
**Investigating the Mediating Role of Employee Flexibility between Toxic
Leadership and Non-civil Behavior**

Ruqieh kazemi*¹, Habib Ebrahimpour*, Mohammad Bashokoh*

*University of Mohaghegh Ardabili, Ardabil, Iran**

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Abstract:

This study examined the mediating role of employee flexibility between toxic leadership and non-civil behavior. This research is a correlational and applied research. Descriptive and structural equation modeling were used as the method of the study, in which toxic leadership, non-civil behavior and employee flexibility were considered as the predictive, criterion and moderator variables, respectively. SPSS and Amos software were used to analyze the data. In this study, the population was the employees of Mohaghegh Ardabili University who were over 398 people, of those 195 persons were estimated using Cochran formula. Standard questionnaires were used to collect the data so that their validity and reliability were confirmed. The results show that employee flexibility had a significant negative impact on non-civil behavior in academic setting ($P < 0.05$), and toxic leadership had a significant positive impact on non-civil behavior in academic setting ($P < 0.05$). According to the results, any leader who has a toxic leadership style may somehow lead to non-civil behavior at university. Non-civil behavior is, furthermore, decreased in academic setting due to an increase in employee flexibility or vice versa. Employee flexibility has a decreasing role between malicious behavior of toxic leadership and non-civil behavior in the academic setting.

Keywords: Employee flexibility, toxic leadership, Non-Civil behavior, citizenship behavior

Introduction

Leadership, or more explicitly, leadership styles are the most influential factors on employee behaviors in workplace (Golparvar et al., 2011). Leadership can be learned and nurtured. The basic traits of each leader are the same. leadership can be perceptual by recognizing, asking specific questions and proposing possible answers (Ferracane¹2019). Leadership is a positive and constructive phenomenon of an organization, which motivates people and improves the status of the organization (Elle, 2012). In these organizations, there is a tendency for leaders who are able to create a positive workplace and promote essential relationships through teamwork and trust. Many have argued that positive leadership is needed to meet organizations challenges due to the constant change of the labor market (Malinga et al, 2019). Since not all leaders have the right qualities and attributes, their actions intentionally or unintentionally have caused institutions to fail (Leet, 2011). Employee mental and job performances are influenced by different leadership styles. Despite the high importance of the subject, some people ignored it. Toxic leadership is one of these styles (Gholipour,2012). There are maladaptive, rebellious and malicious leaders called toxic leaders

