



The Mediating Role of Organizational Anomie in the Relationship between Toxic Leadership and Counterproductive Work Behaviors: An Empirical Study

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The Mediating Role of Organizational Anomie in the Relationship between Toxic Leadership and Counterproductive Work Behaviors: An Empirical Study

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ABSTRACT

This research aimed at examining the direct impact of Toxic leadership on counterproductive work behaviors at The National Authority for Egyptian Railways and exploring whether organizational anomie plays a mediating role in this relationship. The research began with a literature review of Toxic leadership, counterproductive work behaviors organizational anomie followed by developing a conceptual framework and formulating four main hypotheses. A field study was then conducted using a sample of 324 (21 top management, 303 middle management) at The National Authority for Egyptian Railways and the number of completed questionnaires is 308. Collected data were analyzed using the Structural Equation Modeling. Statistical results revealed that all dimensions of the Toxic leadership (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) have a statistically significant positive direct impact on counterproductive work at The National Authority for Egyptian Railways. Regarding the direct impact of Toxic leadership dimensions on all dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valuelessness), besides, it was found that all dimensions of Toxic leadership have a statistically significant positive direct impact on all dimensions of organizational anomie except Authoritarian leadership hasn't a statistically significant positive direct impact on organizational normlessness. Moreover, Statistical results also revealed that all dimensions of organizational anomie have statistically significant direct impact on counterproductive work behaviors. Finally, regarding the mediation of organizational anomie, findings showed that all dimensions of organizational anomie play a mediating role in the relationship between Toxic leadership and counterproductive work behaviors at The National Authority for Egyptian Railways.

Keywords: Toxic Leadership, organizational anomie, counterproductive work behaviors

1. INTRODUCTION

Most studies of Leadership concentrate on the positive results of behaviors and practices of leader. There are various outcomes and behaviors that are harmful or cause challenges and problems for the subordinates that lead to decreasing the performance of the organization over a long run. Thereby, these dysfunctional characteristics and nefarious behaviors are related to destructive leadership style that led to negative results. This kind of negative leadership can be named in different ways such as abusive supervision, narcissistic leadership, and toxic leadership. (*Thoroughgood et al,2011*).

The researchers began to point to these negative behaviors of toxic leaders that may have effect on the performance of employees as well as the overall performance level of organization. There are various techniques can be used by employees for enhancing the value of organization, as well as there are also activities, practices and behaviors that protest the organizational values and norms and become harmful for the organization. The concept that can be used to express such behaviors is different counterproductive work behaviors (CWBs) that may be maximized and increased through the existence of elements of organizational anomie. (*Bennett and Robinson, 2003*).

Hence, the present research aims to investigate the effect of Toxic leadership on counterproductive work behaviors through organizational anomie.

2. RESEARCH PROBLEM

The abuse of power by leaders at public or private organizations have attracted the interest of many writers and researchers with the dark side of the leadership, where some studies have dealt with a variety of dark or destructive styles of leadership, including: toxic leadership, abusive leadership, and authoritarian leadership. Although the researchers differed about these concepts, they used them to describe the same phenomenon, which is the hostile leadership influences for those in a position of power that affect negatively on the behavior and performance of employees and the organization as a whole. (*Dobb, 2014*)

Regarding the role of Toxic leadership in maximizing the counterproductive work behaviors that should be avoided, there is necessity for more theoretical and empirical researches about the Toxic leadership in different organizations for reaching more extended results.

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After reviewing previous studies relevant to the toxic leadership and counterproductive work behaviors, the review identified that there isn't any study investigated the impact of Toxic leadership on counterproductive work behaviors indirectly through organizational anomie as a mediator variable. So, there is research gap that has been recommended for research.

Therefore, the present research will investigate the direct impact of toxic leadership on counterproductive work behaviors, and the indirect impact of toxic leadership on counterproductive work behaviors through organizational anomie in The National Authority for Egyptian Railways.

The transport sector is selected as an empirical field generally for the following reasons:

- a. This sector represents the research problem clearly, and it is an appropriate environment to apply the study because of the intrinsic effect of toxic leadership in this strategic vital sector.
- b. The transport sector is one the most important service sectors as it is a basic requirement for most citizens and organizations in the light of the technological, economic and social development.
- c. it is sector with special nature that differ from the rest of the sectors, it requires a high technological level, so it needs special attention and a certain study that enable the advancement of the sector to keep pace with modern development.
- d. This sector is considered one of the most influential sectors in various sectors due to the association of most organizations with it.

Specifically, The National Authority for Egyptian Railways is selected as an empirical field to this study because it is considered one of the largest economic institutions in Egypt and the Arab world, Also, it is the largest in the field of transport services (passengers and goods), and is considered the backbone for transporting passengers in Egypt, where the volume of passenger transport by rail is about 2.2 million passengers daily, and its share of passenger transport reach to more than 12% of the total volume of transport at the national level

So, the researcher conducted an official Exploratory Study through access to research and reports about the transport sector, as well as conducted a field Exploratory Study by interviewing some officials at the National Authority for Egyptian Railways and the researcher was able through their answers to reach a range of negative phenomena can be summarized as follows:

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- a. Some Leaders exercise excessive administrative control in fulfilling activities and making decisions.
 - b. Some Leaders try to devalue colleagues and subordinates who may not agree with them.
 - c. Leaders neglect to take into account the psychological, family or societal conditions of subordinates especially who they disagree
 - d. Some leaders discourage subordinates who seek creative initiatives and development.
 - e. Some leaders use behavioral, verbal or overtones threats, whether systemic or otherwise.
 - f. Some leaders tend to make negative comparisons that they destroy the efforts of an enthusiastic employee by comparing with the failures of another who does not care.
 - g. Some leaders practice the policy of ostracism and exclusion with their subordinates.
 - h. Leaders resort to rude and arbitrary dealings in the administrative and personal practices.
 - i. Some leaders create a toxic organizational culture that pollutes the work environment and makes it repellent.

Depending on what previously mentioned, research problem can be formulated in the following questions:

- What is the impact of Toxic dimensions on counterproductive work behaviors at the National Authority for Egyptian Railways?
- Does organizational anomie play a mediating role in this relationship?

3. RESEARCH OBJECTIVES

This research aimed at:

- a. Investigating the impact of toxic leadership dimensions on counterproductive work behaviors at the National Authority for Egyptian Railways and determining the most important ones that affect counterproductive work behaviors.
- b. Investigating the impact of Toxic leadership dimensions on dimensions of organizational anomie at the National Authority for Egyptian Railways and determining the most important one has effect on the dimensions of organizational anomie.

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- c. Investigating the impact of dimensions of organizational anomie on counterproductive work behaviors at the National Authority for Egyptian Railways.
 - d. Clarifying whether the dimensions of organizational anomie play a mediating role in the relationship between toxic leadership and counterproductive work behaviors.
 - e. Come up with results and recommendations to convince leaders of National Authority for Egyptian Railways the influence of toxic leadership practices in maximizing counterproductive work behaviors which negatively impact on the capability of National Authority for Egyptian Railways for accomplishing its overall objectives effectively.

4. RESEARCH IMPORTANCE

This research derives its significance through the contributions expected to be provided at both the scientific and practical level.

At scientific level:

- a. This research helps to fill the gap related to previous studies that can be found through studying the indirect impact of toxic leadership on counterproductive work behaviors in National Authority for Egyptian Railways through organizational anomie that didn't study before.
- b. This research is dealing with three contemporary topics in today's knowledge – based economies, which are toxic leadership, counterproductive work behaviors and organizational anomie. This study will contribute to fine-tuning of these topics' literature.
- c. This research contributes to the development and deepening of academic research through its measurements and variables that can be relied upon to study the relationship between toxic leadership and counterproductive work behaviors.
- d. The researcher tried to aggregate the most important dimensions of Toxic leadership that may affect counterproductive work behaviors through organizational anomie.
- e. Avoiding and minimizing counterproductive work behaviors represent the focus of any organization because of its negative impact on productivity, facing competition and achieving the overall objectives of National Authority for Egyptian Railways.

At practical level:

- a. Studying the direct and indirect impact of toxic leadership on counterproductive work behaviors will help National Authority for Egyptian Railways to improve its efficiency which in return has impact on the national economy because the transport sector is one of the most important vital strategic service sectors in Egypt.
- b. The management at National Authority for Egyptian Railways should grasp the importance of avoiding the practices of toxic leadership in Authority. It is essential for leaders to know the elements of toxic leadership that should be minimized and avoided to enhance the achievement of the overall goals and create value for National Authority for Egyptian Railways.
- c. Direct the research to transport sector as one of the most important strategic sectors related to economic development and growth and depend on strategic planning to achieve more success and become more competitive.

5. LITERATURE REVIWE AND HYPOTHESES DEVELOPMENT

This section provides a theoretical review of the study's three main concepts which are: Toxic leadership, organizational anomie and counterproductive work behaviors.

5.1 Relationship between Toxic Leadership and Counterproductive Work Behaviors

Counterproductive work behaviors are considered as negative behaviors that have been and still currently prevails in many contemporary workplaces. Consequently, counterproductive work behaviors (CWBs) have become a popular field of interest for many researchers in industrial and organizational studies. Literature has defined these behaviors as type of behaviors that invade the legal interests of an organization (*Sackett & DeVore, 2001*) and also act as harmful to individuals inside the organization or the organization itself (*Marcus, 2000*).

Most leadership research took up the matter from a positive perspective, However, the continued abuses by the leaders in many business organizations (commercial, educational, political or military) have called for a focus on the dark side of leadership, and therefore toxic leadership has become the focus of numerous studies because of its negative impact on those organizations.

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Toxic leadership appears when the leader has many destructive behaviors and shows many unprofessional personal characteristics which causes severe damage to subordinates and the organization in general. (*Abu Dahab, 2021*)

Additionally, Toxic leadership is usually interrelated with behaviors of threatening and intimidation that affect negatively on the performance of subordinates (retaliatory activity from them, estrangement, lower work fulfillment, and mental pressure). Toxic leaders try to find ways to destroy and diminish the trust and interests of their subordinates. Toxic leaders are not systematic, scheming, tyrannical managers but they are considered unreliable, annoying colleagues who practices dangerous activities that obstacle their growth and affect negatively on the future of organization. (*Schmidt, 2008*)

Toxic leadership has been defined by many ways, but they all inspired from the same meaning, According to (*Lipman - Blumen, 2005*) can be defined as "a leadership approach that harms people and eventually the company as well, through the poisoning of enthusiasm, creativity, autonomy, and innovative expression" Besides , Saqib and Arif (2017) showed that Toxic leadership as it is a set of destructive behaviors that drive leaders to achieve goals and personal benefits by harming the interests of individuals, work teams and the organization as a whole.

