systematic behavior by a leader, supervisor, or manager that violates the legitimate interest of the organization by undermining and / or sabotaging the organization's goals, tasks, resources, effectiveness, and / or motivation, well-being, or job satisfaction of subordinates. He saw (Hitchcock,2015:6) that toxic leadership involves administrative incompetence, threatening, controlling, illegal behaviors, and physical and non-physical abuse that intentionally antagonizes or harms individuals and groups.

Indradevi believes that toxic leadership is a silent killer because it portrays leaders as invulnerable and motivates to obstruct and punish those who question such omnipotence.

Toxic leadership like this is a costly phenomenon because it destroys individuals, groups, organizations, and even States(Indradevi,2016:109) Goyer also described toxic leaders as having a combination of self-centered attitudes, motivations, and behaviors that negatively affect followers, task performance, and the organization(Burns,2017: 37)

Finally, Webster and colleagues provided a general definition of toxic leadership and note that it describes individuals who tend to display fearful, arrogant, and immoral behavior toward those around them in a systematic and repetitive manner. Meanwhile, toxic leaders have a self-replicating style of communication, sharing their knowledge on need-to-know basis, and having many meetings and untargeted telephone conversations (Öztokatli, 2020:21).

B. Dimensions

Schmidt (2008) presented a scale of toxic leadership that contributed significantly to predicting employee turnover intentions, job satisfaction, and supervisor satisfaction (Burns, 2017:40). This scale has five dimensions: abusive supervision, narcissism, authoritarian leadership, unpredictability, and Self-promotion:

i. Abusive Supervision

Supervisory leadership is an important topic in the management literature as evidenced by thousands of studies addressing this phenomenon, and among these research efforts, there is a body of research focused on abusive supervisory behaviors(Poon,2011:65) If The relationships that employees have with their supervisors are more vital than other personal relationships that are developed in the workplace (Ahmad & Omar, 2013:126). It was defined by Tepper (2000: 178) as employee's perceptions of the extent to which a supervisor consistently engages in verbal and nonverbal aggressive behaviors, with the exception of physical contact.

ii. Narcissism

Narcissus in the Greek mythology warns of the dangers of excessive self-love, because this mythological character devoted himself to constant self-admiration (Hook, 2007: 16). Narcissism is a complex construct that includes traits such as arrogance, assertiveness, a sense of authority, entitlement, showmanship, exploitation, power and the social effectiveness of self-absorption (Holtzman & Donnellan, 2015: 479).

Some researchers saw narcissistic leadership as a distinct leadership style while others perceived narcissistic leadership as interfering with established leadership structures, such as charismatic leadership. Thus the main problem is to distinguish between narcissistic leaders (people with a high degree of narcissism who happen to be in leadership positions)Narcissistic leadership is a specific leadership style characterized by narcissistic traits but despite the many unresolved issues surrounding the relationship between narcissism and leadership, it seems clear that narcissism is an important component of toxic leadership(Schmidt,2008:10).

iii. Authoritarian Leadership
It is defined as a behavior of a leader that asserts absolute power and control over subordinates and requires unquestioned obedience from them as another construct relates to toxic leadership (Schmidt, 2008:11). Authoritarian leadership refers to a leader's behavior of asserting absolute power, controlling subordinates, and ordering absolute obedience by imposing strict discipline on them. Leaders who display authoritarian behaviors openly control and initiate the structure, for example, followers who do not follow procedures and rules literally are severely punished, and by issuing threats and intimidation, these leaders seek to make their followers submissive to achieve organizational goals. (Guo et al.,2018:221)

iv. Self-promotion
Self-promotion occurs in many areas of formal and informal social relations, and is particularly prevalent in cases where individuals encounter people of higher status. Self-promotion perspective posits that the basic

human desire is to be seen by others as morally good, efficient in interpersonal relations, and likable (Gtacalone & Rosenfeld, 2001:321-322). Self-promotion also publicizes accomplishments and is about taking credit for the work of others, blaming them and shifting responsibility on them for mistakes (Paltu1 & Brouwers, 2020:3).

More specifically, these individuals have relatively high self-esteem and are sensitive to threats to their self-esteem such as questioning their actions or offering less positive feedback about their performance. These individuals are more likely to experience anger and frustration, which leads to them criticizing others and engaging in generally abusive behaviors(Milosevic et al.,2019:3)

Self-promotion is the practice in which individuals tend to emphasize their strengths and talents, a form of impression management that aims to improve the image and status of the individual, and is used especially in competitive contexts, Examples of self-promotion include proudly pointing out one's own achievements or highlighting one's own internal rather than external, cherishing their contributions, and emphasizing the positive aspects of themselves rather than the negative(Deschacht& Maes,2017:2)

v. Unpredictability

It is a trait of bad leaders, which includes a variety of behaviors involving frequent mood swings (Zaabi et al., 2018:376), and has explosive outbursts that affect subordinates' feelings. Toxic leader's mood can influence the tone of voice and workplace climate, and they express anger at subordinates for unknown reasons (Hinshaw, 2020:152).

