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The Influence of Toxic Workplace Climate Behaviors on Innovative Work Behavior and Employee Engagement in Hotels

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Abstract

There is a gap in the literature on the toxic workplace climate (TWC) in Egypt's hospitality industry, despite the latent literature focusing on its effects. The present research aimed to investigate the influence of TWC behaviors (bullying, ostracism, incivility) on innovative work behavior and employee engagement and to explore the role of respondents' demographic factors (gender and age) in relation to the influence of TWC on both innovative work behavior and employee engagement in hotels in Egypt. Moreover, a model of a TWC is developed and examined in the context of Egyptian hospitality. Bullying, ostracism, and incivility are three toxic workplace behaviors that are included in the conceptual model as antecedents, as well as two outcomes (innovative work behavior and employee engagement). The research analyzes data on 484 employees working in the Egyptian hospitality sector. All the hypotheses regarding the direct connections between the three drivers and the two outcomes included in the theoretical model are supported by the findings. The research also declared that TWC has negative impacts on both outcomes of the model (innovative work behavior, and employee engagement). Additionally, the research confirms the differences between employees based on gender in recognizing toxic behaviors in the workplace. According to the findings, hotels in Egypt should perform training programs for employees about bullying, ostracism, and incivility to teach them how to identify toxic behaviors in the workplace, and different strategies to deal with these behaviors.

1. Introduction

In today's business climate, enterprises are more concerned with recruiting and retaining innovative, engaged employees; this is especially true for employees in the hospitality sector, where there are high expectations for long-term gains in service quality (Stock et al., 2017; Bani-Melhem et al., 2020). Therefore, employees with creative skills are highly regarded by both managers and researchers (Wang et al., 2022). Although hospitality firms strive to increase workers' innovative work behaviors by presenting new ideas at work and increasing employee engagement (Wang et al., 2020), these businesses face a huge challenge: a toxic workplace climate (TWC) (Hon, 2013; Akgunduz, 2015). A TWC is a novel term in the research of negative organizational behavior, defined as low-intensity, disrespectful, or impolite deviant workplace behavior that violates workplace standards and has an uncertain goal of hurting others (Tastan, 2017; Rasool et al., 2021). This clause illustrates that a TWC is a global issue that needs to be addressed by human resource and organizational specialists (Anjum et al., 2018; Iqbal et al., 2022).

Workplace relationships between employees are referred to as "workplace climate" (Khoury, 2022). Two forms of workplace climate have been identified in previous studies: TWC and collaborative workplace (Wang et al., 2020). The characteristics of a collaborative workplace include employee friendliness, satisfaction, engagement, empathy, and corporate citizenship behavior (Rasool et al., 2019). However, the TWC encourages narcissistic behavior, impolite and disrespectful leadership, threatening behavior, harassment, humiliation, mobbing, ostracism, incivility, and bullying among employees (Mao et al., 2017). Additionally, TWC practices contribute to a physical and mental imbalance that has a severe psychological impact on the health of employees, as well as excessive levels of stress and burnout (Samma et al., 2020). Bullying, ostracism, and incivility were the TWC behaviors that the present research focused on because they had the most detrimental effect on employees' psychological and mental health in the workplace, resulting in negative outcomes such as increased employee turnover, job dissatisfaction, and lack of productivity (Zhou et al., 2020; Rasool et al., 2021; Pimenta, 2022).

Although previous studies focused on investigating issues related to TWC behaviors, there are several gaps in these studies explained as follows. First, the latent literature examined the effect of some TWC behaviors on consequences such as productivity (e.g., Rasool et al., 2019); commitment (e.g., Teo et al., 2020); project success (e.g., Wang et al., 2020); psychological well-being, product quality (e.g., Zhou et al., 2020); workplace stress, employee development (e.g., Al Khoury, 2022); and employee satisfaction (e.g., Larasati & Prjogo, 2022). However, there is limited empirical evidence confirming the impact of TWC behaviors (bullying, ostracism, and incivility) on innovative work behavior. Thus, there is a need to investigate innovative work behavior as an outcome of TWC behaviors. Second, despite researching the role of a TWC in decreasing employee engagement (e.g., Park & Ono, 2016; Samo et al., 2019; Tricahyadinata et al., 2020; Al-Chalabi, 2022), the previous literature did not focus on making a comparison of the effect of TWC behaviors (bullying, ostracism, and incivility) on both employee engagement and innovative work behavior. Hence, there is a necessity in comparing the two above-mentioned consequences of a TWC.

Third, there is a shortage of studies exploring concerns about TWC in the Egyptian hospitality workplace climate. Specifically, these studies investigated other disciplines

in Egypt other than hospitality, such as nursing (Kassem, 2015; Abd-Elrhaman & Ghoneimy, 2019; Berma et al., 2021; El-Guindy et al., 2022; Zaki & Elsaïad, 2022); and education (Eid & Al-Nimr, 2021). Hence, choosing the hospitality setting to research TWC behaviors is novel and will add to both theory and practice. Fourth, after reviewing previous studies, there is a lack of examining the role of personal demographic factors (gender and age) when it comes to influence of TWC behaviors on both innovative work behavior and employee engagement in the hospitality industry in Egypt.

