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The Effect of Toxic Leadership on Deviant Work Behavior: The Mediating Role of Employee Cynicism

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Abstract : This study explores the mediator role of The cynicism organizational (Cognitive Cynicism , Emotional Cynicism , Behavioral Cynicism)in relationship between the toxic leadership and the deviant work behavior(Property Deviance, Production Deviance). Furthermore, it is analyzed how cynicism organizational mediator role of The cynicism organizational in relationship between the toxic leadership and the deviant work behavior By using the original survey data from 716 employees in Marjan Hospital in Hilla. our results confirm that There is a positive significant effect of toxic leadership dimensions represented in each of (abusive supervision, narcissism, self-promotion, difficulty in predicting, authoritarianism) on organizational cynicism dimensions represented in each of (cognitive cynicism, emotional cynicism, behavioral cynicism).

Keyword: cynicism organizational, toxic leadership, deviant work behavior.

Introduction:

The leadership style has an important role in the success or failure of organizations, because the leader has an effective role in influencing the behavior of employees, and the issue of toxic leadership has received great attention from researchers, as it is one of the dark aspects of leadership behavior, and it is one of the most prominent factors that help the spread of a group of negative behaviors In the workplace, such as organizational cynicism and deviant work behavior, and these negative behaviors of leaders result in many negative effects, including, for example, high work turnover, low self-esteem and a sense of low self-efficacy, lack of effective participation, increased absenteeism, and decreased job satisfaction, as well as Low morale of workers, and low organizational citizenship behaviors

Organizational cynicism is one of the phenomena that researchers have been interested in in recent years as a widespread problem in the workplace affecting a group of performance variables such as organizational citizenship behavior, organizational commitment, level of effort, intention to leave the organization, and deviance in the workplace, which is worth mentioning. Research interest in helping organizations' leaders to successfully counter cynicism (Paul, 2017)

A study indicated (Mitchell & Ambrose (2007) indicated that deviant work behavior is the negative reactions of workers towards toxic leadership, and represents a major problem for organizations, and these behaviors range from simple such as being late for work, spreading rumors, and working more slowly than usual to waste time, to extremely dangerous behaviors such as Theft, destruction of property, which may harm the organization, and eventually lead to the collapse of the organization.

The applied and intellectual contribution of the current study is that the current study aims to measure the direct and indirect relationships between these variables. Previous studies differed among themselves in terms of dimensions and variables that were focused on by each study, which gave the researcher the opportunity to choose the most suitable variables for the problem under study, in an attempt to understand the role of toxic leadership and organizational cynicism in predicting deviant work behavior in the environment. Iraq and the health sector in a way.

It is hoped that the results of this study will help the health sector in general, and Morgan Hospital in Hilla in particular, to realize the importance of the interactive relationship between toxic leadership, organizational cynicism, and deviant work behavior.

The following is presented the theoretical framework and previous studies, its problem and questions, its objectives, importance, and hypotheses, followed by an explanation of the study methodology, an

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evaluation of the validity and reliability of the standards used in it, then a presentation of the results of the study, a discussion of these results and their interpretation, an explanation of the recommendations of the study and finally the determinants of the study, directions for future research.

Literature Review
A: Toxic leadership

Previous studies provided definitions of toxic leadership as a style of leadership that harms subordinates by tightening control over them and eliminating the spirit of enthusiasm, innovation and creative thinking (Ju et al., 2019).

and see it (Paul, 7102) that it is a leadership style that focuses on achieving its goals and objectives without caring about the needs of subordinates or the organization, which negatively affects subordinates and the organization in the long run. (Malik et al., 2018) defined it as a leadership style that lacks concern for others, and its behavior is characterized by selfishness and the preference of his personal interest over the interests of subordinates and the organization. And (Dobbs & Do, 2019) emphasized that it is a leadership style that harms subordinates and the organization, as it uses behaviors that destroy the morale, motivation, and self-esteem of subordinates.

By reviewing many previous studies to determine the dimensions of toxic leadership, it became clear that the majority of these studies agree that there are five basic dimensions: abusive supervision, narcissism, self-promotion, difficulty in predicting, and authoritarian leadership. These dimensions can be clarified as follows:(Schmidt, 2014; Garcia et al., 2015; Hitchcock, 2015; Park et al., 2015; Malik et al., 2018; Ezeh et al., 2018; Ince, 2018; Dobbs & Do, 2019)

1- Abusive – Supervision

According to this pattern, the leader shows a high degree of tendency to some aggressive behavior in dealing with subordinates, such as mocking and insulting subordinates publicly, belittling them, emphasizing shortcomings in their performance, always blaming them, thwarting individual initiatives, and questioning their capabilities and achievements. their privacy.

2- Narcissism

The leader acts according to this pattern on the grounds that he is better than others, as he sees himself in a higher degree than others, he has an exaggerated sense of love and self-esteem, an unwillingness to accept criticism, he seeks dominance and ignores the opinions of others, and he is selfish.