Followers have no idea when and according to why their leaders will change their behavior and Sudden tantrums and inconsistencies in everyday behaviors are key features of toxic leadersIt is reported that after a negative mental mood is when the toxic mood of the current leader affects the work environment , And no one wants to approach him when he is angry and upset, or in a depressive mood,This mood is reflected in the tone / intensity of his voice. In the dimension of the negative mental mood, the vassals act according to the toxic leader's mood, Moreover, in this dimension, there is conflict and instability in the behavior of toxic leaders(Öztokatli,2020:38)‹.

2) Workplace Incivility
A. Conceptualization

Incivility has been defined as "disrespectful behavior that undermines the dignity and self-esteem of workers and creates unnecessary suffering. Incivility behaviors indicate a lack of concern for the well-being of others and conflict with the way individuals expect to be treated. (Zauderer, 2002: 38). that The workers' disrespect for each other, which is costly to organizations in subtle and pervasive ways. Although uncivil behaviors commonly occur, many organizations fail to recognize them, few understand their harmful effects, and most managers and executives are ill-equipped to deal with them (Pearson & Porath, 2005: 7).

The presence of emptiness may also be attributed to authoritarian work environments, difficult working conditions, and a workplace filled with anxiety in an authoritarian work environment .   The supervisor is the only person with authority and can create an environment that supports Incivility in addition to the availability of difficult working conditions and poor work climate also creates an environment that helps Incivility in the workplace within the organization(Bartlett et al.,2008:4) Thus we find that the definition of Anderson and Pearson's (1999) of Incivility in the workplace formed the common basis for almost all of the studies reviewed and is therefore, the most accepted definition, in the studies reviewed. Anderson and Pearson (1999) confirmed both Incivility in work Incivility is low-intensity deviant behavior with vague intent to harm purpose and a violation of workplace norms of mutual respect. He added that uncivilized behaviors are characteristically Incivility and impolite, which indicates disrespect for others. This specific definition has been widely used by a number of researchers (Bartlett et al.,2008:1 (

Organizations differ in the way each operates, but every organization has its own norms and expectations for what is acceptable interactive behavior among employees, and acts of incitement undermine this understanding and disrupt the well-being of the organization and its employees (Tarraf, 2012, 2).). And These characteristics conceptually distinguish uncivilized behavior from other forms of interpersonal mistreatment such as bullying, victimization, abusive supervision, assault ... etc. (Anderson, 2013:27) in three ways. First, incivility describe behaviors directed toward other individuals, not organizations. Secondly, although incivility violates regulatory rules, deviance is limited to simple actions such as avoiding or insulting a co-worker. Thirdly, uncivil behavior is not intended to harm (Estes & Wang, 2013:227).

Ambiguous intent means that there is an indirect intent to harm. The individual may act uncivilized for other reasons, such like ignorance. Low intensity indicates a low level of uncivilized behavior (Bayne, 2015:6). so Violation of norms refers to behaviors that violate mutual respect in the workplace (Bayne, 2015:6).

Andersson and Pearson (1999) introduced workplace incivility concept as a new area within the search for negative workplace behaviors (Schilpzand et al., 2015:60) and as a distinct form of interpersonal abuse. They portrayed workplace incivility as a subset of unproductive work behavior, an umbrella term referring to behaviors that harms organizations and their members. Negative work behaviors tend to differ in several dimensions, including the offender's intent to harm, type of violation, and the severity of the behavior (Lim & Lee, 2011:96). Workplace incivility differs from other forms of negative workplace behaviors according to its three characteristics identified by Andersson and Pearson: violation of norms, vague intent, and low intensity (Taştan & Davoudi, 2015:37).

Incivility in the workplace may be generated as a result of a number of reasons that many researchers have focused on with particular attention to organizational and managerial factors (I.e. organizational type and structure, Organizational Change, Communication System, Work Design, Organization policies, abusive supervision, etc.) Individual factors (i.e. personality characteristics, demographics, stress, psychosocial factors, etc.) And situational factors such as organizational culture, organizational climate, reward system, organizational justice, etc ((Taştan,2015:38).