Therefore, the current article aims to investigate how TWC behaviors (bullying, ostracism, and incivility) affect innovative work behavior and employee engagement and to explore the role of respondents' demographic factors (gender and age) in relation to the influence of TWC on both innovative work behavior and employee engagement.

2. Literature Review

2.1. Toxic Workplace Climate

A TWC occurs when employees have negative interpersonal relationships (Samma et al., 2020). Approximately 80% of workers' efficiency fears and difficulties are directly related to the type of workplace climate (Anjum et al., 2018). TWCs, particularly ostracism, bullying, and incivility, have a negative impact on an employee's physical and mental health (Xu et al., 2019). A TWC also has a negative impact on productivity, job satisfaction, commitment, and innovative work behavior (Mao et al., 2017).

2.2. Toxic Workplace Bullying and Innovative Work Behavior

Workplace bullying is clarified as aggressive and frequent behavior intended to harm individuals, either mentally or physically, with the goal of increasing power over the targeted people (Park & Ono, 2016). Bullying can manifest as disparaging criticism, blaming without logic, being treated differently from others, being humiliated, being the target of jokes, or being overly monitored (Rai & Agarwal, 2018). Workplace bullying involves several forms of repeated negative behaviors, such as excessive observation of work, suppression of information that can influence how well a job is done, and verbal and physical abuse and threats. Many of these bullying tactics include derogatory speech, such as spreading rumors and gossip, and overt humiliation (Martin et al., 2020).

Innovative work behavior refers to a behavioral cycle that allows employees to think creatively to optimize work performance, procedures, and routines (Bin Saeed et al., 2019). These behavioral symptoms typically include the recognition of work-related difficulties, the presentation of new and improved ideas, and the application of those ideas that are explicitly useful for the benefit of individuals, groups, or organizations (Janssen et al., 2015; Afsar & Badir, 2017; Lee et al., 2019). Therefore, it is explained as a complex behavior that includes the generation, introduction, or application of ideas, as well as processes and discovery of new solutions (Budiyono et al., 2019). The theory of innovative work behavior is intended to purposefully create and apply novel ideas that are critical for an organization, particularly to improve customer experience, product design development, and procedural optimization (Samma et al., 2020).

Workplace bullying decreases employee commitment and leads to the unlikely sharing of new ideas (Rai & Agarwal, 2018; Tabassum et al., 2021). Moreover,

workplace bullying affects employees' job satisfaction and productivity, which in turn affects their morale and an organization's overall performance (De Clercq, 2022). Additionally, bullying creates a fearful environment in the workplace because the employee does not participate in meetings and discussion sessions, and the organization does not receive a novel and unique idea (Suggala et al., 2020). Based on the above, the research proposes the following hypothesis:

H1: Workplace bullying has a significant negative effect on innovative work behavior.

2.3. Toxic Workplace Ostracism and Innovative Work Behavior

Ostracism includes separation, withdrawing from a room when an employee enters, ignoring eye contact, ignoring a greeting, or moving the employee to a remote location (Sarwar et al., 2020). Workplace ostracism has a bad influence on the four basic human needs of belonging, power, self-confidence, and important existence (Jahanzeb & Fatima, 2022). Likewise, ostracism can be a shocking experience with harmful and difficult outcomes (Anjum & Ming, 2018). Therefore, ostracism is a stressor that prevents people from completing routine responsibilities and reduces enthusiasm, which has a long-term impact on employee and organizational competence (Zhang et al., 2022).

Previous studies have shown that while workers feel ignored and excluded from the conversation, the group becomes disheartened and feels invaluable in the organization (Tu et al., 2019; Xing & Li, 2022). Furthermore, when employees feel ignored and upset, they lose focus on their assigned work (Wang et al., 2022). Additionally, workplace ostracism has an impact on employee performance, confidence, and productivity (Guo et al., 2020; Agarwal et al., 2022). This effect might lead to incompetent and less innovative work behavior. As a result, the research offers the following hypothesis:

H2: Workplace ostracism has a significant negative effect on innovative work behavior.

2.4. Toxic Workplace Incivility and Innovative Work Behavior

Incivility is making rude, humiliating, and harsh words to others who may be coworkers, peers, or subordinates (Hur et al., 2015). It denotes subtle and deviant behavior with nefarious purposes to damage other people in the corporation (He et al., 2021). Incivility can take the mode of vocal abuse or non-verbal gestures directed at others (Jiang et al., 2019). Previous research indicated that more than 70% of selected workers experienced some type of incivility, such as being belittled, having their identifications questioned, and being constantly disturbed (Musyoka, 2020; Agarwal et al., 2023). Furthermore, being treated with incivility can have a detrimental influence on employees' self-esteem, contentment, respect, and productivity (Musyoka, 2020). As a result, this toxic behavior will have several harmful repercussions, increasing bodily and emotional stress (Wang et al., 2020). Thus, the following hypothesis is formulated:

H3: Workplace incivility has a significant negative effect on innovative work behavior.