Moreover, (*Dobbs & Do, 2019*) defined Toxic leadership as it is the systematic and repeated behavior of a leader or manager or supervisor who violates the legitimate interest of the organization by subverting or undermining its goals, missions, resources, and effectiveness, as well as demolishing the motivation, well-being, happiness and job satisfaction of subordinates. The researcher could define Toxic leadership as Self-directed leadership style through the leader's practice of a group of hostile behaviors such as verbal and non-verbal insults towards others and belittle them. These behaviors stem from autocratic, egocentric, and narcissistic leaders who are self-centered and indifferent to the interests of individuals and the organization.

Additionally , The researcher presented the following studies to be able to determine the dimensions of toxic leadership that depend on to measure the independent variable , Gabriel study's (2016) aimed to identify the impact of Toxic leadership that can be measured by the following dimensions (Self-

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promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on Counter-productive Work-behaviors in the Nigerian Public Hospitals that can be measured by (abuse, production deviation, sabotage, theft, and withdrawal). The sample size of the study is 197 respondents. The results revealed that there is a significant positive impact of all dimensions of toxic leadership on Counter-productive Work-behaviors.

Younus, et al., (2020) conducted a study to investigate the impact of Toxic leadership (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on counterproductive work behavior in tanners' sector of Pakistan. The study questionnaire was distributed among sample of 353 employee that were working in managerial staff from tanners' sector of Pakistan. Results indicated that there was a significant impact of all dimensions of Toxic leadership on counterproductive work behavior.

Kayani & Alasan (2021) conducted a study to explore how Toxic leadership which was measured by (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) had effect on counterproductive work behavior (CWB) through psychological contract breach as a mediating variable and analyzing the moderating effect of proactive personality. Depending on sample of 355 nurses serving in public sector of Pakistan, the findings of this study indicated that all the dimensions of toxic leadership were the significant drivers that had positive impact on enhancing counterproductive work behavior.

Hattab, et al., (2022) attempted to explore the impact of toxic leadership which was measured by (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on employees' CWB through the role of turnover intention by employing the psychological contract theory. By using a sample of 457 participates working at various public organizations in Indonesia (e.g. hospitals). The results showed that all dimensions of toxic leadership had direct positive significant impact on CWB.

Younis et al., (2022) conducted a study to identify the impact of toxic leadership as an independent variable on counterproductive work behaviors as a dependent variable (workplace deviance, the employee's intention to leave, and the turnover rates). Results indicated that toxic leadership affects individuals and organizations negatively as it increases workplace deviance, the employee's intention to leave, and the turnover rates, and it reduces the level of job satisfaction and organizational commitment.

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Based on what previously mentioned and in the light of previous studies that indicated that there is positive and significant effect of toxic leadership on counterproductive work behavior, the researcher expected the possibility of existence such an effect within National Authority for Egyptian Railways, which will be tested through the first hypothesis of research.

The researcher derived the first main hypotheses that can be formulated as follows:

- H₁**: Toxic leadership dimensions have a statistically significant direct impact on Counterproductive work behaviors.
- H_{1.1}: Self-promotion has a statistically significant direct impact on Counterproductive work behaviors
- H_{1.2}: Abusive supervision has a statistically significant direct impact on Counterproductive work behaviors.
- H_{1.3}: Unpredictability has a statistically significant direct impact on Counterproductive work behaviors.
- H_{1.4}: Narcissism has a statistically significant direct impact on Counterproductive work behaviors
- H_{1.5}: Authoritarian has a statistically significant direct impact on Counterproductive work behaviors.

Based on all the previous studies and the study of Schmidt (2008) who developed the toxic leadership scale with the sub-dimensions of self-promotion, abusive supervision, unpredictability, narcissism and authoritarian leadership.

Self-promotion

This means that the leader acts in a way that enhances the achievement of his personal interests at the expense of the interests of his subordinates and the interests of the units. He is also constantly threatening and underestimating his excellent subordinates who have talents and skills that enable them for competing him. It seeks to control them rather than providing appropriate training that supports the development of these skills and talents for creating a positive impression and image of him and maintaining and strengthening this image at the highest levels of leadership, and seeking to establish the belief that he is the only person who possesses the skills necessary to lead the team. (*Maxwell, 2015*).

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Abusive supervision

It means the extent to which the subordinates are aware of the practices and activities of leaders for some hostile behaviors and showing that continuously towards them whether verbally or non-verbally, with the exception of physical abuse (*Tepper, 2000*). Moreover, Breaux (2010) indicated that these abusive behaviors aimed direct subordinates and include constant criticism, reprimands in front of others, cynicism, declared sarcasm, imposing Unjustified penalties and blaming them for mistakes they did not commit.

Unpredictability

It means the inability of subordinates to predict or anticipate the behaviors of their leader as a result of his fluctuations and volatility between several behavioral patterns are different, as they represent a wide range of behaviors that reflect dramatic (exciting) shifts in the mood of the leaders which directly affects the climate of work. (*Schmidt, 2014*),

Moreover, Schmidt (2008) indicated that the unpredictability is considered one of the strongest indicators of the satisfaction of subordinates with the leader and their desire to remain in the organization, which may allow a bad leader to become toxic later when the leader is described as unpredictable his negative behaviors are exacerbated because of the inability of his subordinates to predict these behaviors. (*Beightel, 2018*)

Narcissism

Narcissism is the real disease for many leaders and managers in particular. Narcissism refers to egoism, preoccupation with oneself, admiration for oneself, striving for dominance, and ignoring the opinions of others, these leaders focus on themselves, their goals, their success, and how others perceive them. (*Kets de Vries, 2003*)

Besides, Narcissism in itself is not a destructive behavior but when a leader with these traits begins to take actions that enhance his position, demand absolute obedience from subordinates and does not accept criticism, this exposes the organization to danger as a result of these actions (*Beightel, 2018*).

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Authoritarian leadership

Autocratic leadership includes behaviors that limit the autonomy of subordinates, limit their freedom of choice, and thwart any individual initiatives or new ideas introduced by them. This type of leadership compels them to fully comply with leaders' agendas and operational procedures for work (Schmidt, 2008). Therefore, it can be defined as the behaviors through which leaders seek to possess absolute power and practice full control over subordinates and emphasis on their obedience and implementation of all orders and instructions issued through them without any discussion, argument or opposition. (Cheng et al., 2004)

5.2 The relationship between Toxic leadership and Organizational Anomie dimensions

The word anomie comes from the Greek word "anomia" meaning nonexistence of the law results from a social imperfection. This absence can cause feelings of confusion, anxiety, isolation, and misbehavior. Anomie can be defined as "individual's lack of integration in social life" (Caruna et al., 2000). Tsahuridu (2006) defined it as a social state of disequilibrium and normlessness. The impact of anomie on delinquency has been studied extensively in forensic studies, but its effect in the regulatory literature is restricted. According to Srole, there are four measures for anomie: (1) subordinates feel that leaders don't care to their desires and needs; (2) their realization of the social system as fundamentally fickle and unpredictable; (3) feeling that life is meaningless, and (4) realizing that their immediate interpersonal relationships are no longer stable. (Al-Zoghbi, 2007)

Additionally, Toxic leadership behavior affects morale of employees as subordinates see these toxic leaders as representatives to the organization, which reinforces the feeling that the organization does not intervene to protect them, and thus they become disengaged from the organization, despondent, frustrated, disappointed, and perhaps even hate the organization as a whole, which can be referred to the term of organizational anomie (Dobbs and Do, 2019), where employees do not trust their leaders, and believe that they are waiting for the appropriate opportunity to exploit them financially and morally, and that leaders sacrifice the values of honesty, justice, equality and sincerity in order to achieve their personal interests and the interests of the organization without looking at them (Nair and Kamalanabhan, 2010).

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Moreover , Ince (2018) presented a theoretical and applied framework that examined the relationship between toxic leadership and organizational cynicism that is considered one of the dimensions of organizational anomie , From the perspective of the toxic leadership, the researcher examined the effect of (un-appreciativeness, utilitarian, egoistic and psychological dysfunction) on organizational cynicism, Depending upon data collected from 150 teachers working in a state school in Silifke, Mersin, Turkey, The researcher found that all dimensions of Toxic leadership had a significant positive impact on enhancing organizational cynicism.

Another study was conducted to investigate the impact of toxic leadership on organizational cynicism as an element of organizational anomie in a military educational environment, Dobbos and Do (2019) attempted to determine the role of toxic leadership in creating organizational cynicism by using a sample of 809 cadets at the USAFA located in Colorado Springs, Colorado. The practical results asserted on the significant and positive effect of all dimensions of toxic leadership (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on organizational cynicism.

Moreover, Khayal (2019) was interested in analyzing the impact of toxic leadership which measured by (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on psychological withdrawal through mediating organizational cynicism as an element of organizational anomie. Depending on the analysis of data collected from 411 education and hospital staff at Mansoura University, the findings showed that there is a significant positive effect of toxic leadership dimensions on organizational cynicism.

Besides, A study which was conducted to explore the mediating role of Machiavellianism in the relationship between the toxic leadership style and organizational cynicism as an element of organizational anomie and job alienation was EydiPour, et al., (2020). Depending on a sample of 180 members of the official staff in the Sports and Youth Ministry in Iran. The results showed that all dimensions of toxic leadership have significant positive impact on organizational cynicism and job alienation.

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In Abu El Dahab's study (2021), a model was proposed to demonstrate the positive effects of toxic leadership on employee silence through a mediating role of workplace bullying and organizational cynicism. In general terms, based on a sample of 314 employees working in Suez Canal Authority, results showed that there are positive significant effects of all dimensions of Toxic leadership (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian) on organizational silence via the mediating role of bullying and organizational cynicism in Suez Canal Authority.