3- Self-promotion

According to this pattern, the leader tries to take credit for all the successes to himself, and obscure his failure by blaming others, just as his personality changes for the better in the presence of higher leaderships.

4- Unpredictability

The leader, according to this pattern, shows unexpected mood swings and behavioral changes, and gets angry for unknown reasons, and his psychological state affects the work climate.

5- Authoritarian Leadership

The leader, according to this pattern, seeks absolute power and control over his subordinates and ignores their ideas.

B- Organizational Cynicism

Previous studies provided definitions of organizational cynicism, (Niederhoffer, 1976) was the first to introduce the term organizational cynicism in the workplace, defining it as an attitude characterized by anger and disappointment, as well as mistrust towards the organization, and this attitude is subject to change with changing conditions in the environment.

male (Dean et al., 1998) that it is a negative attitude that a person has towards the organization in which he works, which includes three dimensions: the belief that the organization lacks integrity, negative emotion towards the organization, and the tendency towards abusive behaviors towards the organization. (Yang et al., 2020) confirms that it is a negative attitude that a person forms towards managing an organization that seeks to achieve its own interests at the expense of integrity, principles of honesty, integrity, and sincerity.

By reviewing some previous studies to find out the dimensions of organizational cynicism, it became clear that the majority of these studies agree on three basic dimensions: cognitive cynicism,

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emotional cynicism, and behavioral cynicism. The following is an explanation of these dimensions as follows:(Yıldız & Şaylıkay, 2014; Bang & Reio Jr, 2017; Durrah et al., 2019;Kwantes & Bond, 2019; Yang et al., 2020).

1-Cognitive Cynicism

It means the workers' belief through negative experiences and experiences in the work environment that unethical actions, behaviors, and practices that are devoid of principles and attitudes have become the prevailing norm in the organization, and that the administration is based on giving priority to self-interest over the interests of employees, in addition to the existence of hidden motives for the official organizational decisions issued by the management. the organization.

2-Emotional Cynicism

It refers to a group of negative feelings towards the organization in which the individual works, such as resentment, hatred, doubt, frustration, and discomfort.

3- Behavioral Cynicism

It means the tendency of individuals to carry out sarcastic abusive behavior towards the organization, and this is represented in directing strong criticism towards the policies and practices of the organization, and the use of sarcastic humor, as well as underestimating the slogans of the organization and speaking inappropriately about the organization, and other behaviors that are consistent with negative beliefs and emotions.

C- Deviant work behavior

knew him (Bennett, 1998) as a group of unethical behaviors, which harm the organization, whether by affecting its workflow or its own property. It was agreed (Gruys & Sackett, 2003) that deviant work behavior refers to the intentional behavior that disrupts the work of the organization through the violation of organizational procedures and rules. Miller, (2015) believes that deviant work behavior is behavior that violates the fundamental rules in force in the organization, with the aim of achieving personal benefits, or harming the organization. Malik et al., 2018 emphasizes that deviant work behavior is any form of disruptive action that harms or is intended to harm the organization. (Zhuang et al., 2020) indicated that deviant work behavior is the intentional behavior that conflicts with the goals of the organization and leads to its instability.

Previous studies to determine the dimensions of deviant work behavior agree that there are two basic dimensions, and the following is an explanation of these two dimensions as follows: (Chen et al., 2016; Hsieh & Wang, 2016; Turel, 2017; Malik et al., 2018; Amin et al., 2020; Jin et al., 2020; Zhuang et al., 2020).

1- (Property Deviance):

Refers to a group of negative behaviors aimed at stealing the organization's resources and assets, sabotaging the machinery and equipment it owns, and the personal use of the organization's property without permission.

2- (Production Deviance):

It refers to a group of negative behaviors aimed at wasting time, not adhering to the instructions of superiors, being late for work appointments, or leaving the workplace early, in addition to disclosing confidential information about the organization, and spending time at work in a way that does not serve the interests of the work.

Research Methodology

The study confirmed both (Park et al., 2015;Ezeh et al., 2018) that there is a positive effect of abusive supervision and organizational cynicism. The study (Jiang et al., 2017) revealed a positive effect between authoritarian leadership and organizational cynicism. The study (Ince, 2018) indicated that there is a significant positive effect between toxic leadership and organizational cynicism, and the study (Miller, 2015) indicated that toxic leadership is one of the most prominent predictors of organizational cynicism. The study (Dobbs & Do, 2019) found that there is a positive effect of toxic leadership on organizational cynicism, as it indicated that workers who are aware of the practices of their toxic leaders are more cynical towards their organizations.