Incivility can also be part of an organization's culture, resulting in an unfriendly, rude, nervous and stressful work environment, reducing cooperation and mutual understanding, and increasing feelings of isolation and Incivility The principal responsible for preventing uncivil behavior and uncivilized organizational culture is the leader, and when the leader fails to intervene in uncivilized behavior, the cycle of Incivility may begin (Keçeci & Turgut,2018:445).
Some researchers, such as Casa and Curtin (2007), have distinguished two different types of Incivility: top-down Incivility and side Incivility. Top-down Incivility refers to unkempt behavior from supervisors or other people of higher status، While lateral Incivility refers to uncivilized behavior from colleagues or peers i.e. Incivility can have multiple sources within the work environment, including co-workers, leaders or supervisors (Jiménez et al.,2018:160) where Workplace incivility behavior refers to a concept is a general term for socio-psychological behavior that lacks prudence, good manners and civility, and entails rudeness, lack of respect, sabotage through negative behavior (Gupta & Kumari, 2020: 1639).

B. Dimensions

The majority of research on incivility used the scale of organizational information systems developed by Cortina and colleagues (2001), and many researchers modified this scale, including Martin and Hine (2005), who modified and validated the Uncivil Behavior Questionnaire in the workplace, which is a component scale of 20 items. respondents are asked to report on how frequently they experience certain behaviors (from an unspecified source) such as loud noises, stress, interruption, and exclusion (Schilpzand et al., 2016:62). The current research has adopted this scale to study the following dimensions:

i. Hostility

It is defined as a type of physical incompetence that seeks to inflict anger, hatred, or harm. Examples of hostility include harassment, discrimination and intimidation (Amos,2013: 21).

Hostility is a behavior that seeks to commit immaterial harm in nature and most commonly observed in organizations is a style characterized by rudeness, alienation and disrespect for others (Keng, 2017:5). Workplace hostility includes behaviors that can cause harm to the target and therefore the target is motivated to avoid them. However, workplace hostility includes only unambiguous episodes of hostility that occur repeatedly at the hands of a person or group of people (l s&&., 2012:2).

ii. Invasion of Privacy

It is defined as restrictions on access to or control of personal information. Breaches of privacy are defined as cases in which personal information is collected or published without the consent of the relevant owner of the information in question (Bree, 2005: 52). Privacy is by no means a controversial issue. Some see privacy as creating opportunities to hide information that can make many social interactions "fraudulent" (r , 2000: 35) and that most individuals sometimes expect to have the same privacy rights in the office as they do at home. Others may assume that since they have an Account Number and password on their software system and email, their individual privacy is protected and secure (r, 2006: 73).

iii. Withdrawal (Exclusionary) Behavior

Withdrawal behavior is associated with a range of negative emotional states including sadness, loneliness, jealousy, guilt, embarrassment, and social anxiety (Hitlan & Noel, 2009:17), and includes harassing, avoiding, excluding, or intimidating behaviors directed at others (Barthelemy, 2020 :18).

Withdrawal behavior in the workplace is defined as the exclusion, rejection, or disregard of an individual (or group) by another individual (or group), impeding an individual's ability to establish or maintain positive personal relationships, work-related success, or favorable reputation within the workplace....., 2006: 217)). Withdrawal as a specific type of Incivility is not only ambiguous, but also characterized by resource deprivation in the form of withdrawal of social support withholding social support is thought to negatively affect individuals 'basic need for acceptance and belonging this type of workplace is a remedy that damages employees' self-esteem and productivity. . In severe cases, exclusion is a form of social rejection. The psychological experience of rejection may be so intense that it can be compared to physical pain (r El E.,2019:2).

iv. Gossip

It is defined as an informal evaluative conversation that usually takes place between few individuals about another member of the organization in their absence. Workplace gossip involve three actors: speaker, recipient, and the subject of the gossip (the absent third party) (Ellwardt, 2011: 16).

This evaluative and informal talk in an organization about another member who is not in that organization " is called workplace gossip. Most studies focus on passive workplace gossip which has gradually made the subject an important point in the field of Organizational Behavior, and several studies have looked at passive workplace gossip as individual factors(Kong, 2018: 26).

When Gossip occurs in the workplace, it is often in the form of rumors and some of what is said to be informal, harmless methods of communication and may even facilitate work in the workplace. . Unfortunately, it is sometimes malicious or destructive and gossip can also lead to conflict and hurt feelings. They can even contribute to bullying and harassment to create a hostile work environment
. (Advisor, 2016:21)

3) Toxic Leadership and Workplace Incivility
A. Relation

Incivility has been identified as one of the most prevalent forms of antisocial behavior in the workplace"the epidemic of workplace Incivility is particularly worrying because Incivility carries high costs for targeted employees,co-workers, and organizations in general (r CL at& &l at., 2015:10), and workplaces where

employees interact with each other on a regular basis are the most appropriate places for Incivility behavior. And that most hostile behavior in the workplace is the result of poor leadership as supervisors or leaders become unable in such cases to stimulate their wisdom in order to determine the presence and extent of Incivility (Baig & Zaid, 2020: 688).