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who try to be succeed by hurting, destroying and deceiving others as well as focusing on their selfish values (Hadavi Nejad and Clundy, 2015). Toxic leadership has many overt and covert implications. Deviant behaviors of employee can be reduced by controlling toxic leadership (Ghalavandi et al, 2012). Based on the evidence, those who report the presence of leaders with toxic characteristics have had a negative attitude toward their organization (James et al, 2018). Toxic leadership can reduce job proficiency, productivity and efficiency as well as creating a significant negative impact on employee (Kilic & Guncel, 2019). Organizations would be able to solve problems and barriers when human forces are coordinated and work towards the overall goals of the organization. Therefore, this coordination is achieved through the improvement of the core member of management, the leadership. Good-natured leaders motivate the human force through a variety of ways. Considering the necessities of employee and individual's abilities, they can provide the opportunity to adapt to new circumstances (Shamasayi et al, 2015). While it is critical to perceive impressive leadership in order to develop managers and supervisors, it is equally important to identify the behavior and rhetoric of leaders who consciously or unexpectedly damage their components (Pelletier, 2010). Anderson and Pearson argued that non-civil behavior is a low-impact, obscene and indistinctive behavior designed to hit the target as well as violate the norms of workplace in an organizational environment. It manifests as a rude behavior and disrespect for colleagues (Nadi & akbari, 2013). Non-civil behavior is a multidimensional and growing behavior which has lasting and significant impression on employees. Anderson et al. argued that disrespect for co-workers in the workplace is the first characteristic of non-civil behavior of employee because consideration of co-workers and respect for others are common features, necessities and un-necessities of different organizations. Shim et al. stated that the low intensity of non-civil behavior is the second characteristic of non-civil behavior of the organizational environment, which is located at the bottom of the spectrum of the employee misbehaviors of non-civil behavior. Uncertainty intention to harm the target is the third characteristic of non-civil behavior of the organizational environment. These traits have distinguished the behavior from other inappropriate behaviors such as blasphemy, nervousness, and impose force on others (Ebrahimpour & Arbatani, 2015). Non-civil behavior is a consequence of the decline in human and social capitalism in organizations (Huton, 2006). They also play an important role in reducing the human and social capitalism. They probably include a wide range of reactions such as troubleshooting, thievery, vendetta, anger and timeless joke (Sharifi et al, 2013). On the other hand, in order for organizations to achieve their goals, they necessitate to improve their abilities, optimize human forces, and manage efficiency, which requires organizational human resources flexibility (Bhattacharya et al, 2005). Flexibility can increase a company's potential to respond to fundamental changes of the business environment (Kabalina et al, 2019). In recent years, Human resources management has largely been challenged by the flexibility of human resources. Due to the drastic changes of global markets and to coordinate between life and work, human resource management must keep up with the latest technologies and focus on high quality of the products, which can be achieved through flexible human resources (Aarabi & Daneshparvar, 2015). Therefore, flexibility may affect on toxic leadership and employee non-civil behavior through conformity with changes, compatibility, and rapidity of non-civil behavior of the employee and toxic leadership. Furthermore, in today's organizations, the employee flexibility should be considered to reduce the negative impacts of non-civil behavior of the employee and toxic leadership along with other factors affecting the employee non-civil behavior. It is important, therefore, to examine the various aspects of employee flexibility and its role between toxic leadership and employee non-civil behavior since no research has been conducted on the variables of the research and such investigations are irregular. The purpose of this study is to examine the variables, basic expansion of the theoretical field and the use of managers and employees of

Mohaghegh Ardabili University in Ardebil province. Organizational top managers can use the research findings to solve the problems of the relevant population. It can help workforce and management to reduce toxic leadership and non-civil behavior of the employee. It begs the question whether employee flexibility has a moderating role between toxic leadership and non-civil behavior of the employee?

Toxic leadership

Toxic leadership can be defined based on the perception of subordinates, and if leadership is accompanied by the quality of “toxic”, it may damage their subordinates (Heppell, 2111). Furthermore, people look differently at their behaviors. Leadership can occasionally be toxic from one’s point of view or can be hero (efficient) from another’s (point of view) (Lipman¹, 1992). Instead of directing and coaching employees, toxic leaders try to criticize, insult, control, and abuse others. They make quick and irrational decisions in critical times. All the toxic leadership qualities create tension among the employees (Mehta S² et al., 2014). These leaders may have a negative impact on the organizational climate. They reduce organizational cooperation and cohesion and negatively affect the recruitment of employees (Reed GE³, 2004) According to the study conducted on the employees who were in direct contact with toxic leadership, the results showed that 46 percent of employees had directly experienced the toxic leadership, 36 percent of them had found it as an influential factor in destroying self-esteem and subsequently, 92 percent of the members had described the degradation of workforce self-esteem as the greatest harm of these behaviors (Pelletier 2). In light of the researches and the relationship between toxic leadership and employees’ willingness to quit job, it is recommended to minimize organizational toxic leadership behaviors in order to reduce employees’ willingness to quit their job (Akca⁵, 2017). Employee deviant behaviors can be minimized by controlling toxic leadership and increasing job satisfaction and employee commitment (Ghalavandi et al., 2012). Fatah Elahi and Hosseini (2013) found that if the level of toxic leadership symptoms is higher among organizational managers, the degree of development of different types of organizational misbehavior will be greater among employees. In fact, the prevalence of stressful and directive stimuli among organizational managers may lead to a significant increase in organizational employees’ misbehaviors. Therefore, managers' neglect of employees may lead employees to neglect the organizational goals which ultimately eliminate the organization from the competitive cycle.