2.5. Toxic Workplace Bullying and Employee Engagement

Employee engagement is defined as a positive, fulfilling and work-related state of mind characterized by dedication, vigor, and absorption; thus, the term is associated with putting effort into work and persevering in the face of adversity (Agarwal, 2014; Pattnaik & Sahoo, 2020). Engaged employees devote their physical, cognitive, and emotional resources to their jobs by being highly energetic and enthusiastic (Sari et al., 2021). Employee engagement is also explained as feelings of commitment, passion, and energy that translate into a high level of diligence, allowing employees to exceed expectations and take initiative even when faced with the most difficult task (Azmy, 2022).

Bullying has been highlighted as a workplace stressor (Martin et al., 2020). Previous articles showed that bullied employees show low psychological well-being symptoms such as worry, hopelessness, and a lack of self-confidence (Attia et al., 2020; Agarwal et al., 2023). Furthermore, workplace bullying can harm the victim's emotional and physical well-being (Agarwal et al., 2023). Bullying has been associated with depression, mental health concerns, and psychosomatic indications (Gadi & Kee, 2020; Jose et al., 2022). Workplace bullying is strongly linked to emotional exhaustion, which may suggest lower levels of engagement (Einarsen et al., 2018; Anwar & Kee, 2022). Thus, the following hypothesis is formulated:

H4: Workplace bullying has a significant negative effect on employee engagement.

2.6. Toxic Workplace Ostracism and Employee Engagement

Workplace ostracism reduces job satisfaction and has a negative impact on employee contribution (Haldorai et al., 2020). Workplace ostracism can exhaust employees (Xu et al., 2020). According to Kaya et al. (2017), workplace ostracism has a negative impact on employees' mental and physical well-being, and thus, ostracized employees are less likely to engage at work (Ashraf & Mangi, 2020). Employees may withdraw beneficial behaviors and attitudes if they are subjected to negative treatment from the organization in the form of ostracism (Samo et al., 2019; Rasool et al., 2021). Furthermore, employees are more likely to leave their jobs when faced with workplace ostracism, which creates negative psychological conditions (Anasori et al., 2021). Consequently, workplace ostracism has a negative impact on an employee's cognitive and affective aspects of self (Kaya et al., 2017; Rastgar et al., 2022). Consequently, the following hypothesis is proposed:

H5: Workplace ostracism has a significant negative effect on employee engagement.

2.7. Toxic Workplace Incivility and Employee Engagement

Workplace incivility comprises harsh and degrading interactions that reduce people's sense of competence and belonging (Arasli et al., 2018; Tricahyadinata et al., 2020). Incivility is incompatible with the preservation of a good sense of self, thus employees who experience it lack the motivation to get engaged in their work and instead detach or become disengaged (Martynowicz, 2016; Torres et al., 2017; Guo et al., 2020). Therefore, workplace incivility as a kind of humiliating, abusive behavior from superiors or colleagues will have a detrimental effect on employees' perceptions of their workplace engagement, which can be boosted through workplace interactions including support from colleagues and leaders (Wang & Chen, 2020; Guo et al., 2020, Asemota, 2022). As a result, the following hypothesis is advanced:

H6: Workplace incivility has a significant negative effect on employee engagement.

2.8. Gender Differences

Previous papers have found that differences in behavior between males and females can have an influence on the management of employees' thoughts while dealing with the work environment (Stein & Nyamathi, 2000; Nolen-Hoeksema & Aldao, 2011; Larasati & Prjogo, 2022). Furthermore, the stereotype of females as weak and males as powerful reinforces the idea that gender influences the link between a toxic workplace climate and both innovative work behavior and employee engagement (Larasati & Prjogo, 2022). Therefore, the following hypothesis is formulated:

H7: There is a significant difference between males and females in recognizing toxic workplace bullying, ostracism, incivility, innovative work behavior, and employee engagement.

2.9. Age Differences

Latent studies declared that older individuals are better able to deal with stressful behaviors in the workplace because they have more experience dealing with complex issues in the work environment (Chen et al., 2018; Kasalak, 2019). On the contrary, younger individuals have more difficulty adapting to stressful workplaces and certain harmful behaviors (Fingerman et al., 2021). Accordingly, there is a need to identify if there are differences between employees based on age when confronting a toxic workplace. Therefore, the following hypothesis is formulated:

H8: There is a significant difference between employees based on age groups in recognizing toxic workplace bullying, ostracism, incivility, innovative work behavior, and employee engagement.

2.10. Research Theoretical Framework

Based on analysis of the literature, the research model indicates that TWC behaviors (bullying, ostracism, and incivility) have a negative influence on innovative work behavior and employee engagement (see Figure 1).