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In light of the foregoing, it can be assumed that there is a significant effect of toxic leadership on organizational cynicism**.** Each of them indicated that the behaviors of leaders characterized by selfishness, love and self-esteem increase the chances of organizational cynicism by subordinates.

study revealed   (Thau et al., 2009; Garcia et al., 2015) reported that there is a positive effect between abusive supervision and deviant work behavior, each of them indicated that deviant behaviors by subordinates, which are intended to harm the organization, appear as a reaction to exposure to bad treatment by the supervisor. A study (Erkutlu, 2017; Mousa et al., 2020) found a positive effect between narcissistic leadership and deviant work behaviour.

 In light of the foregoing, it can be assumed. There is a significant effect of toxic driving on deviant work behaviour

 A study confirmed (Mitchell & Ambrose 2007) revealed that there is a significant positive effect between organizational cynicism and adversarial behaviors in the workplace. The study of (Shalzad & Mahmood, 201) showed that there is a significant positive effect between organizational cynicism and deviant behaviors in the workplace, as it indicated that burning mediates the relationship between organizational cynicism and deviant behaviors in the workplace. The study of (Jiang et al., 2017; Li & Chen, 2018) revealed a significant positive effect between organizational cynicism and deviant behaviors of employees in the workplace. The study (Rayan et al., 2018) concluded that there is a positive and significant effect between organizational cynicism and deviant work behaviors that workers display during work. It also indicated that behavioral cynicism is the most influential dimension of organizational cynicism in deviant work behaviors directed at the organization. In light of the foregoing, it can be assumed that there is a significant effect of organizational cynicism and deviant work behavior.
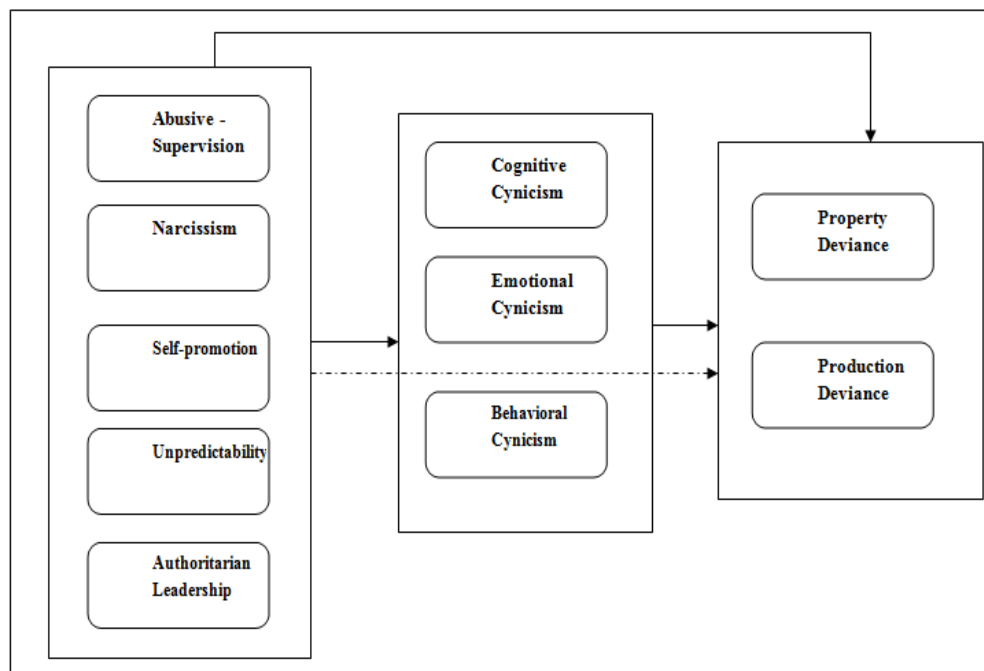
The figure (1) Study model

The study Problem

   Organizations are currently seeking to adapt to complex and interrelated global and local changes, and these changes include, for example, changes in the composition of the workforce, the emergence of self-managed work teams, and changes that occur within organizations. Therefore, in response to these changes, it is necessary for organizations to rely on employees performing tasks that go beyond formal requirements to increase organizational effectiveness and improve organizational performance, and focus on the need for employees to perform tasks that go beyond their roles and reduce the practice of deviant work behavior.

Which will contribute to increasing organizational effectiveness, enthusiasm in performing the functions of organizations, acting in ways that improve morale, resolve conflicts between people, increase the efficiency of organizational performance, and reduce costs. Therefore, it is necessary for leaders to focus on the theory of exchange between the leader and subordinate or the theory of bilateral vertical ties (integrative

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relationships). Duo) between leaders and workers, and these relationships are not limited to two individuals only, but include all members of the organization. The higher the quality of the relationship, the more it leads to enhanced levels of organizational satisfaction and effectiveness, as well as more open honest communication, increased access to resources, and increased behaviors that are outside roles. Conversely, low-quality relationships lead to members becoming disadvantaged for promotion and employment benefits, distorted communication, fewer resources, and more distorted information, leading to poor job satisfaction.