Non-civil behavior

Stephen Robbins defines organizational behavior as "a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness." Knowledge is introduced as a competitive advantage within organizations. But in recent years, the slogan of knowledge has been the acquisition of power, which has changed into the sharing of knowledge with others. Reducing costs, improving an organizational performances in providing better services, scheduling and optimal use of time are some of the reasons for the importance of the sharing within organizations. It is essential to encourage these behaviors among the activists in order to perform beyond their role. The behaviors in which employees work beyond their role are known as “organizational citizenship behavior” (Aziz Zadeh, 2014). The results showed that citizenship behavior improves organizational performances in different domains (Ramazani et al., 2013). "Organizational citizenship behaviors" may enhance the organizational performances, organizational effectiveness, the loyalty of the client and so on. "Non-citizenship behavior" may also reduce organizational effectiveness and damages the organizational reputation. It also brings consequences in community (Gholipour et al., 2007). According to Bell¹ and his colleagues (1991), although non-citizenship behaviors are the source of the prevalence of organizational injustice, there are also numerous studies referring to the other factors influencing over non-citizenship

behaviors. Jelling and his colleagues claimed that there are factors influencing anti-citizenship behavior; including organizational competition, organizational justice and other factors such as job fitness, anxiety, and stress in the workplace while personal characteristics of employees are effective in modulating anti-citizenship factors such as consideration of self-control and self-performances. Lack of organizational fitness is another reason for stress in the organization. Therefore, it was sufficient to examine the impact of stress. Given that this factor is also influenced by organizational fitness (Gholipour et al., 2007) both McKinsey (2007) and Podsakov (2008) claimed that the emergence of anti-citizenship behaviors will have irreparable consequences in public institutions and organizations that may not be compensated by years of efforts. Organizational reputation is impaired by increasing these behaviors in public organizations. As a result, an organization which lacks public trust may not do its duties properly. On the other hand, Organizational performance and efficiency are improved by strengthening Citizenship Behavior and puts organizations next to people (Hosseini et al., 2013).

Employee flexibility

The role of flexibility in an organizational prosperity is one of the most important issues discussed in the organizations. Flexibility has been widely emphasized in the last two decades. It empowers companies to maintain competitive advantage in business as well as improves organizational performance in workplace in accordance with today's changing and transformations. Zhang¹ (2005) and Peters² (1991) presented forty-five methods to create a successful business. The findings of his work are related to organizational flexibility. He also stated that each of the methods comes in the form of flexibility. Employers are usually aware of the flexibility advantages in companies, but there are very few frameworks and models to help managers recognize the different ways of flexibility within organization (Volberda³, 1993). However, nowadays, flexibility is the criterion of evaluation in organizations. Studies showed that both personal flexibility and human force flexibility are poor predictors for measuring and estimating innovative behaviors. But if psychological capitalism plays a mediating role, flexibility will improve on measuring innovative behaviors (Wojtczuk-Turek, & Turek⁴, 2015). Human resources flexibility encompasses a wide range of organizational designs and management models / theories, including: technical-social system theory, self-organization, low production, and timely and appropriate product management. Human resources flexibility is used to enhance the performance of the production area. It has many strategic advantages. It responds quickly to unpredictable and uncertain demands. It allows organizations to operate in an on-going work environment, reduce manufacturing and improve customer service while providing efficient use of workforce and equipment (Fraser & Hvolby⁵, 2010). As mentioned above, the research hypotheses are as follows:

Employee flexibility plays a mediating role between toxic leadership and employee non-civil behavior.

Toxic leadership has a significant impact on employee non-civil behavior.

Employee flexibility has a significant impact on toxic leadership.

Employee flexibility has a significant impact on employee non-civil behavior.