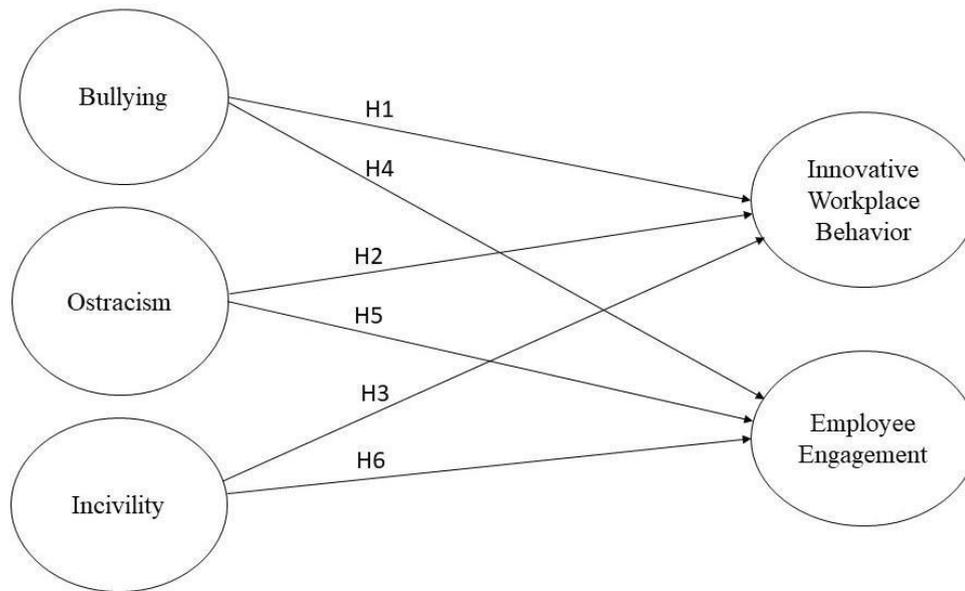


Figure 1. The theoretical framework of toxic workplace climate behaviors

3. Research Methodology

3.1. Sampling and Data Collection Procedure

The current research examined connections between TWC behaviors and their effects in the Egyptian hospitality sector. Numerous data-gathering techniques and sample characteristics were taken into account in the research. The ideal participants were hotel staff who had to deal with toxic coworkers in a toxic workplace. The research included a screening question to ensure that it only included the most qualified respondents. The potential respondent was asked if they worked in a hotel and if they had experience with TWC behaviors (bullying, ostracism, incivility). The termination page was automatically redirected to non-eligible responses. Using the G*Power tool version 3.1.9.4. (Hair et al., 2014), by choosing two tails, and with a medium effect size (0.25), the significance level (α error probability) is 0.05, and the recommended statistical power ($1 - \beta$) level of 0.8., the findings indicated the suggested minimum sample size is 120. The researchers received 484 valid and full questionnaires; the number of respondents exceed the minimum number of the required sample size.

The target sample is hotel employees who faced toxic workplace behaviors. This research selected the purposive sampling (judgmental sampling) method among a range of non-probability sampling techniques. The researcher has the discretion to choose components for purposive sampling that will best enable the researchers to address the research questions and meet the research goals. The research used an online questionnaire survey to gather the data. The researchers chose the Google Forms website because it provides several software functions that enable users to create questionnaire surveys. The researchers sent the survey link to many online hospitality communities (on social media), whose members are hotel employees, to gather data for the current research. The questionnaire survey was made available to the participants during the data collection period, which ran from June 2022 to September 2022.

3.2. Measurement Items

A five-point Likert scale, from strongly disagree (1) to strongly agree (5), was used in the questionnaire (5). There were four sections in the questionnaire. The first part involved statements asked about TWC behaviors (incivility, bullying, ostracism). The second part included innovative work behavior sentences. While the third part involved employee engagement items. Finally, the fourth part included the demographic data (gender, age, and educational level), and questions asked about the department in the hotel where the employee is working, as well as his/her managerial level.

The research adopted the measurement items from previous literature explained as follows. A seven-item scale was adopted from Einarsen et al. (2009) to measure the bullying variable. A thirteen-item scale was adapted from Ferris et al. (2008) to measure ostracism. Seven measurement items were used to evaluate incivility (Cortina et al., 2001). Furthermore, a six-item scale of innovative work behavior was adapted from Hu et al. (2009). Finally, a nine-item employee engagement scale was used to measure the level of employee engagement (Schaufeli et al., 2006).

3.3. Data Analysis

The data collected were analyzed using the statistical package for social science (SPSS) version 23. Both Descriptive and inferential statistical methods were used. Descriptive statistics (Frequency, percentages, mean, standard deviations) were used to provide a comprehensive description of the sample in terms of demographics. The Pearson correlation coefficient test was used to examine the relationship between the dimensions of the research. Additionally, the ANOVA was used to measure the differences according to age, and T-test was utilized to evaluate the differences between males and females (gender). Cronbach's Alpha was adopted to measure the internal consistency between questionnaire statements, and then to determine the degree of reliability of the tool.

4. Results

4.1. Respondents' Backgrounds and Characteristics

As seen in Table 1, the majority of the respondents were men (67.4%), in their 20s and 30s (76.1%). Around (70%) of the respondents have at least a bachelor's degree. They work mainly in the food and beverage department (39.9%), the front office department (23.3%), and the housekeeping department (23%). According to their managerial level, (67%) are employees, and slightly less than a quarter of them (21.7%) are supervisors.