In the light of the foregoing, the current study attempts to focus on a major problem: "Do toxic leadership practices increase deviant work behaviors through the mediating role of organizational cynicism among the study sample?" . Sub-questions derive from it, which are:

1. Is there a relationship between the dimensions of toxic leadership and the dimensions of organizational cynicism ?The study sample?
2. Is there a relationship between the dimensions of toxic leadership and deviant work behavior of The study sample?
3. What is the nature of the relationship between dimensions of organizational cynicism and deviant work behavior of The study sample?
4. Do the dimensions of toxic leadership directly affect the dimensions of organizational cynicism?
5. Do dimensions of toxic leadership affect deviant work behavior directly?
6. Do the dimensions of organizational cynicism affect deviant work behavior directly?

Study objectives:
    The current study seeks to achieve the following objectives:

1. Revealing the nature of the relationship between the dimensions of toxic leadership and the dimensions of organizational cynicism among the study sample.
2. Identifying the nature of the relationship between the dimensions of toxic leadership and deviant work behavior among the study sample.
3. Identifying the nature of the relationship between the dimensions of organizational cynicism and deviant work behavior among the study sample.
4. Determining the direct effects of the dimensions of toxic leadership on the dimensions of organizational cynicism among the study sample.
5. Determining the direct effects of the dimensions of toxic leadership on the deviant work behavior of the study sample.
6. Determining the direct effects of the dimensions of organizational cynicism on the deviant work behavior of the study sample.
7. Determining the direct impact of toxic leadership dimensions on deviant work behavior through the mediating role of organizational cynicism dimensions in the study sample.

The importance of the study:

Examination of behavioral variables to form important precedents to contribute to improving organizational efficiency. Therefore, the research derives its scientific importance as it represents an attempt to contribute to the theoretical rooting of the issues of toxic leadership and deviant work behavior. It deals with variables that are of great importance to organizations because they affect the development of their performance efficiency by linking the research variables, which are toxic leadership and deviant work behavior, because of their impact on organizational efficiency within the study sample.

In light of the results of the study, a set of recommendations will be presented that will help decision-makers to limit the practice of these behaviors within the organization, and avoid the negative effects of them so that organizations can achieve their goals.

Study Approach

The current study uses the descriptive research method using the structural equation modeling methodology, which is used to identify and estimate models of linear relationships between variables, and the variables in the model may include both measured and latent variables. In order to achieve a better understanding of the complex relationships between administrative variables. The research uses the confirmatory factor analysis method to test the factorial structure measurement model, and the descriptive statistical methods that describe the research sample through frequency tables, percentages, and the arithmetic mean, in order to ensure the degree of stability and internal consistency between the constituent

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expressions of the scale being tested, Pearson correlation coefficient for the purpose of testing the differential validity for study metrics.

The primary data needed for this study relate to a set of main variables that include a number of sub-dimensions associated with them. The study relied on measuring these variables and their sub-dimensions on a set of scales, each of which contained a set of statements to measure each variable. The relative weight of each statement was measured using Likert scale, where the respondents' agreement on the statements of each scale ranged between (1 = completely disagree) to (5 = completely agree), and the following is an explanation of the study variables and the standards on which the study relied:

The supreme leadership This variable was measured through five dimensions: abusive supervision, narcissism, self-promotion, difficulty in predicting, and authoritarian leadership, based on a scale (Schmidt2014), this scale included (19) Items

➢ organizational cynicism This variable was measured through three dimensions: cognitive cynicism, emotional cynicism, and behavioral cynicism, depending on the scale (Durrah et al., 2019), this scale included (12) items.

➢ **-**Deviant Work Behavior: This variable was measured by (12) items, based on the scale (Zhuang et al., 2020).

Study population and sample:

The study attempted to analyze the organizational phenomena investigated in an important and vital sector, which is the health sector because of its great importance in society. Marjan Hospital in Hilla was chosen because it is the largest health institution in Hilla. The sample of the study included the employees "nurses" at Marjan Hospital in the city of Hilla in various divisions, and their number was (181) nurses working in the different divisions of the hospital and in cooperation with the Human Resources Department in distributing questionnaires, only (156) questionnaires were valid for statistical analysis. Table (1) shows the identifying information collected by the questionnaire.

through table(1) We note that the results of the characteristics of the research sample, the majority of the sample members are males, as their percentage reached more than half of the sample members (61%), while the percentage of females reached (51%), the sample members within the age group (36-40) years got The largest percentage was 45%, which is equivalent to (10) nurses from the sample, followed by the age group less than 30 with a rate of (31%), while the age groups between (46-50) years were at (65%), in total, the categories The age of the sample is large.

Assessment of validity and stability in the scales:

To ensure the validity of the statements of the survey list, both in terms of scientific and application, as it was presented to a group of faculty members in the Department of Business Administration. The researcher modified the list according to these observations.