Kaya, et al,(2021) were interested in analyzing the impact of toxic leadership behaviors which measured by (Self-promotion , Abusive supervision, Unpredictability , Narcissism , Authoritarian) on organizational cynicism as an element of organizational anomie and employee silence in public sectors. Depending on the analysis of data collected from 70 employees working in public sectors in Turkey. The results showed that all dimensions of Toxic leadership have positive significant impact on organizational cynicism and employee silence.

From the studies that are mentioned previously, the researcher derived the second main hypotheses that can be formulated as follows:

H₂: Toxic leadership dimensions have a statistically significant direct impact on dimensions of organizational anomie.

H_{2.1}: Toxic leadership dimensions have a statistically significant direct impact on organizational cynicism.

H_{2.2}: Toxic leadership dimensions have a statistically significant direct impact on Normlessness.

H_{2.3}: Toxic leadership dimensions have a statistically significant direct impact on valuelessness.

In this research, by relying on the literature of organizational anomie, organizational anomie has been classified into three dimensions: organizational cynicism, organizational normlessness and organizational valuelessness.

Organizational cynicism

Cynicism appears within the organization when employees realize that their organizations lack integrity, transparency and integrity (*Shahzad& Mahmood, 2012*), and as a result of that it is considered one of the undesirable variables, as it causes many negative effects on the long run on both the

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individual level and the organizational level, whereas cynical individuals feel dissatisfaction, loss of confidence, injustice, alienation, and hopelessness, as well as The emergence of organizational conflicts between employees and the loss of loyalty and belonging to the organization and thus high rates of absence and intention to leave Work, which contributes to poor productivity and a decline in performance.(*Abu El Dahab, 2021*).

Defining organizational cynicism from 3 points of views in the light of its developments. First, it is a belief that the organization suffers from shortage of integrity. Secondly, organizational cynicism has a negative impact on business organization. Finally, it can be said that this term revolves around tendencies to be underestimated and practicing critical behaviors towards the organization that result from negative beliefs (*Dean et al., 1998*)

Organizational cynicism can be defined as negative attitudes from employee towards the organization as a whole that relate to negative beliefs and feelings and the behaviors that express it, and it occurs as a result of a general feeling of despair, frustration, disappointment, insecurity, anger and lack of confidence in the management of the organization, which may negatively affect the behavior of employees in general within the organization. (*Abu El Dahab, 2021*)

Organizational Normlessness

Norm can be defined as the " rule or standard of behavior shared by members of a social group". Norms can be considered as director to people on how to behave. Norms are social rules rather than written and formal rules. (*Uçel , et al., 2010*) .On the other hand, normlessness is a term closely related to Durkheim's "Anomie". It can be defined as a state that happens when norms are eroded. There are different definitions for normlessness. Norms weak or unclear, shortage of direction, social breakdown, Lack of rule or regulation, nothing rules, regulates, controls them" (*Puffer, 2009*)

Besides, it is also defined by Ross and Mirowsky (1987) as individual's subjective estrangement from social norms that direct behavior and his adaptation of unapproved ways to achieve means. Additionally, Normlessness means that the individual feels the need for illegal means for accomplishing the determined goals, and this results from crumbling social values and norms and inability to control deviant behavior (*Ben Zahi and Lucia, 2007*).

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The organizational valuelessness

The researchers approached the concept of organizational values from various aspects, as they represent the organization's basic beliefs about the techniques and methods of performing the work, try to translate these beliefs into relatively permanent practices and activities. They referred to recognized and accepted norms that direct the behavior of individuals at all levels and are therefore considered valuable to the organization itself (*Azeez and Al-Azzawi, 2021*).

Ever wonder what actually happens inside a company that has no core values? There is link between values, performance, behavior. The absence of values inside the organization lead to low productivity, high turnover, Boredom unhappiness, negative behavior. Conflict and disagreements and Cliques and gossip in the workplace. (*Azeez and Al-Azzawi, 2021*).

5.3 The relationship between organizational anomie dimensions and Counterproductive work behaviors

Counterproductive work behaviors are defined as any premeditated organizational behaviors that have impact on job performance of individual or reduce the effectiveness of organization (*Lau, et al., 2003*).

Counterproductive Work Behaviors are divided into two types, property CWB and production CWB. Property CWB can be defined as incidences where employee assault the rules and norms of an organization such as damaging organizational assets and theft. Production CWB in which the employee behaves in a way that violate the norms of organization with regard to the quality and quantity of work such as absenteeism and laziness. (*Hollinger & Clark, 1983*).

In addition to, Martinko, et al., (2002) mentioned that CWB can be classified into three classes (a) personal, (b) organizational, and (c) contextual factors. Personal factors include merits shared among employees engaging in counterproductive work behaviors at organization such as demographic characteristics, habits, perceived stress and job satisfaction. Whereas, Organizational factors include common realization of the people attach to specific features of work setting (*Ostroff, 1993*), that contain organizational characteristics, organizational level anti-theft policy, group influence and supervisory monitoring. Finally, Contextual factors point to the environment that is interrelated to the decision of the individual to participate in or leave off particular unfair behaviors. (*Murphy, 1993*).

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Therefore, Organizational anomie arises from the existence of an organizational environment that is not committed to standards and values that lead to the deterioration of the psychological state of the employees. Moreover, Anomie is considered an essential factor for creating an organizational environment that is not controlled that lead to create a chaotic environment that is full of enormous negative behaviors.

Moreover, Shahzad & Mahmood (2012) conducted a study to examine how Organizational Cynicism as a dimension of organizational anomie had an impact on Workplace Deviant Behavior as a dimension of counterproductive work behaviors. This study was applied on sample of 332 employees working at banks in Pakistan. The results of this study showed that organizational cynicism had a significant positive impact on workplace deviant behavior.

Al-Hakim & Nasr (2014) were interested in analyzing the effect of organizational anomie that can be measured by (Organizational Normlessness, Organizational Valuelessness, Organizational Cynicism) on counterproductive work behavior which was measured in terms of Counterproductive Work Behavior-Organization, Counterproductive Work Behavior- Persons). The study was applied on 343 managers working in the Iraqi travel and tourism companies. the research concluded that there was significant positive impact of all dimensions of organizational anomie on counterproductive work behavior.

Giauque's study (2017) aimed at examining the indirect of impact of Workplace Ostracism on Counterproductive Work Behaviors through Organizational Cynicism as a mediating variable. The investigated sample is composed of 237 employees working in different public sector organizations of Pakistan. The findings showed that Workplace ostracism had indirect positive and significant impact on counterproductive work behaviors that can be measured by (property deviance and production deviance) through organizational cynicism as a mediating role.

Besides, Rahim et al, (2018) empirically studied the impact of organizational anomie on counterproductive work behavior (interpersonal CWB, production CWB, and property CWB) by using sample of 215 non-managerial staff of a company offering maritime related services, which is undergoing restructuring exercise in Malaysia. Depending upon the analysis of data collected, the results showed that organizational anomie had a positive impact on counterproductive work behavior.

Rayan et al., (2018) aimed at investigating the relationship between the organizational cynicism and the Counterproductive Work Behaviors. By depending on 327 employees from Asyut University in the Arab Republic of Egypt. Results showed that organizational cynicism as one dimensions of organizational anomie was positively correlated with the Counterproductive Work Behaviors. Additionally, the purpose of Naseer et al., (2021) was to investigate the impact of organizational cynicism as one element of organizational anomie on Counterproductive work behavior through emotional exhaustion as a mediating variable. By depending on 181 employees from service industry in Pakistan. Results showed that organizational cynicism had a direct significant positive impact on CWBs.

Ali & Elsayed (2022) conducted a study to empirically examine the impact of organizational cynicism as a dimension of organizational anomie on counterproductive work behaviors which can be measured by (abuses against others, interference at work, sabotage, thefts, and avoiding work) in Egypt. The study involved a total of 550 nurses at one University Hospital and one private hospital in Alexandria Governorate. Findings indicated that organizational cynicism had direct significant positive effect on counterproductive work behaviors.

From the studies that are mentioned previously, the researcher derived the third main hypotheses that can be formulated as follows:

- H₃** : organizational anomie dimensions have a statistically significant direct impact on counterproductive work behaviors.
- H_{3.1} : organizational cynicism has a statistically significant direct impact on counterproductive work behaviors.
- H_{3.2} : Normlessness has a statistically significant direct impact on counterproductive work behaviors.
- H_{3.3}: Valuelessness has a statistically significant direct impact on counterproductive work behaviors.

In this research, by relying on the literature of Counterproductive work behaviors, CWBs, have been classified into five dimensions: Abuse, Production deviance, Sabotage, Theft and Withdrawal according to Chand and Chand (2014):

Abuse

Abuse includes behaviors that hurt coworkers and others either physically or psychologically by making threats, give bad comments, not caring the person, or sapping the capability of the individual to accomplish work effectively.

Production deviance

It is the intentional failure to accomplish tasks and activities of job effectively according to the planned way of performing

Sabotage

It involves damaging physical properties inside the organization; premeditated material wasting and intentionally not caring the Cleanliness of the work place.

Theft

Stealing something inside the organization and delaying role performance to attract extra pay or other kinds of rewards.

Withdrawal

It includes behaviors that aim at reducing the amount of working time. It includes absence, delaying or leaving early, and taking longer breaks than is planned.

Based on what has been mentioned before in literature review and the previous studies, the four main hypotheses will be formulated as follows:

H₄: Toxic leadership dimensions have a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

This hypothesis consists of five sub-hypotheses which are:

H_{4.1} : Self-promotion has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.2} : Abusive supervision has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

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H_{4.3} : Unpredictability has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.4} : Narcissism has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.5} : Authoritarian Leadership has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

According to what has been mentioned before in the previous studies, it has been noted that:

- All studies have highlighted the importance of toxic leadership as one of the most influential factors in the different aspects of the work of the organization.
- There aren't previous studies investigated the mediating role of all dimensions of organizational anomie in the relationship between toxic leadership and counterproductive work behaviors.
- There aren't previous studies investigated the impact of all dimensions of Toxic leadership (Self-promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) on counterproductive work behaviors through dimensions of organizational anomie at National Authority for Egyptian Railways.