Decewin (1939) asserted that situational factors influence the initiation and amplification of Incivility in the workplace. Especially when interacting situational and personal Forces, as drivers of behavior. . For example, factors that contribute to complacency and an informal work environment (e.g., policies, procedures, and social norms) are seen to play an important role in Incivility behaviors. accordingly, the leadership style shown by managers is an important humorous factor that may influence workplace Incivility (rr& &lll, 2015: 10)

Leaders who do not show consideration for employees may encounter disrespectful behavior among employees and may act negatively with other co-workers. Furthermore, researchers have argued that when an individual acts aggressively toward others, that may be done unintentionally, rather than with permanent intent. The other person who may be exposed to negative behaviors may respond with uncivilized behavior towards the innocent third party, and in this way, Incivility can spread in the workplace (Baig & Zaid, 2020: 688). It is also assumed that narcissistic leaders have trouble controlling their emotions. Therefore, anger can lead to antisocial behavior such as Incivility (Meier & Semmer, 2013:462).

Previous studies also found that negative leaders neglect workplace problems and avoid making decisions about them, and negative leadership includes managers who avoid deterring uncivil behaviors and not rewarding appropriate behaviors (Baig & Zaid, 2020: 688). Examples of negative leadership include behaviors such as avoiding decisions, neglecting workplace problems, and failing to reinforce appropriate behavior. Such leaders also are less likely to set and clarify expectations for their employees (Harold & Holtz, 2015:10).

Failure to take the necessary preventive measures to control negative behavior may promote informal environmental conditions in the workplace, leading to the flourishing of Incivility , and therefore, we expect a positive relationship between passive leadership and employee Incivility . Furthermore,if there is indeed a positive relationship between negative leadership and Incivility at work, an employee who works for a negative leader will generally experience greater Incivility than his co-workers (r HL E& &l El, 2015:10).

IV. Framework

1) Model Testing

The measuring instrument test represents the degree to which individual differences can be measured consistently on a specific scale. Table 2 shows of Cronbach's alpha coefficient values for the main variables and their sub-dimensions, which ranged at 0.94 - 0.70. These values are acceptable, approved and have an excellent level of consistency as they are high values compared to the standard Cronbach alpha values, and thus became the study tool:

Table 2: Measurement Tool Consistency

Main variables	Dimensions	Cronbach	Scale Cronbach value
Toxic leadership			0.85
	Abusive supervision	0.77	
	Authoritarian leadership	0.81	
	Narcissism	0.84	
	Self-promotion	0.73	
	Unpredictability	0.77	
Workplace Incivility			0.93
	Hostility	0.70	
	Invasion of privacy	0.89	
	Withdrawal behavior	0.91	
	Gossip	0.90	

Source: SPSS.V.25 results.

2) Constructivist honesty test

The confirmatory factor analysis (CFA) is one of the techniques of modeling the structural equation (SEM), which represents one of the characteristics of the program Amos, As it is increasingly used by researchers in the social and behavioral sciences, it enables the researcher to ascertain the validity of the structure of internal factors of the measures

adopted studies and research, in particular, the use of confirmatory factor analysis to provide evidence of the validity of the assertion of a hypothesis adopted by researchers regarding a particular measure, The constructive validation of the toxic leadership scale and the workplace space scale will be explored , as shown in the table below.

Table (3)

Indicators and base of conformity quality of the structural modeling equation

	Indicators	Match quality ratio
1	The ratio between values of X 2 and degrees of freedom df	5<
2	Goodness of Fit Index (GFI)	>0.90
3	Tucker-Lewis Index (TLI)	>0.90
4	Comparative Fit Index (CFI)	0.90>
5	Root Mean Square Error of Approximation (RMSEA)	0.08-0.05

a-Confirmatory factor analysis of toxic driving variable :

There are some standard estimates that are less saturated than the standard (0.40) which are paragraphs (BS5,EN5,EN7) as shown in the figure(2.)