Table 1. Respondents' Backgrounds and Characteristics (n= 484)

Demographic	Percentages %
Gender	
Male	67.8
Female	32.2
Age	
Less than 21	2.8
21-30	38.7
31-40	37.4
41-50	11.3
51-60	6.6
More than 60	3.2
Educational level	
Less than a high school degree	6.3
High school graduate	24.5
Bachelor's degree	65.1
Master's degree	1.9
Doctoral degree	2.2
Department	
Front Office	23.3
Housekeeping	23
Food and Beverage	39.9
Marketing	7.2
Other	6.6
Managerial level	
Non-Managerial level	67
Supervisor	21.7
Head of a department	7.2
Top of Management	4.1

4.2. Validity and Reliability of Data

The questionnaire questions were reviewed by five human resource managers and four academic experts in the hospitality industry to ensure their validity and reliability. Their feedback revealed that several questions were unclear while others were too long or complex; therefore, they suggested revising these to collect more precise data from the respondents. The validity of the survey scale was determined statistically using correlation coefficients and its reliability was determined using Cronbach's alpha.

Table 2. Data Validity

Scale	N. Items	Correlation Coefficients
Toxic Workplace Bullying (TWB)	7	0.723
Toxic Workplace Ostracism (TWO)	13	0.703
Toxic Workplace Incivility (TWI)	7	0.699
Employee Engagement (EE)	9	0.685
Innovative Work Behavior (IWB)	6	0.667
Total	43	0.695

As shown in Table 2, the total values of the correlation coefficients reached 0.695, which is a high value and significant and confirms the validity of the questionnaire.

Table 3. Data Reliability

Scale	N. Items	Cronbach's Alpha
Toxic Workplace Bullying (TWB)	7	0.833
Toxic Workplace Ostracism (TWO)	13	0.897
Toxic Workplace Incivility (TWI)	7	0.903
Employee Engagement (EE)	9	0.833
Innovative Work Behavior (IWB)	6	0.750
Total	43	0.853

Considine et al. (2005) stated that internal consistency is confirmed when a reliability coefficient is greater than 0.7. As illustrated in Table 3, the total values of Cronbach's alpha reached 0.853. Consequently, all coefficients are statistically significant, indicating that the items of the questionnaire are generally considered acceptable.

4.3. The Results of Hypotheses Testing

To test the proposed hypotheses, the research performed the correlation tests between the three TWC behaviors (bullying, ostracism, and incivility) and the two consequences in the proposed model (employee engagement and innovative work behavior). Furthermore, the researchers presented the Pearson correlation coefficient of TWC Behaviors as one variable on innovative work behavior and employee engagement. As illustrated all relationships are significant at the 0.001 level (2-tailed) (see Table 4). First, toxic workplace bullying has a significant negative effect on innovative work behavior. Hence, H1 is supported. Innovative behaviors of hospitality employees are significantly and negatively affected by bullying as toxic workplace behavior ($r = -0.299$, $p < 0.001$). Second, toxic workplace ostracism has a significant negative effect on innovative work behavior ($r = -0.329$, $p < 0.001$). Thus, H2 is confirmed. Furthermore, toxic workplace ostracism has the greatest negative impact on innovative work behavior compared to the other toxic workplace behaviors included in the suggested model (bullying and incivility). Third, toxic workplace incivility has a significant negative effect on innovative work behavior ($r = -0.254$, $p < 0.001$). Therefore, H3 is also supported, and hospitality employees are significantly affected by incivility behaviors in the toxic workplace climate by decreasing their innovative work behaviors (see Figure 2).

Fourth, toxic workplace bullying has a significant negative effect on employee engagement ($r = -0.306$, $p < 0.001$). Accordingly, H4 is also established. In the hospitality sector, bullying has the highest negative influence on employee engagement amongst other tested toxic workplace behaviors (ostracism and incivility). Fifth, H5, which proposes a negative association between toxic workplace ostracism and employee engagement, is confirmed ($r = -0.297$, $p < 0.001$). Consequently, toxic workplace ostracism has a negative effect on employee engagement in the context of the hospitality workplace. Sixth, the results also declared that toxic workplace incivility has a significant negative impact on employee engagement. Therefore, H6 is supported; however, incivility behavior has the smallest negative impact on employee engagement compared to bullying and ostracism.