6. RESEARCH METHODOLOGY

6.1 Research Variables and Measures

Table.1. Research variables and Measures

Independent Variable	
Toxic Leadership	<p>It will be measured using a set of statements related to:</p> <ul style="list-style-type: none"> • Self-Promotion • Abusive Supervision • Unpredictability • Narcissism • Authoritarian Leadership <p>{Items will be adopted from (Schmidt, 2008) and this measure was used by many researchers (Badilla et al., 2007), (Yavas, 2016), (Kawatra & Bharti, 2016)}</p>
Mediating Variable	
Organizational Anomie	<p>It will be measured using a set of statements related to:</p> <ul style="list-style-type: none"> • Organizational Cynicism • Organizational Normlessness • Organizational Valuelessness <p>Items will be adopted from (Srole, 1965) & Menard, 1995) and this measure was used by many researchers (El Hakim & Nasr, 2014), (Wei, 2013), (Azeez & Al-Azzawi, 2021)</p>
Dependent variable	
Counterproductive work behaviors	<p>It will be measured using a set of statements related to:</p> <ul style="list-style-type: none"> • Abuse • Production deviance • Sabotage • Theft • Withdrawal. <p>{Items will be adopted from (Bennett, 2000) and this measure was used by many researchers (El Hakim & Nasr, 2014), (Spector et al., 2010), (Goh, 2006)}</p>

The following figure illustrates the proposed relationships between research variables:

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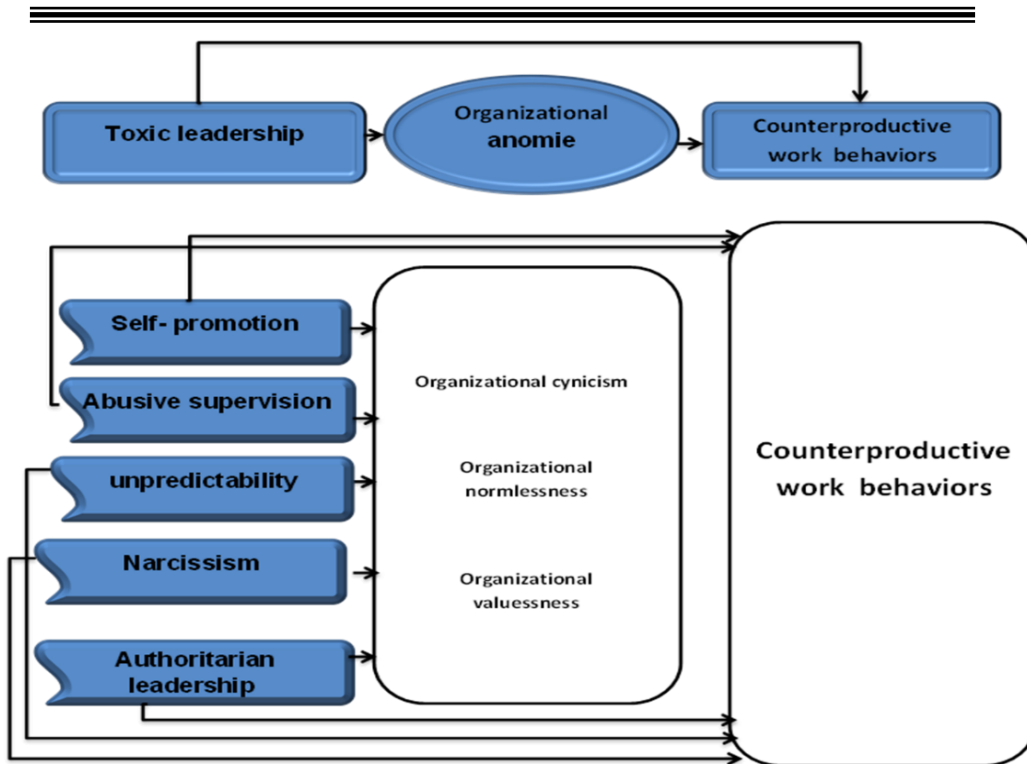


Figure .1 . Research variables and proposed relationships

6.2 Research Approach

This research depends upon the deductive approach

6.3 Techniques of Data Collection

Office Technique:

This technique aims at collecting secondary data from sources such as books, references, reports, periodicals and previous studies that related to research variables (Toxic leadership, Counterproductive work behaviors and organizational anomie) for constructing the theoretical framework of the study.

Field Technique:

This technique aims at collecting primary data by using questionnaire prepared for the purposes of the current study. This questionnaire will direct to the sample selected randomly Employees that were working in managerial staff (top, middle managers) in National Authority for Egyptian Railways.

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6.4 Questionnaire Design

A questionnaire has been designed to be used for collecting the study's primary data. Prior to designing the questionnaire, an intensive study of relevant literature was undertaken in order to identify the existing measures of related constructs. The measurement items of this study were developed by adopting measures that had been validated in previous studies and modifying them to fit the Egyptian environment.

The researcher developed 59 items to measure the constructs of this study. 15 Items were used to measure the Toxic leadership dimensions: 3 items were used to measure self -promotion, 3 items were used to measure Abusive supervision, 3 items were used to measure unpredictability, 3 items were used to measure Narcissism, and 3 items to measure Authoritarian leadership. Regarding the organizational anomie, 15 items were used to measure this construct, 5 items to measure organizational cynicism 6 items to measure normlessness, 4 items to measure valuessness, with respect to counterproductive work behaviors, 29 items were used to measure it. A six-point Likert scale was used to measure the respondents' opinions in which 0="does not occur" and 5= "always occurs".

6.5 Study's limitations

This research is applied on the main center, Central Delta Region in Tanta, West Delta region in Alexandria, East Delta region in Zagazig to in National Authority for Egyptian Railways.

This research will focus on a sample of employees that are working in managerial staff (top, middle managers) in National Authority for Egyptian Railways since they are the most capable ones to assess the situation of Authority.

6.6 Research Population and Sample Selection

This research will focus on employees that are working in managerial staff (top, middle managers) in National Authority for Egyptian Railways, the population size of the present research is 2044 (134 at top management, 1910 at middle management). The following table shows the total number of employees that are working in managerial staff (top, middle managers) in National Authority for Egyptian Railways.

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Table.2. Numerical Statistics for the total number of population size at National Authority for Egyptian Railways

NO	Region / Functional class	Top Management	Middle management	Total
1	The main center	115	1420	1535
2	Central Delta Region in Tanta	5	120	125
3	West Delta region in Alexandria	8	220	228
4	East Delta region in Zagazig	6	150	156
Total no. of employees(Top - Middle) at National Authority for Egyptian Railways		134	1910	2044

Calculate sample size had been used to determine the overall sample size of employees that are working in managerial staff (top, middle managers) in National Authority for Egyptian Railways. By applying the previous method on the total size of population research, the researcher reached that the total size of sample (n*) is 324 (21 top management, 303 middle management) in National Authority for Egyptian Railways.

In addition to, the sample was distributed by using class random sample method proportionately in all researched companies and at all levels so that the share of each level according to the ratio of the numbers of individuals to this level of management according to the following equation (Abd elsalam,1996)

The sample size at particular class= Total sample size x size of the class/ population size.

The following table shows the size of research sample at National Authority for Egyptian Railways:

Table.3. The size of research sample at National Authority for Egyptian Railways.

NO	Region / Functional class	Top Management	Middle management	Total
1	The main center	18	226	244
2	Central Delta Region in Tanta	1	19	20
3	West Delta region in Alexandria	1	35	36
4	East Delta region in Zagazig	1	23	24
Total		21	303	324

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The above table shows that 324 questionnaires have been distributed to collect the required data. The number of completed questionnaires that have been statistically analyzed was 308 questionnaire by the percentage 95% .

6.7 Coding of research variables

Table .4. Coding of research variables

Research Variables	codes	Questionnaire Questions' Nos.
Independent variable		
Toxic leadership	X	1 → 15
Self - Promotion	X ₁	1 → 3
Abusive Supervision	X ₂	4 → 6
Unpredictability	X ₃	7 → 9
Narcissism	X ₄	10 → 12
Authoritarian Leadership	X ₅	13 → 15
Mediating variable		
Organizational anomie	M	16 → 30
Organizational cynicism	M ₁	16 → 20
Organizational Normlessness	M ₂	21 → 26
Organizational Valuelessness	M ₃	27 → 30
Independent variable		
Counterproductive work behaviors	Y	31 → 59

6.8 Tools of Statistical Analysis

1- Cronbach's Alpha Test

Cronbach's Alpha is one of the most commonly used tests in the field of management to verify the reliability of the measures related to research variables and is considered appropriate and beneficial for evaluating the degree of internal consistency between the items that make up each variable.

2- Structural Equation Modeling (SEM)

Due to the multiplicity of relationships within the model proposed for the study and the existence of a number of independent variables, mediating and dependent variables, it will be more suitable to use Structural Equation Modeling (SEM) where this technique allows the researcher to conduct the following test:

- **Path analysis:** this analysis helps the researcher to achieve the following objectives:

- 1-Measuring the direct impact of Toxic leadership dimensions on counterproductive work behaviors in National Authority for Egyptian Railways.
- 2-Measuring the direct impact of Toxic leadership dimensions on dimensions of organizational anomie in National Authority for Egyptian Railways.
- 3-Measuring the direct impact of dimensions of organizational anomie on counterproductive work behaviors in National Authority for Egyptian Railways.
- 4-Measuring the indirect impact of Toxic leadership dimensions on counterproductive work behaviors in National Authority for Egyptian Railways through dimensions of organizational anomie.

The following section focuses on the results of statistical analysis for the field study which includes (the results of reliability analysis, the interpretation of the results of the Structural Equation Modeling, presenting the findings of the field study, and finally presenting the most important vital implications and future research suggested by the researcher.