To measure the compatibility between the multiple expressions or dimensions that are included in each variable of the study, the results of Table No.1) The values of the standard coefficients for all statements are (≤0.7), and all values are significant at the level of significance (05.0), which indicates the existence of approximate honesty at the level of statements related to each of the sub-dimensions, and (AVE 0≤.5), which indicates The presence of affinity validity at the level of sub-dimensions and major variables (Hair et al., 2010).

To measure the non-similarity of the variables and that each variable represents itself, it was calculated through the square root of the value ofAVE)), where the value of this square root must be greater than the correlation coefficients between the variable itself and the rest of the other variables. However, the study tool is characterized by the validity of the differentiation, and this result confirms the absence of an overlapping or joint correlation between two variables (Hair et al., 2010).

Table (1) Validity and reliability of scales the study

the toxic leadership

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	1- Abusive supervision
0.697	− My boss makes fun of his subordinates.
0.684	− My boss underestimates his subordinates and works to belittle them.
0.834	− My boss reminds his subordinates of their past mistakes in their work assignments.
0.719	− My boss talks badly about his subordinates in front of others in the workplace
0.751	− My boss carries his subordinates with job burdens outside the scope of the job description.
(0.05), (α = .847), (CR = .782) (AVE = .599)	
	2- Narcissism
0.764	− My boss thinks he is an exceptional person.
0.728	− My boss thinks his abilities are superior to anyone else's.
0.763	− My boss enjoys being complimented.
0.786	−Main At work a selfish person.
(0.05) (α = .833), (CR = .802) (AVE = .629)	
	3- Self-promotion
0.779	− My boss attributes success to himself and blames the failure he is responsible for on others.
0.725	− My boss accepts credit for accomplishments in which he did not participate.
0.693	− My boss' behavior changes at work in the presence of higher-ups.
0,765	− My boss cares about his personal interest at the expense of work.
(0.05) (α=.915), (CR=.858)(AVE=.754)	
	4- Difficulty in predicting
0.782	− The psychological state of my boss at work affects the work climate.
0.687	−Main At work, irritable.
0.767	− My boss gets angry at work for unknown reasons.

	0.05)) (α=.810), (CR=.828)(AVE=.720)

5- Authoritarian leadership

0,874	− My boss controls how his subordinates accomplish their work tasks.
0.783	− The boss is the only one at work who takes all decisions, whether important or not.
0.869	− My boss ignores ideas and suggestions that contradict his opinion.
	(**0.05**) (α=.718), (CR=.831)(AVE=.782)

Second: organizational sarcasm

	1-Cognitive cynicism
0,766	− I believe that the management of the organization in which I work says one thing and does another.
0.784	− When the organization's management tells us that it will do a certain thing, I doubt that it will actually happen.
0,791	− I believe that the management of the organization in which I work lacks integrity.
0,759	− When you make an effort at work, the management of the organization in which I work takes advantage of that for free.
	(**0.05**) (α=.770), (CR=.831)(AVE=.782)
	2-Emotional cynicism
0,782	− I worry when I think about the organization I work for.
0.756	− I feel uncomfortable when I think about the organization I work for.
0,768	− Thinking about my job makes me angry.
0.755	− I am angry at the way the management of the organization in which I work deals with the employees.
	(**0.05**) (α=.816), (CR=.879)(AVE=.754)
	3-behavioral cynicism
0.776	− I exchange common views of a certain meaning with my colleagues about the working conditions in the organization.
0.792	− I mock the initiatives and slogans adopted by the management of the organization in which I work.
0.763	− I criticize the policies and practices of the organization's management in front of others.
0.867	− I complain to my friends outside the organization in which I work about how things are managed inside the organization.
	(**0.05**) (α=.912), (CR=.847)(AVE=.885)

Third: deviant work behavior

819.0	− Some of my colleagues deliberately delay homework to get overtime pay.
0.861	− Some of my colleagues arrive late for work without prior permission.
0.773	− Some of my colleagues leave work early without permission.
0.762	− Some of my colleagues disclose confidential information about work.
0,771	− Some of my colleagues do not adhere to safety and security instructions in the workplace.

It is noted by

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the results presented in the table (2) The mean values for the dimensions of toxic leadership, it is clear that there is a discrepancy in the opinions of the members of the study sample, and the highest value was related to the self-promotion dimension, as the arithmetic mean value for it was (43.3), which indicates the interest of leaders in their personal interest at the expense of work, which is highly available In the directorates under study, the lowest value was (15.3), which is related to the dimension of difficulty in predicting, which indicates that the influence of the psychological state of the leaders in the work climate is available in an average way in the directorates under study.