Figure (2)

Indicators of confirmatory constructive honesty of the toxic leadership scale
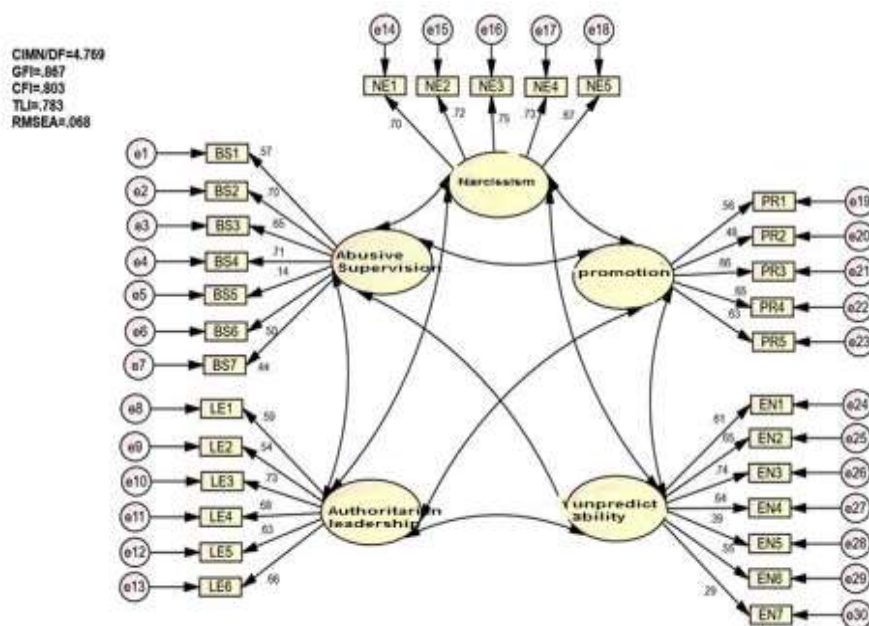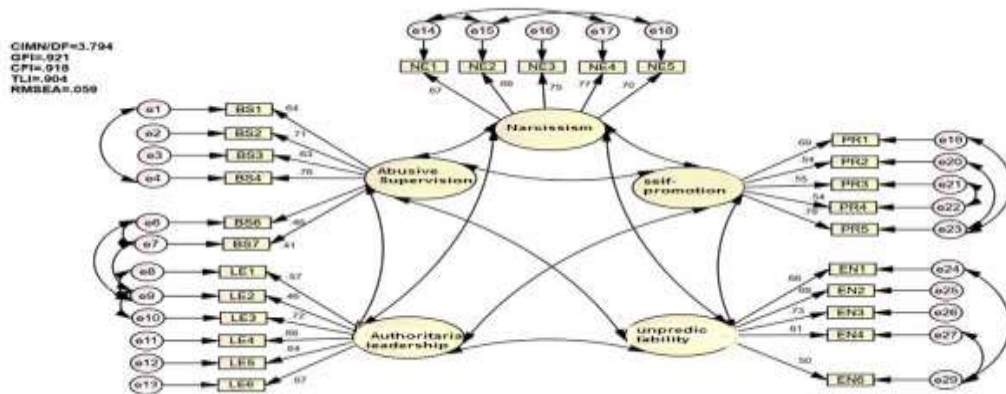
Figure (3) shows that the 27 paragraphs are terms that measure the toxic command structure (multi-dimensional variable). The results indicate that the data tested are identical to the measurement model represented here by the toxic driving scale.

figure (3)

Indicators of confirmatory constructive honesty of the toxic driving scale after adjustment

b. Confirmatory factor analysis of the Workplace Incivility variable

There are some standard estimates that are less saturated than the standard (0.40), which is paragraph (GO 4) as shown in Figure(4)

Figure (4)