7. DATA ANALYSIS

7.1 Reliability and validity Test for the scales of the study:

The validity of the measures of research (Toxic leadership, Organizational anomie, Counterproductive work behaviors) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table 5 shows the indicators of the model fit as follows:

Table .5. Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	4.56	CMIN/DF \leq 5
NFI (Normed of Fit Index)	0.924	NFI \geq 0.9
IFI (Incremental Fit Index)	0.940	IFI \geq 0.9
TLI (Tucker- Lewis Index)	0.914	TLI \geq 0.9
CFI (Compare Fit Index)	0.939	CFI \geq 0.9
RMSEA (Root Mean Square Error Approximation)	0.122	0.8 \geq RMSEA \geq 0.05

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Based on the previous table, the previous indices confirmed that the overall fit of the model to the data was good.

But which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the first of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured ≥ 0.7 at a significance level ≤ 0.5 , the second is that the average variance extracted AVE for each of the variables ≥ 0.5 , the third is Construct Reliability ≥ 0.5 and finally FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (6) shows the results that were used to evaluate those standards.

Table .6. The results of Convergent Validity

Variables	FL	S.E	C.R	Error	Value of Estimated error
X ₁ → TL	0.780	0.067	15.51	e5	0.250
X ₂ → TL	0.778	—	—	e4	0.232
X ₃ → TL	0.757	0.067	15.05	e3	0.270
X ₄ TL	0.771	0.067	15.32	e2	0.258
X ₅ → TL	1.07	0.049	23.25	e1	0.062
M ₁ → OA	0.796	0.063	12.99	e8	0.157
M ₂ → OA	0.807	0.057	15.58	e7	0.174
M ₃ → OA	0.876	—	—	e6	0.123
Y ₁ → CWB	0.841	0.101	12.84	e13	0.182
Y ₂ → CWB	0.915	0.102	13.67	e12	0.099
Y ₃ → CWB	0.718	—	—	e11	0.247
Y ₄ → CWB	0.748	0.145	10.12	e10	0.643
Y ₅ → CWB	0.770	0.109	12.02	e9	0.584

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Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (7) shows these values:

Table .7. Calculation of AVA and C.R.

Research variables	AVA	C.R
Toxic leadership	0.831	0.931
Organizational Anomie	0.826	0.827
Counterproductive work behavior	0.798	0.900

Table No. (7) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E, in Table No. (6), the results indicated the AVE (Average Variance Extracted) and C.R (Construct Reliability) values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Crowley & Fan, 1997) showed that this can be verified through two criteria, the first of which is that the Cronbach's alpha coefficient for each variable should be higher than the coefficients of the correlation of this variable compared with other variables, and the second is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (8) showed the results used to evaluate these criteria:

Table .8. Results of Discriminant Validity

Variables	Cronbach's Alpha	AVE	Toxic leadership	Organizational Anomie	Counterproductive work behaviors
Toxic leadership	0.874	0.831	1		
Organizational Anomie	0.856	0.826	0.671	1	
Counterproductive work behaviors	0.864	0.798	0.545	0.531	1

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It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. In summary, according to the aforementioned tests, the scales used to measure the research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity.

7.2 Results of Structural Equation Modeling (SEM)

SEM analysis aims to answer the research questions which investigate the impact of Toxic leadership on counterproductive work behaviors at National Authority for Egyptian Railways and whether organizational anomie play a mediating role in this relationship. The collected data was analyzed using Amos v20 and Amos Graphic was used to draw a path diagram specifying four main relationships and sixteen sub- relationships between research variables as illustrated in figure (2). SEM results were used to test research hypotheses.

With respect to testing research hypotheses , this study either accepts or rejects the hypothesis depending on the results of the test performed on the observed data. The path estimates in the model were used to test research hypotheses . The main determinant for accepting or rejecting the hypothesis is the significance of standardized coefficient of research parameters. Levels of significance that will be used in this study are 0.05 , 0.01, and 0.001 reflecting strong significance , very strong significance and highly strong significance respectively.

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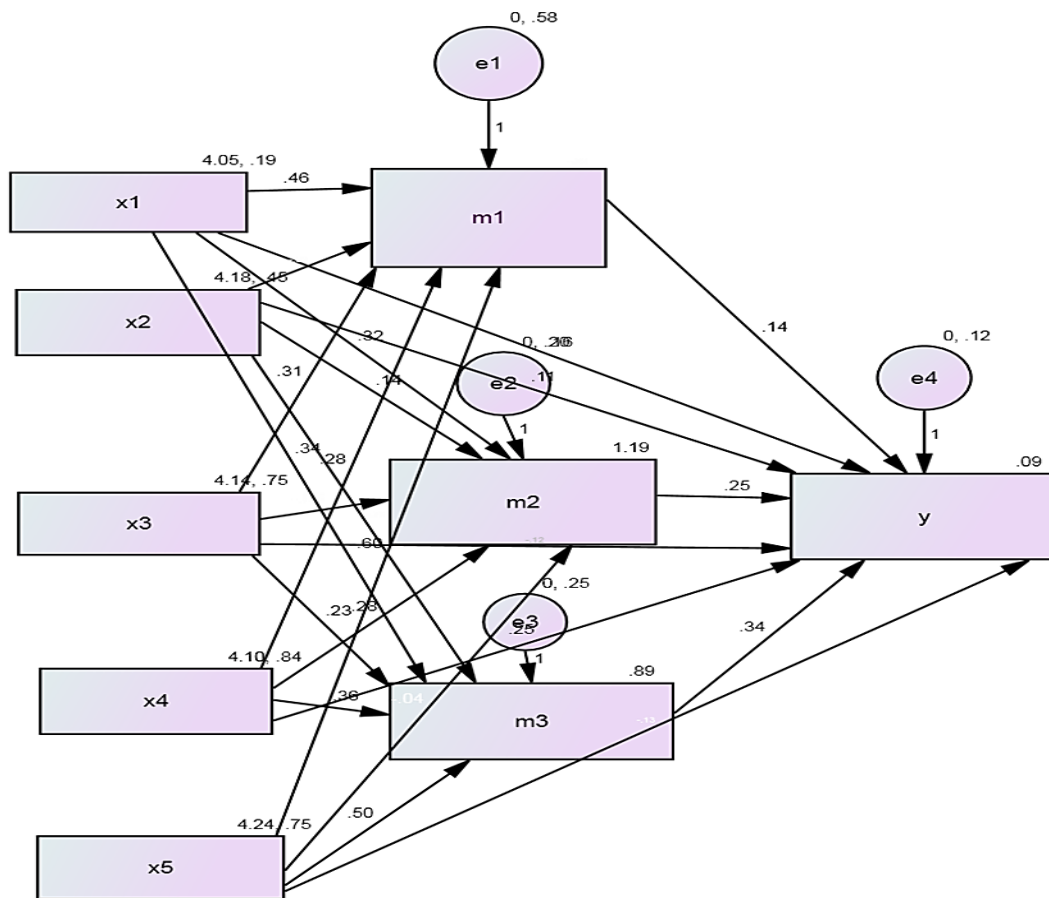


Figure 2 Path Diagram

*** Toxic leadership and Counterproductive work behaviors**

According to the proposed research model, there are twenty hypotheses (four main hypotheses and sixteen sub-hypotheses) representing the proposed relationships among research variables. The twenty hypotheses were tested in order to investigate the impact of toxic leadership dimensions on counterproductive work behavior at National Authority for Egyptian Railways, the effect of toxic leadership dimensions on dimensions of organizational anomie, the influence of dimensions of organizational anomie on counterproductive work behavior at National Authority for Egyptian Railways and finally to investigate whether the organizational anomie dimensions at National Authority for Egyptian Railways play a mediating role in the relationship between toxic leadership and counterproductive work behaviors.

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The first main hypothesis (H₁) investigates the direct impact of dimensions of Toxic leadership on Counterproductive work behaviors at National Authority for Egyptian Railways; it has been formulated as follows:

H₁ : Toxic leadership dimensions have a statistically significant direct impact on Counterproductive work behaviors.

This hypothesis consists of Five sub-hypotheses which are:

H_{1.1} : Self- Promotion has a statistically significant direct impact on Counterproductive work behaviors.

H_{1.2} : Abusive supervision has a statistically significant direct impact on Counterproductive work behaviors.

H_{1.3} : Unpredictability has a statistically significant direct impact on Counterproductive work behaviors.

H_{1.4} : Narcissism has a statistically significant direct impact on Counterproductive work behaviors.

H_{1.5} : Authoritarian leadership has a statistically significant direct impact on Counterproductive work behaviors.

Table .9. SEM Results Related to the impact of Toxic leadership dimensions on Counterproductive work behaviors.

Independent variable	Standardized Regression Weights (SRW)	T-value (CR)	P Value	Estimate	S.E	Rank
Self-Promotion (X ₁)	.111	3.640	0.000	.164	0.045	4
Abusive supervision (X ₂)	.109	2.697	0.007	.106	0.039	5
Unpredictability (X ₃)	.164	5.280	0.000	.123	0.023	3
Narcissism (X ₄)	.355	9.574	0.000	.252	0.026	1
Authoritarian leadership (X ₅)	.175	4.327	0.000	.131	0.030	2

Analysis results shown in table (9) revealed that:

Self-Promotion has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 3.640, $\beta = 0.111$ with $p < 0.001$). Therefore, hypothesis H_{1.1} is highly strong supported.

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With respect to Abusive supervision, Abusive supervision has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 2.697, $\beta = 0.109$ with $p < 0.01$). Therefore, hypothesis H_{1.2} is very strong supported.

Regarding Unpredictability and Narcissism, Unpredictability and Narcissism have a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 5.280, 9.574, $\beta = 0.023, 0.026$ with $p < 0.001$). Therefore, hypothesis H_{1.3} and H_{1.4} are highly strong supported.

Finally, Authoritarian leadership has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 4.327, $\beta = 0.175$ with $p < 0.001$). Therefore, hypothesis H_{1.5} is highly strong supported

Results also revealed that Narcissism comes in the first place in terms of its effect on counterproductive work behaviors at National Authority for Egyptian Railways ($\beta = 0.355$), followed by Authoritarian leadership ($\beta = 0.175$), then Unpredictability ($\beta = 0.164$), Self-Promotion ($\beta = 0.111$) and finally comes Abusive supervision ($\beta = 0.109$)

But which related to the first main hypothesis (H₁) that investigates the direct impact of dimensions of Toxic leadership on counterproductive work behaviors at National Authority for Egyptian Railways; it has been formulated as follows:

H₁ : Toxic leadership dimensions have statistically significant direct impact on counterproductive work behaviors.