As for the values of the arithmetic averages for the dimensions of organizational cynicism, it is clear that there is a discrepancy in the opinions of the study sample, where the highest value was for the behavioral cynicism dimension, where the arithmetic mean value was ((3.47), which indicates a tendency towards abusive behavior towards the organization, is found in a high degree among the study sample, and the lowest value was (3.24), which is specific to the cognitive cynicism dimension, which indicates that the belief that the organization lacks integrity is found in a moderate manner among the sample members. the study. The value of the arithmetic mean for the deviant work behavior variable was (3.43), which indicates that the study sample members engage in organizational deviant behaviors in a high way, because it is a variable affected by the workers' perception of the toxic leadership style.

Table (2) The mean, standard deviation, and the matrix of inter- correlation coefficients between the study variables and the validity

M	the middle Arithmetic	deviation normative	1	2	3	4	5	6	7	8	9
1- Abusive supervision	3,207	0.479	0.774								
2- Narcissism	3,244	0.588	0.540	0.791							
3- Self-promotion	3,437	0,595	0.472	0.443	0.868						
4- The difficulty of forecasting	3,156	0.494	0.463	0.462	0.449	0.787					
5- Authoritarianism	3,315	0.571	0.476	0.549	0.547	0.576	0.777				
6- Cognitive cynicism	3,241	0,479	0.626	0.548	0.582	0.473	0.587	0.883			
7- Emotional cynicism	3,365	0.595	0.461	0.552	0.539	0.542	0.363	0.445	0.804		
8- Behavioral cynicism	3,479	0.615	0.534	0.486	0.384	0.452	0.574	0.659	0.642	0.924	
9- Deviant work behavior	3,432	0,493	0.549	0.441	0.421	0.496	0.425	0.518	0.526	0.593	0.872

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significance level (0.01) The diameter of the matrix is the square
root of the AVE value.

Study results:

It is evident from the results presented in the table (4) The existence of a positive significant effect for each of the abusive supervision, followed by narcissism, then authoritarianism, then self-promotion, and finally the difficulty of prediction - in order of importance and its ability to predict the cognitive dimension of cynicism, according to the path parameters, and the value of the determination coefficient was 6.19%, Hence, these dimensions contribute in total by 6.19% in explaining the discrepancy in cognitive cynicism among the study sample, and the remaining percentage is due to other variables that were not included in the model.

Table (4) The results of the direct effects analysis of the study variables

The independent variable	The dependent variable	direct path coefficient	R^2
1- Abusive supervision	Cognitive cynicism	*.0209	19.6%
2- Narcissism		*.0198	
3- Self promotion		*.0154	
Difficulty predicting		*.0113	
5- Authoritarianism		*.0186	
1- Abusive supervision	The cynicism emotional	* *0.239	17.8%
2- Narcissism		* 0.215	
3- Self promotion		* 0.153	
4- Difficulty predicting		* 0.187	
5- Authoritarianism		* *0.221	
1- Abusive supervision	The cynicism Behaviorl	* 0.195	21.1%
2- Narcissism		* 0.178	
3- Self promotion		* 0.139	
Difficulty predicting		* 0.166	
5- Authoritarianism		* 0.174	
1- Abusive supervision	deviant work behavior	* 0.176	54.2%
2- Narcissism		* 0.132	
3- Self promotion		* 0.165	
4- Difficulty predicting		* 0.135	
5- Authoritarianism		* 0.179	
1- Cognitive cynicism	deviant work behavior	* 0.211	43.9%
2- Emotional cynicism		* 0.197	
Behavioral cynicism		* *0.237	

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It is evident from Table No. (4) the following:

There is a positive significant effect for each of the touchy supervision, followed by authoritarianism, then narcissism, then after difficulty in predicting, and finally after self-promotion - in order in terms of their importance and their ability to predict the dimension of emotional cynicism, according to the path parameters, and the value of the determination coefficient was**8.17**%, and then these dimensions contribute in total by %**8.17**% in explaining the variation in emotional cynicism among the study sample, and the remaining percentage is due to other variables that were not included in the model.

There is a positive significant effect for each of the abusive supervision dimension, followed by the narcissism dimension, then the authoritarianism dimension, then the difficulty of predicting, and finally the self-promotion - in order in terms of its importance and its ability to predict the behavioral cynicism dimension, according to the path coefficients, and the value of the determination coefficient was**1.21**%, and then these dimensions contribute in total by %**1.21**% in explaining the variation in behavioral cynicism in a sample, and the remaining percentage is due to other variables that were not included in the model.

There is a positive significant effect for each of authoritarianism, followed by abusive supervision, then self-promotion, then difficulty in predicting, and finally narcissism - in order in terms of their importance and their ability to predict deviant work behavior, according to the path parameters, and the value of the determination coefficient was**2.54**%, and then these dimensions contribute in total by %**2.54**% in explaining the variation in organizational deviation among the study sample, and the remaining percentage is due to other variables that were not included in the model.