Indicators of Constructivist honesty of the measure of Workplace Incivility
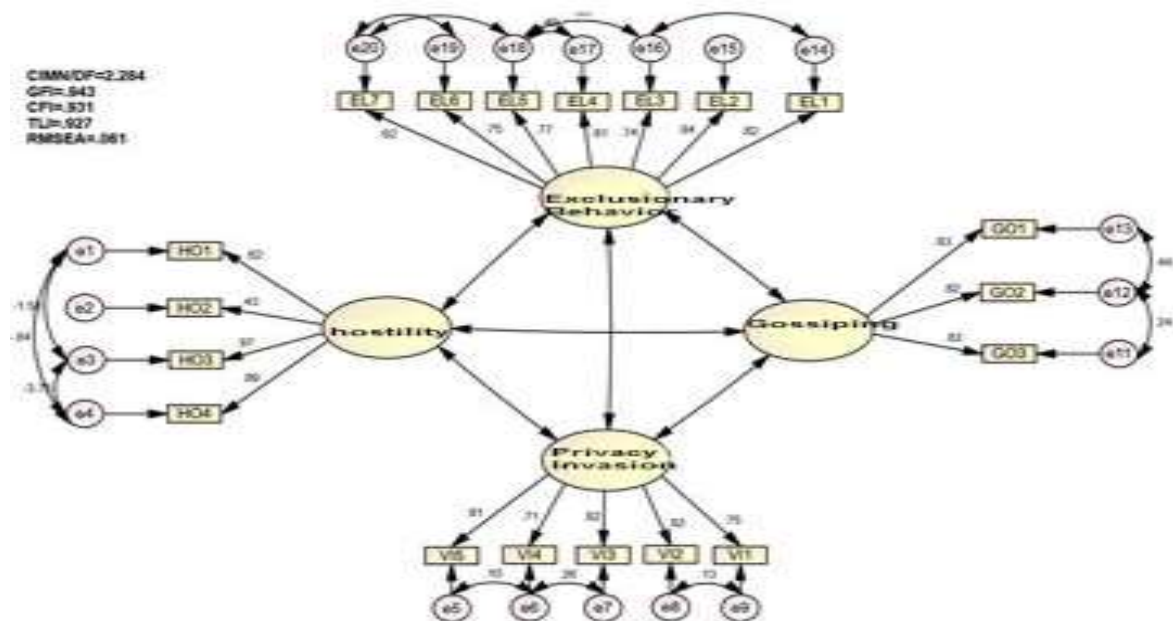
Figure (5) below shows that the 19 paragraphs measure the structure of Workplace Incivility (a multidimensional variable). The results indicate that the data tested are identical to the measurement model represented here by the Workplace Incivility.

Figure (5)

Indicators of constructive honesty confirmatory to the measure of Workplace Incivility after adjustment
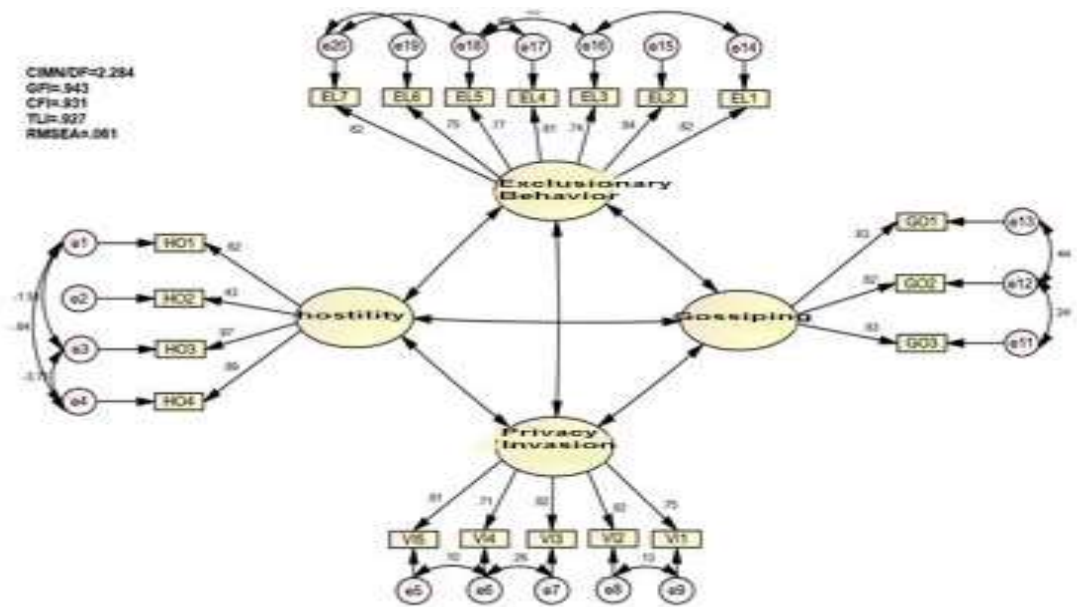
3) Statistics
A. Capturing Toxic Leadership
This has been done by capturing its dimensions as follows:

Table 4: mean, SD, response level, and significance values of toxic leadership (n=812)

Dimensions	Mean	SD	Significance	response	Ranking
Abusive supervision	2.80	1.302	0.56	Moderate	Fifth
Authoritarian leadership	2.91	1.332	0.58	Moderate	Third
Narcissism	3.09	1.337	0.62	Moderate	First
Self-promotion	3.07	1.326	0.61	Moderate	Second
Unpredictability	2.85	1.338	0.57	Moderate	Fourth
Mean	2.94	1.327	0.59	Moderate	-

Table 3 shows the statistical results for the toxic leadership variable, which is measured on five dimensions, as the mean for this variable is 2.94 and the relative importance is 59%, and the third dimension, narcissism, is of the highest score (3.09). This indicates that responses were high, with a relative significance of 62%.