Previous results and analyses showed that the dimensions of Toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) have a statistically significant direct impact on counterproductive work behaviors at National Authority for Egyptian Railways. Therefore, the first main hypothesis H₁ is supported.

*** Toxic leadership and Organizational Anomie**

The second main hypothesis (H₂) investigates the direct impact of Toxic leadership dimensions on dimensions of organizational anomie at National Authority for Egyptian Railways; it has been formulated as follows:

H₂ : Toxic leadership dimensions have a statistically significant direct impact on dimensions of organizational anomie.

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This hypothesis consists of three sub-hypotheses which are:

H_{2.1} : Toxic leadership dimensions have a statistically significant direct impact on organizational cynicism.

H_{2.2} : Toxic leadership dimensions have a statistically significant direct impact on Organizational Normlessness

H_{2.3} : Toxic leadership dimensions have a statistically significant direct impact on Organizational Valuelessness.

Table.10. SEM Results Related to the impact of dimensions of Toxic leadership on dimensions of organizational anomie.

Independent variable	Dimensions of Organizational anomie	SRW	T-value (CR)	P Value	Estimate	S.E	Rank
Self-Promotion (X ₁)	Organizational Cynicism M ₁	0.184	5.114	0.000	0.460	0.090	5
Abusive supervision (X ₂)		0.378	10.468	0.000	0.619	0.059	2
Unpredictability (X ₃)		0.248	6.875	0.000	0.313	0.046	3
Narcissism (X ₄)		0.234	6.483	0.000	0.279	0.043	4
Authoritarian leadership (X ₅)		0.472	13.093	0.000	0.597	0.046	1
Self-Promotion (X ₁)	Organizational Normlessness M ₂	0.259	6.105	0.000	0.323	0.053	2
Abusive supervision (X ₂)		0.172	4.055	0.000	0.141	0.035	3
Unpredictability (X ₃)		0.095	2.230	0.026	0.060	0.027	4
Narcissism (X ₄)		0.468	11.031	0.000	0.279	0.075	1
Authoritarian leadership (X ₅)		0.063	1.486	0.137	0.040	0.027	-
Self-Promotion (X ₁)	Organizational Valuelessness M ₃	0.162	5.681	0.000	0.335	0.059	5
Abusive supervision (X ₂)		0.516	18.101	0.000	0.702	0.039	1
Unpredictability (X ₃)		0.222	7.802	0.026	0.233	0.030	4
Narcissism (X ₄)		0.358	12.577	0.000	0.355	0.028	3
Authoritarian leadership (X ₅)		0.477	16.728	0.000	0.500	0.030	2

SRW → Standardized Regression Weights

Analysis of results as shown in table (10) revealed that:

The analysis of the results showed that all dimensions of Toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership)have a positive significant direct impact on organizational cynicism at National Authority for Egyptian Railways (T-value = 5.114 , 10.468 , 6.875,6.483, 13.093), (β = 0.184 , 0.378 , 0.248 , 0.234, 0.472) with $p < 0.001$). Therefore, hypothesis H_{2.1} is highly strong supported.

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Results also showed that Authoritarian leadership comes in the first place in terms of its effect on organizational cynicism at National Authority for Egyptian Railways ($\beta = 0.472$), followed by Abusive supervision ($\beta = +0.378$), then Unpredictability ($\beta = 0.248$), Narcissism ($\beta = 0.234$) and finally comes self-promotion with the standardized beta ($\beta = 0.184$)

Regarding the dimensions of Toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) and its impact on organizational normlessness, results revealed that the dimensions of Toxic leadership that have a statistically significant positive direct impact on organizational normlessness at National Authority for Egyptian Railways are (Self-Promotion, Abusive supervision, Unpredictability, Narcissism) (T-value = 6.105, 4.055, 2.230, 11.031, 1.486), $\beta = 0.259, 0.172, 0.095, 0.468$ ($\beta = 0.259, 0.172, 0.095, +0.468$), with p lies between < 0.05 and 0.001). But, Authoritarian leadership hasn't a statistically significant positive direct impact on organizational normlessness at National Authority for Egyptian Railways (T-value = 1.486, $\beta = 0.063$, $P = 0.137$), this means that Authoritarian leaders don't care about the application of norms inside the Authority because they seek to apply norms that consistent with their needs and interests not consistent with the policy and interest of authority. So, Authoritarian leaders don't have effect (increase – decrease) the normlessness inside National Authority for Egyptian Railways. Therefore, hypothesis $H_{2.2}$ is partially supported.

Results also showed that Narcissism comes in the first place in terms of its effect on organizational normlessness at National Authority for Egyptian Railways ($\beta = 0.468$), followed by self-promotion ($\beta = 0.259$), then Abusive supervision ($\beta = 0.172$), and finally comes Unpredictability ($\beta = 0.095$)

With respect to the dimensions of Toxic leadership, results showed that all dimensions of Toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) have a statistically significant positive direct impact on Organizational Valuelessness at National Authority for Egyptian Railways (T-value = 5.681, 18.101, 7.802, 12.577, 16.728) ($\beta = 0.162, 0.516, 0.222, 0.358, 0.477$ with $p < 0.001$), which means that hypothesis $H_{2.3}$ is also highly strong supported

Results also showed that Abusive supervision comes in the first place in terms of its effect on Organizational Valuelessness at National Authority for Egyptian Railways ($\beta = 0.516$), followed by Authoritarian leadership ($\beta =$

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0.477) , then Narcissism ($\beta = 0.358$) and Unpredictability (0.222) , finally comes self-promotion with the standardized beta($\beta = 0.162$) .

But which related to the second main hypothesis (H₂) that investigates the direct impact of Toxic leadership dimensions on dimensions of organizational anomie at National Authority for Egyptian Railways; it has been formulated as follows:

H₂ : Toxic leadership dimensions have a statistically significant direct impact on the dimensions of organizational anomie .

The previous results and analyses showed that the dimensions of Toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) have a statistically significant direct impact on all dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valuelessness) at National Authority for Egyptian Railways. Therefore, the second main hypothesis H₂ is partially supported.

*** Organizational anomie and Counterproductive work behavior**

The third main hypothesis (H₃) investigates the direct impact of dimensions of organizational anomie on Counterproductive work behavior at National Authority for Egyptian Railways; it has been formulated as follows:

H₃: **Organizational anomie dimensions have a statistically significant direct impact on Counterproductive work behavior.**

H_{3.1}: Organizational cynicism has a statistically significant direct impact on Counterproductive work behaviors.

H_{3.2}: Organizational normlessness has a statistically significant direct impact on Counterproductive work behaviors.

H_{3.3}: Organizational valuelessness has a statistically significant direct impact on Counterproductive work behaviors.

Table.11. SEM Results Related to the impact of dimensions of organizational anomie on Counterproductive work behaviors.

OA dimensions	SRW(Standardized Regression Weight)	T-value (CR)	P Value	Estimate	S.E	Rank
Organizational cynicism (M ₁)	.231	5.926	0.000	.137	0.023	2
Organizational normlessness (M ₂)	.209	6.297	0.000	.248	0.039	3
Organizational valuelessness (M ₃)	.481	9.745	0.000	.345	0.035	1

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Analysis results shown in table (11) revealed that:

Organizational cynicism has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 5.926, $\beta = .231$ with $p < 0.001$). Therefore, hypothesis H_{3.1} is highly strong supported.

With respect to organizational normlessness, organizational normlessness has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 6.297, $\beta = 0.209$ with $p < 0.001$). Therefore, hypothesis H_{3.2} is highly strong supported.

Finally, organizational valuelessness has a statistically significant positive direct impact on Counterproductive work behaviors at National Authority for Egyptian Railways (T-value = 9.745, $\beta = 0.481$ with $p < 0.001$). Therefore, hypothesis H_{3.3} is highly strong supported

Results also revealed that organizational valuelessness comes in the first place in terms of its effect on counterproductive work behaviors at National Authority for Egyptian Railways ($\beta = 0.481$), followed by organizational cynicism ($\beta = 0.175$), then Unpredictability ($\beta = 0.231$), and finally comes organizational normlessness ($\beta = 0.209$)

But which related to the third main hypothesis (H₃) that investigates the direct impact of organizational anomie dimensions on counterproductive work behaviors at National Authority for Egyptian Railways; it has been formulated as follows:

H₃ : organizational anomie dimensions have a statistically significant direct impact on counterproductive work behaviors .

The previous results and analyses showed that the dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valueless) have a statistically significant direct impact on counterproductive work behaviors at National Authority for Egyptian Railways. Therefore, the third main hypothesis H₃ is supported.

***Toxic leadership, organizational anomie and counterproductive work behaviors**

The last main hypothesis (H₄) studied the mediating role that organizational anomie plays in the relationship between Toxic leadership and counterproductive work behaviors at National Authority for Egyptian Railways; it has been formulated as follows:

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H₄: Toxic leadership dimensions have a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

This hypothesis consists of five sub-hypotheses which are:

H_{4.1} : Self-promotion has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.2} : Abusive supervision has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.3} : Unpredictability has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.4} : Narcissism has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

H_{4.5} : Authoritarian Leadership has a statistically significant indirect impact on counterproductive work behaviors through the dimensions of organizational anomie.

Table.12. SEM Results Related to the indirect impact of dimensions of Toxic leadership on counterproductive work behaviors through dimensions of organizational anomie.

Independent variable	St.Beta	Sig.	Mediating Variable	Dependent variable	Rank
Self- promotion (X ₁)	0.175	0.000	dimensions of organizational anomie	counterproductive work behaviors	4
Abusive supervision (X ₂)	0.299	0.000			3
Unpredictability (X ₃)	0.144	0.000			5
Narcissism (X ₄)	0.324	0.000			2
Authoritarian leadership (X ₅)	0.325	0.000			1

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From the statistical results shown in the previous table (12), it can be noted that:

- Self-promotion has a statistically significant positive indirect impact on counterproductive work behaviors through dimensions of organizational anomie at National Authority for Egyptian Railways ($\beta = 0.175$ with $p < 0.001$).
- Regarding Abusive supervision, Unpredictability and Narcissism, results revealed that dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valuelessness) play a mediating role in the relationship between (Abusive supervision, Unpredictability and Narcissism) and counterproductive work behaviors at National Authority for Egyptian Railways ($\beta = 0.299$, $\beta = 0.144$ and $\beta = 0.324$ with $p < 0.001$).
- Results also revealed that dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valuelessness) play mediating role in the relationship between Authoritarian leadership and counterproductive work behaviors ($\beta = 0.325$ with $p < 0.001$).