There is a positive significant effect for each of the behavioral cynicism, followed by the cognitive cynicism, then the emotional cynicism - in order in terms of their importance and their ability to predict organizational deviation, according to the path coefficients, and the value of the determination coefficient was9.43%, and then these dimensions contribute in total by 9.43% in explaining the variation in the deviant work behavior of the study sample, and the remaining percentage is due to other variables that were not included in the model.

To determine the indirect and overall effects of the dimensions of toxic leadership on organizational deviation when mediating the dimensions of organizational cynicism, the researcher formulated the following hypothesis of the study hypotheses:

7- The moral effect of the dimensions of toxic leadership on organizational deviation increases when the dimensions of organizational cynicism are averaged in the study sample.

The results of the statistical analysis that was conducted showed the results of this relationship as shown in Table No. (5):

Table (5) **Results of analyzing the direct, indirect, and overall effects**

the independent variable	Mediator variable	dependent variable	direct path coefficient	coefficient direct	path coefficient	R2
1- Abusive supervision	The cynicism Cognitive	deviant work behavior	*0.176	0.018	*0.194	54.9%
2- Narcissism			*0.132	0.023	*0.155	
3- Self promotion			*0.165	0.054	*0.219	
4- Difficulty predicting			*0.135	0.038	*0.173	
5- authoritarianism			*0.179	0.019	*0.198	
1- Abusive supervision	The cynicism emoti.	deviant work beha.	*0.176	0.008	*0.184	R2

2- Narcissism			*0.132	0.087	*0.219	
3- Self promotion			*0.165	0.011	*0.176	
4- Difficulty predicting			*0.135	0.034	*0.169	55.7%
5- Authoritarianism			*0.179	0.067	**0.246	
1- Abusive supervision	behavioral cynicism	deviant work behavior	*0.176	0.088	**0.264	R2
2- Narcissism			*0.132	0.023	*0.155	
3- Self promotion			*0.165	0.049	*0.214	
4- Difficulty predicting			*0.135	0.016	*0.151	56.2%
5- Authoritarianism			*0.179	0.098	**0.277	

It is evident from Table No.5 the following:

The increase in the moral effect of the dimensions of toxic leadership on deviant work behavior was found when mediating the cognitive cynicism dimension of the study sample; Where the interactive mediating effect is achieved when a variable can significantly affect the relationship between two other variables, either by strengthening or weakening this relationship .Baron & Kenny, 1986, and by comparing the value of the coefficient of determination (R2) when the cognitive cynicism averaged 9.54% with the value of the coefficient of determination (R²) resulting from the direct relationship between the dimensions of toxic leadership and organizational deviation, which amounted to 2.54%, it becomes clear that there is an increase of 7.0%, which This indicates that there is a significant effect of the cognitive cynicism dimension as a mediating variable in the relationship between toxic leadership and deviant work behavior.

The significant effect of the dimensions of toxic leadership on organizational deviation was shown to increase when mediating the emotional cynicism dimension among workers, and by comparing the value of the coefficient of determination.R^2) when centered after the emotional taunt**7.55**% by the value of the coefficient of determination (R^2) resulting from the direct relationship between the dimensions of toxic leadership and deviant work behavior**2.54**% shows an increase of**5.1**%, which indicates the importance of the effect of the emotional cynicism dimension as a mediating variable in the relationship between the dimensions of toxic leadership and deviant work behavior. It was found to increase the moral effect of the dimensions of toxic driving and deviant work behavior.

When the behavioral cynicism is averaged among the study sample, and by comparing the value of the coefficient of determinationR^2When centered after the behavioral taunt **3.56**% by the value of the coefficient of determination (R^2) resulting from the direct relationship between the dimensions of toxic leadership and deviant work behavior.

that hit **2.54**% shows an increase of **21.**%, which indicates the importance of the effect of behavioral cynicism as a mediating variable in the relationship between the dimensions of toxic leadership and deviant work behavior.

Conclusions and recommendations:
The most important results reached and their interpretation can be clarified, as well as a set of recommendations can be presented, as follows:

1- Conclusions:
The results of the study reached the following:

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1/1- There is a positive significant effect of toxic leadership dimensions represented in each of (abusive supervision, narcissism, self-promotion, difficulty in predicting, authoritarianism) on organizational cynicism dimensions represented in each of (cognitive cynicism, emotional cynicism, behavioral cynicism). Both dimensions of abusive supervision and narcissism are more frequent in affecting organizational cynicism, and by comparing this result with the results of previous studies, it is noted that it is entirely consistent with the findings of the study of (Park et al., 2015; Ezeh et al., 2018;Ince, 2018; Dobbs & Do, 2019), which indicated that there is a significant positive effect between toxic leadership and organizational cynicism. Indeed; This indicates that the leadership has the most prominent role in promoting or limiting the spread of organizational cynicism behaviors, given that it sets plans, policies and programs through which it can reflect its vision, philosophy and ideas in creating a positive work climate based on friendliness and participation in the implementation of these ideas and visions. Or creating a negative work climate based on exposure of subordinates to toxic leadership behaviors, including aggressive and selfish practices, non-involvement of subordinates in decision-making, emphasizing shortcomings in their performance and always blaming them, which makes subordinates show organizational cynicism as a defense mechanism. And a means of adaptation, which leads to a rise and strengthening of the level of organizational cynicism in the directorates under study.