Abusive supervision dimension obtained the lowest value of 2.80, which indicates a low response level for this item with relative significance of 56%.

B. Capturing Workplace Incivility

The following table shows the results:

Table 5: mean, SD, response level, and significance values of workplace incivility (n=812)

Dimensions	Mean	SD	Significance	response	Ranking
Hostility	2.22	1.312	0.44	Moderate	First
Invasion of privacy	1.81	1.098	0.36	Moderate	Fourth
Withdrawal	1.86	1.110	0.37	Moderate	Third
Gossip	1.87	1.139	0.37	Moderate	Second
Mean	1.94	1.164	0.39	Moderate	-

On one hand, table 5 shows workplace incivility mean of 1.94, with 39% of significance, as measured on four dimensions, the highest of which was hostility (mean = 2.22) and this gave a moderate response level and 44% significance.

On the other hand, invasion of privacy got the lowest mean of 1.81, low response level, and 36% significance.

4) Realation Hypothesis

It states that there is a direct, significant relation between toxic leadership and workplace incivility.

Table 6 indicates that there is a strong direct and significant realation between the toxic leadership and workplace incivility. The value of the realation coefficient between them was 0.563, which indicates the direct trend of realation between the independent variable and the dependent variable with 0.01 significance value and 99% consistency. This also indicates the presence of a direct realation between the two variables from the sample's point of view within the field of application in private schools.

Accordingly, the first hypothesis of the realation between toxic leadership and workplace incivility is acceptable.

Table 6: realation matrix

		Toxic leadership	Incivility	Hostility	Invasion of privacy	Withdrawal	gossip
Toxic Leadership	Pearson Realation	1	.563**	.589**	.437**	.453**	.690**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	812	812	812	812	812	812
Workplace Incivility	Pearson Realation	.563**	1	.532**	.412**	.417**	.612**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	812	812	812	812	812	812
hostility	Pearson Realation	.589**	.532**	1	.337**	.349**	.607**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	812	812	812	812	812	812
Privacy Invasion	Pearson Realation	.437**	.412**	.337**	1	.872**	.452**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	812	812	812	812	812	812
Exclusionary Behavior	Pearson Realation	.453**	.417**	.349**	.872**	1	.442**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	812	812	812	812	812	812
Gossiping	Pearson Realation	.690**	.612**	.607**	.452**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	812	812	812	812	812	812
**. Realation is significant at the 0.01 level (2-tailed).							

Source: SPSS.V.25 results.

5) Effect Hypotheses

These are concerned with testing the extent of influence of the independent variable (toxic leadership) and the dependent variable (workplace incivility), which states: there is a direct and significant effect relation between toxic leadership and workplace incivility.

Figure 6 shows clear that there is a positive and significant effect of the toxic leadership variable on the level of workplace incivility, as it becomes clear that the value of the standard effect coefficient is 0.56, which means

that the toxic leadership variable positively affects workplace incivility 56% in the sampled schools. This also means that changing one unit of deviation from toxic leadership in the sampled schools will lead to a direct excess of workplace incivility by 56%. This value is significant because CR value shown in Table 5 is 7.466, which is a significant value at a significant level (P-Value = 0.01).

It is also evident from Figure 2 that R^2 is 0.32, which means that the toxic leadership explains the excess in workplace incivility.