Path diagram shown in figure (2) has been used to explore the indirect effect of the Toxic leadership construct on counterproductive work behaviors through the dimensions of organizational anomie.

Therefore, based on the previous results and analyses, the fourth main hypothesis (H_4) is supported which assumes that Toxic leadership dimensions have a statistically significant indirect impact on counterproductive work behaviors at National Authority for Egyptian Railways through the dimensions of organizational anomie. Considering the findings, it can be said that the effects of the five dimensions of Toxic leadership on counterproductive work behaviors are enhanced and improved by the mediating role played by the dimensions of organizational anomie in this relationship.

Table (13) shows the direct, indirect and total effects among research variables.

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Table.13. Direct, Indirect and Total Effects Among Research Variables

Independent Variable	Dependent Variable	Mediating Variable	Direct Effects	Indirect Effects	Total Effects
X ₁	Y	M	.111***	0.175***	0.286***
X ₂	Y	M	.109***	0.299***	0.408***
X ₃	Y	M	.164***	0.144***	0.308***
X ₄	Y	M	.355***	0.324***	0.679***
X ₅	Y	M	.175***	0.325***	0.500***

*** P ≤ 0.001

According to the previous table:

- Self-promotion has a significant indirect effect on counterproductive work behaviors through the organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness). According to the statistical results, the existence of organizational anomie dimensions as a mediating variable between Self-promotion and counterproductive work behaviors, the standardized total effect of Self-promotion on counterproductive work behaviors becomes 0.286
- Additionally, Abusive supervision and unpredictability have a significant indirect effect on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness). According to the statistical results, the standardized total effect of Abusive supervision and unpredictability on counterproductive work behaviors respectively become 0.408 and 0.308.
- With respect to Narcissism and Authoritarian leadership, results revealed that Narcissism and Authoritarian have a significant indirect effect on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness). According to the statistical results, the standardized total effect of Narcissism and Authoritarian on counterproductive work behaviors respectively become 0.679 and 0.500.

8. SUMMARY OF RESEARCH RESULTS

Research results revealed that the first main hypothesis (H₁) which investigates the direct impact of Toxic leadership dimensions on counterproductive work behaviors was supported. Additionally, regarding the sub-hypotheses that are related to the first main hypothesis, the statistical analysis reached the following:

- Self-promotion (H_{1.1}) has a statistically significant positive direct impact on counterproductive work behaviors at National Authority for Egyptian Railways.
- Abusive Supervision (H_{1.2}) has a statistically significant positive direct impact on counterproductive work behaviors at National Authority for Egyptian Railways.
- Unpredictability (H_{1.3}) has a statistically significant positive direct impact on counterproductive work behaviors at National Authority for Egyptian Railways.
- Narcissism (H_{1.4}) has a statistically significant positive direct impact on counterproductive work behaviors at National Authority for Egyptian Railways.
- Authoritarian leadership (H_{1.5}) has a statistically significant positive direct impact on counterproductive work behaviors at National Authority for Egyptian Railways
- Results also revealed that Narcissism comes in the first place in terms of its effect on counterproductive work behaviors, followed by Authoritarian leadership, then Unpredictability and Self-promotion, finally comes Abusive supervision.

With respect to the second main hypothesis (H₂) which assumes that Toxic leadership dimensions have a statistically significant direct impact on dimensions of organizational anomie (organizational cynicism, organizational normlessness, organizational valuelessness), the results of the research showed that this main hypothesis was partially supported. Moreover, the results of the research supported the following sub-hypotheses as are shown:

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- All dimensions of toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) (H_{2.1}) have a statistically significant direct impact on organizational cynicism (M₁).
 - All dimensions of toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism) (H_{2.2}) have a statistically significant direct impact on organizational normlessness (M₂), Except Authoritarian leadership as dimension of toxic leadership does not have a statistically significant direct impact on organizational normlessness (M₂)
 - All dimensions of toxic leadership (Self-Promotion, Abusive supervision, Unpredictability, Narcissism, Authoritarian leadership) (H_{2.3}) have a statistically significant direct impact on organizational valuelessness (M₃).
 - Results also showed that Authoritarian leadership comes in the first place in terms of its impact on organizational cynicism, followed by abusive supervision, then unpredictability and narcissism, and finally comes self-promotion.
 - Results also reflected that narcissism comes in the first place in terms of its impact on organizational normlessness, followed by self-promotion, then abusive supervision and finally comes predictability.
 - Results also reached that abusive supervision comes in the first place in terms of its impact on organizational valuelessness, followed by Authoritarian leadership, then narcissism and unpredictability, and finally comes self-promotion

Regarding the third main hypothesis (H₃) which assumes that the dimensions of organizational anomie have a statistically significant direct impact on counterproductive work behaviors, the results of the research showed that this main hypothesis was supported. Moreover, the results of the research supported the following sub-hypotheses as are shown:

- Organizational cynicism (H_{3.1}) has a statistically significant positive indirect impact on counterproductive work behaviors.
- Organizational normlessness (H_{3.2}) has a statistically significant positive indirect impact on counterproductive work behaviors.

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- Organizational valuelessness (H_{3.3}) has a statistically significant positive indirect impact on counterproductive work behaviors.

Finally, regarding the fourth main hypothesis (H₄) which investigates the indirect impact of Toxic leadership dimensions on counterproductive work behaviors through organizational anomie dimensions as a mediating variable, the results of statistical analysis indicated that this main hypothesis was supported. In addition to, the results of the sub-hypotheses that are related to the main fourth hypothesis are shown as follows:

- Self-promotion (H_{4.1}) has a statistically significant positive indirect impact on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valueless).
- Abusive supervision (H_{4.2}) has a statistically significant positive indirect impact on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valueless).
- Unpredictability (H_{4.3}) has a statistically significant positive indirect impact on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness).
- Narcissism (H_{4.4}) has a statistically significant positive indirect impact on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness).
- Authoritarian leadership (H_{4.5}) has a statistically significant positive indirect impact on counterproductive work behaviors through organizational anomie dimensions (organizational cynicism, organizational normlessness, organizational valuelessness).

9. DISCUSSION OF STUDY'S RESULTS

In the light of the results that are previously mentioned, the researcher found the following:

- Research results revealed that the first main hypothesis (H₁) which investigates the direct impact of toxic leadership dimensions on

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counterproductive work behaviors was supported. This result is in line totally with (Gabriel, 2016), (Younus, et al., 2020), (Kayani & Alasan, 2021) and (Hattab, et al., 2022) that reflected that toxic leadership dimensions have significant positive direct impact on counterproductive work behaviors where toxic leaders harm both the employees and the organization. These traits of toxic leaders lead to greater negativity among subordinates with increased stressed as they must work extra working hours to reach such goals and bear too much politics to sustain in excessive competition. This stress and exhaustion lead subordinates to react or retaliate in form of counterproductive work behavior.

- Research results also showed that the second main hypothesis (H₂) which investigates the direct impact of toxic leadership dimensions on organizational anomie dimensions was partially supported. This result agreed partially with (Ince, 2018), (Dobbos & Do, 2019), (Khayal, 2019), (Eydipour, et al., 2020) and (Kaya et al., 2021) that showed that toxic leadership dimensions have significant positive direct influence on dimensions of organizational anomie where Toxic leadership contributes to the emergence and spread of some other negative behaviors among the employees of the organization Like workplace bullying, organizational cynicism, organizational normlessness and employee silence, which are behaviors that in turn cause many negative effects such as low levels of job satisfaction and organizational loyalty, as well as low morale and loss of self-confidence, then high rates of absenteeism and turnover work and decline in the performance of the organization as a whole.
- Research results also mentioned that the third main hypothesis (H₃) which investigates the direct impact of organizational anomie dimensions on counterproductive behaviors was supported. This result agreed totally with (Al-Hakim & Nasr, 2014) and partially with (Rayan, et al., 2018), (Naseer, et al., 2021) and (Ali & El Sayed, 2022) that reflected that there is significant positive direct impact of organizational anomie dimensions on counterproductive work behaviors. This means that organizational anomie arises from the existence of an organizational environment that is not committed to standards and values that lead to the deterioration of the psychological state of the employees. Moreover, Anomie is considered an essential factor for creating an organizational

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environment that is not controlled that lead to create a chaotic environment that is full of enormous negative behaviors.

- Finally, the fundamental and significant contribution of this study is represented through the fourth hypothesis(H₄) that tests the indirect effect of toxic leadership dimensions on counterproductive work behaviors through dimensions of organizational anomie as a mediating variable.

10. STUDY'S RECOMMENDATIONS AND FUTURE RESEARCH:

10.1 Study's recommendations

Based on the results of the field study, this study also provides significant practical implications through precious views from various perspectives for managers, practitioners, and organizations on how to effectively minimize counterproductive work behaviors at National Authority for Egyptian Railways.

- 1- Generally, the management at National Authority for Egyptian Railways should focus more on the Toxic leadership concept and try to avoid and minimize the traits of toxic leadership at National Authority for Egyptian Railways that lead to diminish in levels of counterproductive work behaviors through:
 - Officials of National Authority for Egyptian Railways should develop a tight mechanism for selecting leaders that includes a set of principles and criteria that ensure the exclusion of individuals who have hostile and toxic behavioral tendencies towards their others inside the organization.
 - Selecting administrative leaders capable of providing an ethical work environment characterized by a positive atmosphere that encourages work by enhancing mutual trust with subordinates and taking into account the human aspects while dealing with them.
 - Developing set of training courses and workshops for current and future leaders and trying to link career advancement with attending these courses and passing them, with the aim of developing their awareness of the need to practice behaviors that support the ethical and human aspects and urge them to deal well with subordinates and not ridicule them or underestimating their opinions, as well as taking care of their interests, listening to their problems and working to solve them.