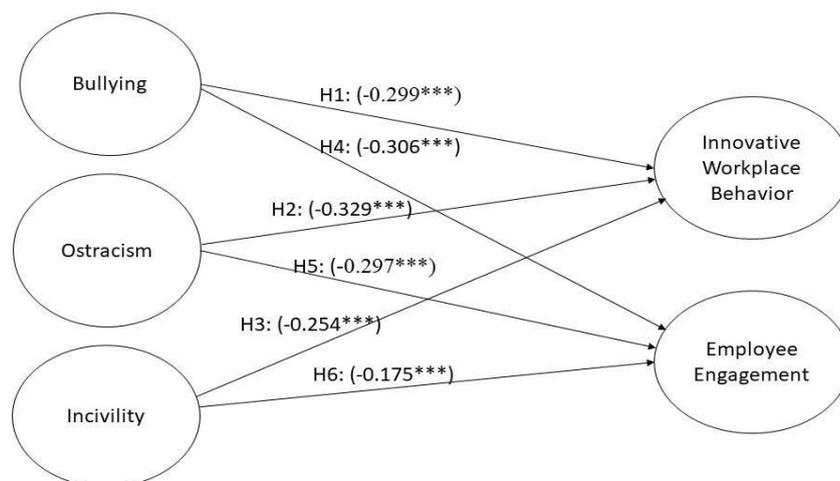


Figure 2. The results of testing the model of toxic workplace climate behaviors

Note: (***) Correlation is Significant at the 0.001 Level (2-tailed), N = 484 respondents

Table 4. Hypotheses Testing

Path#	Hypotheses Path	Pearson's r	Result
H1	TWB → IWB	-0.299***	Supported
H2	TWO → IWB	-0.329***	Supported
H3	TWI → IWB	-0.254***	Supported
H4	TWB → EE	-0.306***	Supported
H5	TWO → EE	-0.297***	Supported
H6	TWI → EE	-0.175***	Supported

Note: (***) Correlation is significant at the 0.001 Level (2-tailed), N = 484 respondents.

TWB= Toxic Workplace Bullying, TWO= Toxic Workplace Ostracism, TWI = Toxic Workplace Incivility, EE= Employee Engagement, IWB= Innovative Work Behavior.

The researchers also examine the effect of the TWC variable on both consequences; innovative work behavior and employee engagement (see Table 5). The results indicated that TWC has negative impacts on both consequences. Additionally, TWC has a greater negative relationship with innovative work behavior ($r = -0.331$; $p\text{-value} = 0.000$) than employee engagement ($r = -0.294$; $p\text{-value} = 0.000$).

Table 5. The Relationship between TWC and the Consequences

Variables	Innovative Work Behavior		Employee Engagement	
	Pearson's r	p-value	Pearson's r	p-value
Toxic Workplace Climate	-0.331**	0.000	-0.294**	0.000

4.4. Gender-related Differences

There are differences between males and females in recognizing toxic workplace incivility (T value = -2.103, $p < 0.01$), and toxic workplace ostracism (T value = -2.991, $p < 0.01$). However, there are no differences between the two groups in identifying toxic workplace bullying, employee engagement, and innovative work behavior (see Table 6 and Figure 3).

Table 6. Gender-related Differences

Variables	Gender	Mean	SD	T value	P
Toxic Workplace incivility (TWI)	Male	13.1	3.94	-2.103	0.036**
	Female	14.1	6.10		
Toxic Workplace Ostracism (TWO)	Male	25.5	7.54	-2.991	0.003**
	Female	27.9	10.30		
Toxic Workplace Bullying (TWB)	Male	11.6	4.64	-1.310	0.191
	Female	12.2	5.96		
Employee Engagement (EE)	Male	38.2	3.53	1.110	0.268
	Female	37.8	4.29		
Innovative Work Behavior (IWB)	Male	25.6	1.94	0.769	0.442
	Female	25.5	2.35		

Note: (*) (**) Statistically significant results at (0.05) and (0.01)

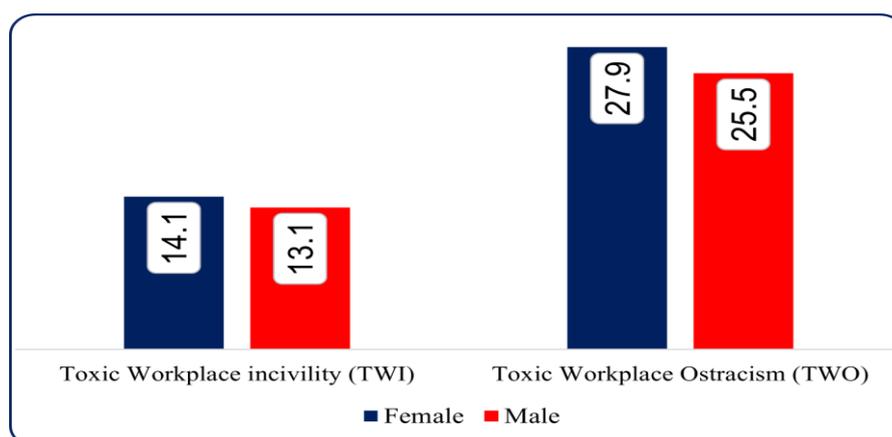


Figure 3. Gender-related differences

4.5. Age-related Differences

As indicated in Table 7, there are no differences between respondents' age groups in recognizing toxic workplace incivility, toxic workplace ostracism, toxic workplace bullying, employee engagement, and innovative work behavior ($p > 0.5$).