1/2- There is a positive significant effect of the dimensions of toxic leadership represented in each of (abusive supervision, narcissism, self-promotion, difficulty in predicting, authoritarianism on deviant work behavior, and authoritarian leadership is the most influential in deviant work behavior, and by comparing this result with the results of previous studies It is noted that it fully agrees with the findings of the study of each of (Tepper et al., 2009; Lian et al, 2012; Garcia et al., 2015), which indicated that there is a significant positive effect between the toxic driving climate and deviant work behavior.This gives an indication for the directorates under study that they seek domination and absolute control over subordinates, which makes subordinates show deviant work behaviors directed towards the organization such as sabotage, theft of property and waste of resources as a natural reaction and response to what they are exposed to in terms of ignoring their ideas, the flow of decisions from above, and focusing on Their compliance and obedience without opposition, which leads to a rise and reinforcement of deviant work behaviors.

1/3- There is a positive significant effect of the dimensions of organizational cynicism represented by cognitive cynicism, emotional cynicism, behavioral cynicism on deviant work behavior, and behavioral cynicism that has the most influence on deviant work behavior, which is in agreement with the findings of the study of (Shahzad & Mahmood, 2012; Rayan et al., 2018), which indicated that organizational cynicism as a behavior strongly affects the deviant work behaviors directed at the organization, and this can be explained by the fact that deviant work behavior is one of the negative outcomes of organizational cynicism, and therefore the tendency of individuals to do cynicism behavior towards the organization can eventually be translated in the form of showing deviant behaviors that may harm and harm the organization.

1/4- A rise in the percentages of determination coefficients (R2) when averaging each of the dimensions of organizational cynicism; Where it can be said that the dimensions of organizational cynicism play an interactive mediating role between the dimensions of toxic leadership and deviant work behavior, and by comparing this result with the results of previous studies, it is noted that it is entirely consistent with the findings of the study (Chiaburu et al., 2013), which indicated that organizational cynicism It plays an interactive mediating role between the practices of leaders and some negative behaviors in the organization, such as deviant work behavior. This indicates that there are other variables that may mediate this relationship and can be explained by it.

By presenting the previous results, it can be said, Based on the above; Subordinates lack participation in organizational decision-making, and their role is limited to obeying orders and instructions, which makes them feel anger, frustration, disappointment, as well as lack of confidence in the management of the organization, all of which are factors responsible for the high level of organizational cynicism among subordinates, so they resort to targeting the organization by committing a group of Deviant behaviors such as being late for work appointments, wasting work time in jest, and seizing the organization's property and other things.

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2- Study Recommendations:

2/1- The study emphasized the effect of toxic leadership on organizational cynicism, as well as its impact on deviant work behavior, and then the hospital administration must maximize the positive patterns of leadership. To achieve this, the following mechanisms are required:

− Selection of administrative leaders who have leadership characteristics that work to create a positive moral climate to enhance mutual trust, interest in helping others, giving priority to public interest over personal interest, and concern for the well-being of subordinates, colleagues and the organization.

− Training is the cornerstone of human resource development, so it is important for the study sample to be at the top of the priorities of the study, preparing a set of training programs that motivate its leaders to abandon the spirit of selfishness and self-love, and the readiness to accept the opinions of others, their acceptance of different visions, and constructive communication with Subordinates and attention to their interests, with the need to indicate the positive benefits from that. Which may result later in translating the leaders' behaviors into all their actions related to work.

2/2 The results of the study confirmed that mediating organizational cynicism in the study sample increases the moral impact of toxic leaders on deviant work behavior, and then the study sample must confront and limit the spread of deviant work behavior. Which requires Adopting the principle of transparency and integrity between management and employees to create a state of trust among employees in management, and holding periodic meetings with employees to identify their personal problems and share their feelings, to strengthen the emotional bonds between managers and subordinates.

2/3 The need to work on confronting and limiting the spread of deviant work behaviors directed towards the organization, by reviewing the wage and reward structures, and linking variable wages to actual performance, in a way that contributes to raising their levels and fair distribution. And strengthening the religious and moral faith of subordinates, and raising the level of awareness of the seriousness of deviant behavior in the workplace, and the importance of combating it to build citizens' confidence in the government, through subordinates receiving training programs in the field of work ethics, aimed at introducing job ethics, which is based on creating a state of Balance between his rights and the rights of his work, and his duties towards his work and his family duties.

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