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- Authority should train their staff on skills that will enable them develop emotional resilience so that they can absorb the toxic syndromes of difficult bosses.
 - Increasing informal communications channels by applying open door policy
 - 2- On the other hand It is recommended that top management should follow some strategies to avoid organizational anomie. **This can be achieved through:**
 - Different strategies could be used by managers to prevent organizational cynicism among employees as career development and advancement; considering staff career goals and objectives; keep promises toward staff; putting sound reward and punishment system; and make sure that policies, goals, and practices are in alignment.
 - The need to develop and implement practical steps to prevent the emergence and spread of the phenomenon of organizational cynicism among employees within an National Authority for Egyptian Railways, the results of which proved that one of the most important causes of the hostile behaviors practiced by the leaders which results in a lack of confidence in the management's promises, and a loss of enthusiasm as a result of not obtaining the appropriate appreciation, Therefore, officials of the authority must work to communicate with workers and listen to their complaints and needs well .caring for achieving their goals, fulfilling their interests, and solving their problems, and these steps would limit the organizational cynicism
 - Work to develop standards that encourage self-restraint in situations in which employees are under great pressure to accomplish those tasks assigned to them even if these standards are detrimental to those who are committed to it, even temporarily, and this is done through standards that encourage participation and equality in performing the tasks assigned to them.
 - The organizational and social values should be existed in work environment in a way that achieves a close link between senior management and employees on the one hand and co-workers on the other in order to form an organizational structure able to advance business organizations, and this requires confronting the opportunist and

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bureaucratic personality in work environment, and believing that personal interests can be achieved through organizational interests.

- 3- Finally which related to counterproductive work behaviors at National Authority for Egyptian Railways. Preventing the incidence of counterproductive behaviors among employees in the workplace is more successful approach than controlling these behaviors after incidence. This can be achieved through
- Providing a safe work environment in which employees can speak without any fear or anxiety of negative reactions towards them. This is done by encouraging them to participate, express opinions, introduce initiatives and exchange ideas, and then pay attention to contradicting opinions and adopting different points of view in a way that ultimately leads to achieving individual and organizational goals.
 - The need to provide a stable environment to develop the strengths of the employees and the organization as a whole and minimize the weaknesses.
 - Increasing interest with recruitment procedures to bring superior competencies and working to develop human cadres in an efficient way to avoid damage to the organization's physical and human resources as a result of conflicts of interest between employees and the organization.
 - Work to change the negative attitudes that employees build towards managers and colleagues at work by creating job security, and not working long hours that lead to employee dissatisfaction, as well as improving the physical and environmental situation, and developing a sense and awareness of the feelings of others.
 - Encouraging the achievement of a balance between personal interests and the interests of others through ethical principles that are considered the basis for organizing the interaction between the employee and colleagues in the workplace, and adherence to principles in a solving issue that achieve the ethical side.
 - Increasing confidence in employees to make decisions with their willingness to bear their consequences in the workplace, as well as promoting and disseminating a culture of spirit of cooperation in the workplace.

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- There should be a physical and psychological readiness to avoid deceptive behavior in achieving benefits, and there should be planning as a deterrent Procedure for such acts in the future in the event that they occur at the level of management and employee.
 - The need to create a culture within National Authority for Egyptian Railways that encourages creativity, innovation, and supports loyalty and organizational affiliation

10.2 Future Research

Based upon the study's results and conclusions, the following recommendations for future research are suggested:

- 1- Investigating the impact of toxic leadership in on organizational silence at communications companies.
- 2- Investigating the impact of Toxic leadership on the innovative behavior through psychological empowerment as a mediating variable at Egyptian Banks.
- 3- Make a comparison study among pharmaceutical companies in Egypt (governmental- private – multinational) through studying the impact of Toxic leadership on level of competitiveness.

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Questionnaire

The following statements are related to the dimensions of Toxic leadership, organizational anomie, and counterproductive work behaviors. Please evaluate each statement and answer in a way that reflects your stance, using scales ranging from 0 to 5 taking into consideration that (0=" Does not occur") and (5=" always occurs")

Please make on the scale that expresses your opinion.

Statements	The degree of occurred				
1. The behavior of the direct manger changes dramatically in the presence of the higher leaderships.					
2. The direct manager attributes success to himself and casts failure on others.					
3. The direct manager cares about his personal interest at the expense of the work.					
4. The direct manager carries me with job burdens outside the framework of the job description.					
5. The direct manager underestimates my abilities in front of others.					
6. The direct manager deliberately reminds me of my past mistakes.					
7. The personal mood of direct manager is the main determinant of the work climate.					
8. The direct manager gets angry for unknown reasons.					
9. The direct manager does not rely on a specific standard to evaluate the performance at work.					
10. The direct manager sees himself as distinct from others.					
11. The direct manager believes that his abilities are superior to others.					
12. The direct manager thinks he is an exceptional person.					
13. The direct manager controls how the employee does his work.					
14. There is no opportunity for employee to use new ways of doing work.					
15. Management is keen to take all decisions regardless of their importance					
16. Most employees do not feel their organizational affiliation.					

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Statements	The degree of occurred				
17. Most employees are not interested in the achievement of their colleagues at work					
18. It is difficult for most employees to put absolute trust in their colleagues at work.					
19. Most of the employees are not interested in the problems that their colleagues are exposed to at work.					
20. The functional lifestyle of most employees is not good at all.					
21. There is great pressure to achieve organizational goals by using any possible means.					
22. Some employees deceive their direct managers to gain their trust.					
23. Some organizational rules are broken for achieving specific goals.					
24. It is not necessary that the committed and hard-working employees get the satisfaction of senior management.					
25. The prevailing rule is that the ends justify the means.					
26. There is a constant willingness to circumvent some of the regulatory rules to implement Functional tasks.					
27. There is an interest in the physical aspects more than anything else.					
28. There is no interest in spreading a spirit of cooperation among employees.					
29. To achieve career achievement, there are no legitimate ways and other is legitimate, but there are hard and easy ways.					
30. There are no future plans interested in promoting work ethics among employees.					
31. Come late to work without any permission.					
32. Take longer break that was allowed.					
33. Leave the place of work earlier than was allowed and without permission.					
34. Intentionally working slowly although the existence of ability to perform work at a faster rate.					
35. Practice less effort into work..					
36. Accomplishing personal tasks instead of completing work tasks					
37. Surfing on the internet.					
38. Wasted the materials and supplies of organization.					

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Statements	The degree of occurred					
39. Called being sick when were not.						
40. Refused to execute the required assignment.						
41. Don't report about any problem that is happened throughout work so it would get worse.						
42. Put in to be paid for many hours than actually worked.						
43. Told people outside what lousy place you work for.						
44. Intentionally perform activities of work incorrectly.						
45. Verbally abused someone at work.						
46. Acting rudely toward other people at work.						
47. Wasting some colleagues' time by talking with them while they are doing work.						
48. Verbally assaulting some colleagues at work.						
49. Withholding important information from some colleagues at work.						
50. Insulting some colleagues because of their level of performance at work.						
51. Mockery and ridicule of the personal life of some colleagues.						
52. Refuse to help some colleagues at work.						
53. Intentionally interfered with someone through performing his/her job.						
54. Spread some rumors about some colleagues at work.						
55. Covering up some of the mistakes of others at work.						
56. Showing a kind of favoritism and bias towards some individuals during work.						
57. Delay in taking action in an important matter concerning some colleagues at work.						
58. Did something to make some colleagues look bad at work.						
59. Deliberately hiding something from some colleagues at work						

With sincere thanks and appreciation

Researcher

الدور الوسيط للأنومية التنظيمية في العلاقة بين القيادة السامة وسلوكيات العمل المضادة للإنتاجية "دراسة تطبيقية"

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مستخلص البحث

هدف هذا البحث إلى اختبار الأثر المباشر للقيادة السامة على سلوكيات العمل المضادة للإنتاجية في الهيئة القومية لسكك حديد مصر، كما تسعى الدراسة إلى الكشف عما إذا كانت الأنومية التنظيمية تلعب دوراً وسيطاً في هذه العلاقة. بدأت الدراسة باستعراض الأدبيات القيادة السامة وسلوكيات العمل المضادة للإنتاجية والأنومية التنظيمية ومن ثم تم صياغة أربعة فروض رئيسية وقد تم إجراء دراسة ميدانية باستخدام عينة قوامها ٣٢٤ مفردة من العاملين في الهيئة القومية لسكك حديد مصر وبلغت عدد الإستمارات المستوفاة ٣٠٨ استمارة، وقد تم تحليل البيانات المجمع باستخدام نموذج المعادلات الهيكلية. أوضحت النتائج أن جميع أبعاد القيادة السامة (الترويج الذاتي، الإشراف المسيء، عدم القدرة على التنبؤ، النرجسية، القيادة الاستبدادية) لها تأثير معنوي إيجابي مباشر على سلوكيات العمل المضادة للإنتاجية. أما فيما يتعلق بالتأثير المباشر لأبعاد القيادة السامة على أبعاد الأنومية التنظيمية (التهمك التنظيمي، اللامعيارية التنظيمية، انعدام القيم التنظيمية)، فقد أوضحت النتائج أن جميع أبعاد القيادة السامة لها تأثير معنوي إيجابي مباشر على أبعاد الأنومية التنظيمية ماعدا القيادة الإستبدادية ليس لها تأثير معنوي إيجابي مباشر على اللامعيارية التنظيمية. كما أظهرت النتائج أن أبعاد الأنومية التنظيمية تؤثر تأثير معنوي مباشر على سلوكيات العمل المضادة للإنتاجية في الهيئة القومية لسكك حديد مصر. وأخيراً فيما يتعلق بالدور الوسيط لأبعاد الأنومية التنظيمية فقد أوضحت النتائج أن أبعاد الأنومية التنظيمية تلعب دوراً وسيطاً في العلاقة بين القيادة السامة وسلوكيات العمل المضادة للإنتاجية في الهيئة القومية لسكك حديد مصر.

الكلمات الافتتاحية: القيادة السامة، الأنومية التنظيمية، سلوكيات العمل المضادة للإنتاجية.