Table 7. Age-Related Differences

Variables	Age	Mean	SD	F	P Value
Toxic Workplace incivility (TWI)	Less than 21	11.6	3.927	1.306	0.260
	21-30	13.4	5.275		
	31-40	13.2	4.475		
	41-50	14.5	4.504		
	51-60	12.9	3.026		
	More than 60	14.5	4.836		
Toxic Workplace Ostracism (TWO)	Less than 21	23.8	1.819	1.395	0.225
	21-30	26.7	10.495		
	31-40	25.5	6.908		
	41-50	27.4	7.871		
	51-60	25.2	5.524		
	More than 60	29.5	9.670		
Toxic Workplace Bullying (TWB)	Less than 21	12.2	2.882	1.223	0.297
	21-30	12.2	6.376		
	31-40	11.3	4.545		
	41-50	11.7	3.390		
	51-60	11.2	2.276		
	More than 60	13.9	3.436		
Employee Engagement (EE)	Less than 21	39.2	1.951	1.614	0.155
	21-30	37.6	4.978		
	31-40	38.3	2.195		
	41-50	38.2	4.468		
	51-60	38.8	2.001		
	More than 60	39.3	1.759		
Innovative Work Behavior (IWB)	Less than 21	26.5	1.127	2.107	0.063
	21-30	25.3	2.375		
	31-40	25.8	1.612		
	41-50	25.3	2.839		
	51-60	26.2	1.262		
	More than 60	25.7	0.920		

5. Discussion and Recommendations

5.1. Discussion

In the past ten years, TWC has spurred a significant interest among academics and industry professionals in hospitality (Samma et al., 2020; Rasool et al., 2021; Al-Chalabi et al., 2022; Pimenta, 2022; Agarwal et al., 2023). By focusing on examining novel relationships between TWC behaviors in the context of the hospitality industry in Egypt, the current research addressed gaps in latent hospitality literature.

First, previous studies confirmed the negative impacts of several TWC behaviors such as productivity (e.g., Rasool et al., 2019); commitment (e.g., Teo et al., 2020); project success (e.g., Wang et al., 2020); psychological well-being and product quality (e.g., Zhou et al., 2020; Rasool et al., 2021). However, there is a need to examine the influences of TWC behaviors (bullying, ostracism, and incivility) on innovative work behavior. There is a requirement to explore important TWC behaviors and their effects on innovative work behavior because these relationships have not gained enough empirical examination, especially in the Egyptian hospitality setting. The research revealed the significant negative effects of bullying, ostracism, and incivility on innovative work behavior. Hence, employees who are being treated differently

than the rest of the team, being, or those who are exposed to different negative forms of communication, isolation, segregation, leaving the room when they enter, being belittled, or being frequently interrupted. Those employees are more likely to be away from creative thinking in performing their job tasks, or research, developing, and practice of new ideas. Hence, these findings highlight the negative role of TWC behaviors (bullying, ostracism, and incivility) in decreasing the introduction of new and improved ideas.

Second, the findings showed that TWC behaviors (bullying, ostracism, and incivility) negatively and significantly affect employee engagement. Consequently, employees who are frequently receiving harmful behaviors in their workplace such as being blamed without reason, isolated, humiliated, or being the target of jokes and overly monitored. Additionally, employees who face avoiding eye contact and greetings from others in the workplace, or employees who perceive disrespectful, disgraceful, and harsh remarks from colleagues or supervisors. Those employees are more likely to be apparent to be apart from devote their physical, cognitive, and emotional resources to their jobs or be very active and keen. This outcome is consistent with research from other studies conducted outside the hospitality industry, including (e.g., Park & Ono, 2016; Samo et al., 2019; Tricahyadinata et al., 2020; Al-Chalabi, 2022).

Third, when comparing the influences of the three negative antecedents (bullying, ostracism, and incivility) in the proposed model, the results confirmed that ostracism has the most significant and negative impact on innovative work behavior. Innovation in the workplace means the process of presenting new ideas, services, products, business processes, or methodologies in a work environment. Innovative solutions can enhance current products or services, solve problems, and develop the ROI or productivity of a certain business process. It is known that employee innovation behaviors improved more when this employee is apart from teamwork. Specifically, teamwork brings people with different skills and information and functional and educational backgrounds. This high level of knowledge diversity and the associated diverse perspectives have the potential to result in more innovative approaches. How could this employee be able to generate new ideas when s/he is compulsively isolated from colleagues or supervisors? Consequently, this result is rational and consistent with (Janssen et al., 2015; Afsar & Badir, 2017; Lee et al., 2019; Samma et al., 2020).

Fourth, when comparing among the three examined drivers of employee engagement (bullying, ostracism, and incivility), the results indicated that bullying has the greatest negative effect on the above-mentioned outcome. Aggressive frequent behavior harms individuals, either mentally or physically, and then they become less engaged in their work. This result could be explained as follows. Work engagement has three dimensions (cognitive, emotional, and behavioral). When employees are cognitively engaged, they are committed to their job, and when they are physically engaged, they are invested in their work. Equally importantly, when they are emotionally engaged, they have an emotional connection to their work. However, the bullied employees live with shame, fear, and anxiety, and hence they do not feel comfortable being involved in the workplace. They also have the feeling of insignificance; this feeling harm vigor, dedication, and absorption, and hence, it exhibits disengagement.