Accordingly, the second hypothesis, of a positive effect between toxic leadership and workplace incivility, is acceptable and within the level of a strong and positive influence.
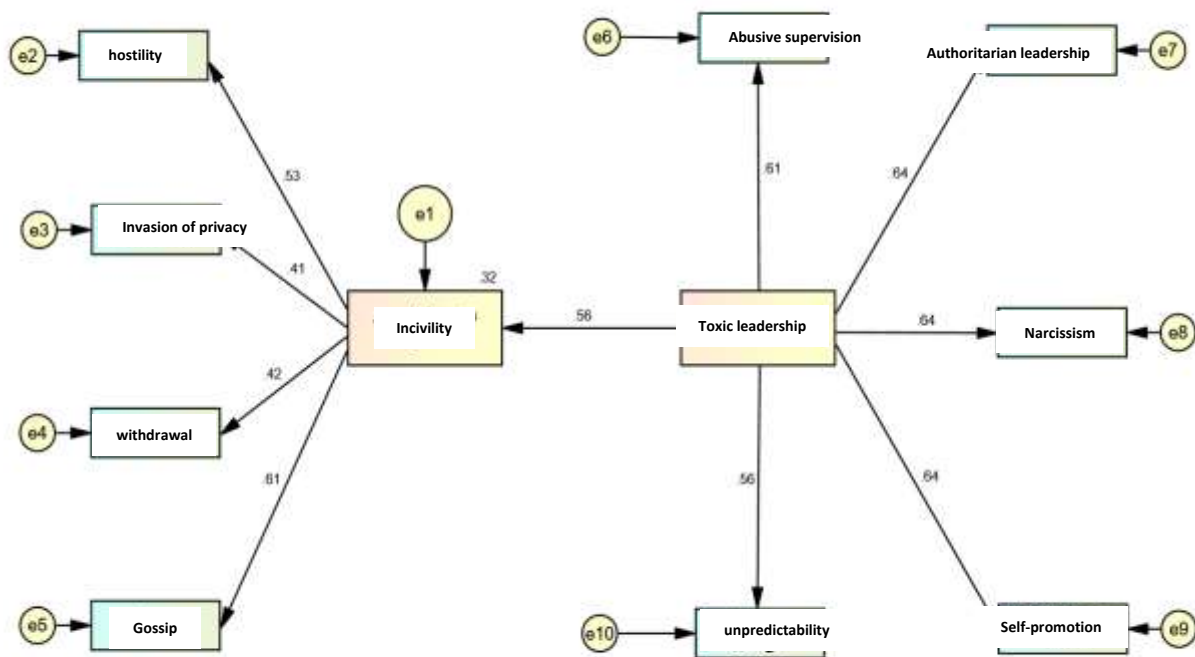
Figure 6: Layout of the second hypothesis

Table 7: values of effect between toxic leadership and workplace incivility

Variable and dimensions	Trend	Variables	S.R.W.	S.E.	C.R.	P
Workplace incivility	<---	Toxic leadership	.563	.050	7.466	***
Hostility	<---	Workplace incivility	.532	.181	6.884	***
Invasion of privacy	<---	Workplace incivility	.412	.283	4.950	***
Withdrawal	<---	Workplace incivility	.417	.277	5.024	***
Gossip	<---	Workplace incivility	.612	.146	8.475	***
Abusive supervision	<---	Toxic leadership	.609	.107	8.404	***
Authoritarian leadership	<---	Toxic leadership	.645	.093	9.231	***
Narcissism	<---	Toxic leadership	.636	.098	9.019	***
Self-promotion	<---	Toxic leadership	.635	.101	9.003	***
unpredictability	<---	Toxic leadership	.562	.096	7.447	***

Source: Amos.V.23 results.

6) Conclusions and Recommendations

1) Conclusions

1. By reviewing the literature, the researchers note that the literature agrees that toxic leadership is a fact of organizational life, a phenomenon that exists in modern organizations and is often an integral part of the general characteristics of the modern workplace.

2. The reviewed literature show that workplace incivility is a form of deviant work behavior that has many important effects on individual and organizational outcomes as it creates an unfriendly work environment and thus leads to lower productivity, job satisfaction, and organizational commitment.

3. The results of the research revealed the availability of a low level of hostility dimension in the research sample, noting that this dimension represents the highest level in relation to other dimensions of Workplace Incivility at work and this result indicates that individuals in private schools research sample feel the emergence of hostile behaviors in the workplace expressed in the loud voice and the convulsive gaze towards schoolmates.

4. The results of the research indicated that there is a direct relation of moral significance between the toxic leadership variable and the alienation at work. This means the presence of toxic leadership in private schools in the same research is reflected in the achievement of a high level of Workplace Incivility

5. The results of the practical side showed that there is a positive effect between toxic leadership and Workplace Incivility and within the level of positive and strong influence and that all dimensions of toxic leadership achieved an effect in the variable space at work except after the authoritarian leadership did not achieve an effect in the adopted variable and this result provides partial support towards the acceptance of sub-hypotheses

2) Recommendations

1. It is important to replace disappointing toxic leaders and work to adopt modern leadership patterns that promote cooperation among individuals, and allow them to participate in the decisions to help create an appropriate work environment in the sampled private schools.

2. In order to reduce workplace incivility, school environments need to pay due attention to such behaviors by adopting modern administrative methods.

3. It is important to avoid the elements that stimulate workplace incivility to promote optimism.

4. Work to reduce the stimuli and triggers of the behavior of Workplace Incivility and with the intention of those factors and events that incite the practice of such behaviors by addressing the causes and reduce frustration among individuals, and spread the spirit of optimism, and enhance the feeling among individuals that their goals are part of the goals of the organization, which generates motivation and motivation to face the difficulties of work and strive to achieve these common goals.

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