Fifth, the results showed that there are differences between males and females in recognizing toxic workplace incivility. However, there are no differences between the two groups in identifying toxic workplace bullying, employee engagement, and innovative work behavior. Consequently, this result is consistent with (Stein & Nyamathi, 1999; Nolen-Hoeksema & Aldo, 2011, Larasati & Prjogo, 2022) Sixth, the

findings showed that there are no differences between the age groups in recognizing toxic workplace incivility, toxic workplace ostracism, toxic workplace bullying, innovative work behavior, and employee engagement. Consequently, this result is not rational and consistent (Ozer et al., 2017; Chen et al., 2018; Kasalak, 2019; Fingerman et al., 2021). Overall, in the toxic workplace climate, there are several negatives; employees are disengaged and away from innovative behaviors. Furthermore, employees do not trust each other, the social relationships are not healthy, and employees regularly encounter several negative physical indications.

5.2. Recommendations

The current research provides practice with several implications and recommendations explained as follows. Hotel managers should:

- Perform training programs for employees about bullying ostracism and incivility to teach them how to identify toxic behaviors in the workplace and different strategies to deal with these behaviors.
- Create policies and reporting tools to prevent toxic workplace behaviors.
- Allow employees to report such incidents safely and take steps to protect themselves.
- Have clear procedures to identify the root cause of the toxic behavior.
- Set clear and deterrent procedures against the offenders.
- Work with employees to understand their challenges, acknowledge these, and identify potential solutions to put in place.
- Exert efforts to remove any corrupt element that tries to make the workplace climate toxic and unhealthy.
- Consider whether chronically toxic employees can be coached, and motivated, or may need to be dismissed for the good of the hotel.
- Remind employees about the benefits of working together as a team and collaborating to be away from negative behaviors.
- Present rewards for positive actions, and behavior.
- Develop programs to encourage cooperation in a safe climate to rebuild trust.
- Provide financial, moral, and psychological support to prevent the occurrence of a toxic climate and, consequently, to maintain physical and mental balance among employees.
- Introduce attractive compensation (direct and indirect) schemes to employees to increase feelings of responsibility and motivation, resulting in increased productivity.

5.3. Limitations and Future Research Suggestions

The present research adopted survey research, while future research may depend on other research designs such as interviews with managers in hotels in Egypt to further examine how they deal with toxic behavioral incidents in the workplace. This research incorporated two main outcomes of toxic workplace behaviors. Future studies could include other consequences such as organizational citizenship behavior. This paper examined direct relationships between TWC behaviors and the outcomes, but future scholars should include other forms of relationships such as moderation or mediation such as employee engagement and coping strategies.

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تأثير سلوكيات مناخ العمل السام على سلوك العمل الإبداعي وإندماج العاملين في الفنادق

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الملخص العربي

على الرغم من أن الأبحاث والدراسات الحديثة قد ركزت على دراسة تأثيرات مناخ العمل السام، إلا أن هناك فجوة في الدراسات الأدبية المتعلقة بمناخ العمل السام في صناعة الضيافة المصرية. لذا، هدفت الدراسة الحالية إلى دراسة تأثير سلوكيات مناخ العمل السام (التنمر، النبذ، الفظاظ) على سلوك العمل الإبداعي وإندماج العاملين، وإستكشاف دور العوامل الديموغرافية لأفراد عينة الدراسة (النوع، العمر) فيما يتعلق بتأثير مناخ العمل السام على سلوك العمل الإبداعي وإندماج العاملين في الفنادق في مصر. علاوةً على ذلك، تم تطوير وقياس نموذج لمناخ العمل السام في بيئات عمل الضيافة المصرية. ويتضمن هذا النموذج المقترح ثلاث سلوكيات سامة (التنمر والنبذ والفظاظ) كمسببات، بالإضافة إلى نتيجتين (سلوك العمل الإبداعي وإندماج العاملين). تحلل الدراسة بيانات 484 عاملاً من الذين يعملون في قطاع الضيافة المصري. تدعم النتائج جميع الفرضيات المتعلقة بالعلاقات المباشرة بين الأبعاد الثلاثة والنتيجتين المتضمنة في نموذج الدراسة المقترح. وأوضح الدراسة أيضاً أن مناخ العمل السام له تأثيرات سلبية على نتائج النموذج (سلوك العمل الإبداعي، إندماج العاملين). بالإضافة إلى ذلك، تشير النتائج إلى وجود إختلافات بين العاملين على أساس النوع في التعرف على السلوكيات السامة في مكان العمل. ووفقاً للنتائج، يجب على المنشآت الفندقية في مصر إجراء برنامج تدريبي للعاملين حول التنمر والنبذ والفظاظ لتعليمهم كيفية التعرف على السلوكيات السامة في مكان العمل، والإستراتيجيات المختلفة للتعامل مع هذه السلوكيات.

الكلمات الدالة: مناخ العمل السام، سلوك العمل الإبداعي، إندماج العاملين، الفنادق.