Methodology

In this study, library studies and books were used to identify the variables. It was a descriptive and survey study in terms of purpose and nature. Structural equation modeling was used in this study. The population was all the employee of Mohaghegh Ardabili University (N=393). Multi-stage random sampling was used to select randomly from all premises of the university. Therefore, a number of rooms were also randomly selected among the premises. Finally, in each room, a number of employees were randomly assigned a questionnaire. One hundred ninety one (191) employees of Mohaghegh Ardabili University were included using Cochran formula. In this study, three questionnaires were used to collect

the data. The Schmidt standard questionnaire was used to measure the toxic leadership, consisting of 23 questions and 5 dimensions (offensive leadership, despotic leadership, self-sacrificial leadership, self-promotion, and unexpected leadership behaviors) by using Likert-5 value scale. The questionnaire had a minimum score of 23 and a maximum score of 140. Reliability is confirmed by using Cronbach's alpha of 0.85 (Hadavinejad, 2015). Gholipour et al. questionnaire was used to measure non-civil behavior, consisting of 24 questions and 6 dimensions (abnormal behavior of employee, anti-social behavior, organizational misbehavior, ineffective behavior, non-functional behavior, and organizational aggression) by using Likert-5 value scale. Reliability has been confirmed by using Cronbach's alpha of 0.80. The Beltran Martin et al questionnaire was used to measure employee flexibility consisting of 31 questions and 3 dimensions (functional, skill and behavioral) and its reliability was confirmed by Cronbach's alpha of 0.89. Descriptive and inferential statistics were used to analyze the data. Amos and Spss softwares were used to obtain inferential statistics. Descriptive statistics included variance, mean, standard deviation, relative and cumulative frequency, and graphs and tables. Path analysis was used to analyze the main and secondary hypotheses of the research.

Results and discussion

Descriptive values were examined including gender, age, work experience, education, and occupational status (Table 1).

Table 1- demographic characteristics

percentage	variable		percentage	variable		percentage	variable	
64/1	Administrative, financial and services	Occupational status	2/1	Diploma and under-diploma	education	75/4	male	gender
4/6	Information technology		5/6	Associate		24/6	female	
20	Educational and research		19	Bachelor		2/1	-25 20	Age (year)
4/1	social		73/3	Master and Doctorate				
3/1	Agriculture and environment		19	1-5	Work experience (year)	8/7	-30 25	
2/1	Technical engineering					16/4	-35 30	
2/1	health		15/9	5-10		35/9	-40 35	
			17/9	10-15		36/9	Over 40	
			14/4	15-20				
			14/4	20-25				
			10/3	25-30				

Descriptive statistics of the research variables were presented in Table 2.

Table 2- Descriptive statistics & validity of toxic leadership, non-civil behavior, and employee flexibility.

variable	Cronbach's alpha	mean	Standard deviation	Inflection	Elongation	Lowest	Highest
Employee flexibility							
Functional flexibility		2/82	0/965	0/310	-0/594	1	5
Skillful flexibility		2/31	0/831	0/945	1/45	1	5
Behavioral flexibility		2/58	0/816	0/301	0/511	1	5
Employee flexibility	0.89	2/55	0/728	0/711	1/25	1/09	5
Toxic leadership							
Offensive leadership		4/01	1/03	-1/07	0/058	159	5
Authoritarian leadership		3/46	0/877	-0/331	0/079	1	5
Selfish leadership		3/23	1/25	-0/275	-1/14	1	5
Self-promotional		3/59	1/16	-0/582	-0/680	1	5
Unexpected behaviors		3/70	1/15	-0/786	-0/315	1	5
Toxic leadership	0.85	3/61	0/958	-0/710	-0/299	1/32	5
Non-civil behavior							
Misbehavior of employees	0.74	3/82	0/696	-0/835	1/84	1	5
Anti-social behavior	0.69	3/80	0/748	-0/657	0/179	1/50	5
Organizational misbehavior	0.73	4/23	0/748	-0/925	0/330	2	5
Inefficient behavior	0.71	4/14	0/726	-1/21	2/82	1	5
Non-functional behavior	0.76	4/32	0/657	-2/13	6/53	1	5
Aggression in the organization	0.70	4/65	0/683	-3/11	11/31	1	5
Non-civil behavior	0.80	4/13	0/574	-3/78	5/68	1/35	4/9

Amos software was used to analyze the research assumptions. In the first hypothesis, to evaluate uni-variate and multivariate normality indices, the critical value of (C.I), male coefficient or most of the variables weren't normally distributed due to the existence of inflection and elongation. Functional flexibility, behavioral flexibility and authoritarian leadership were the only normal variables of the table so the other variables were abnormal. To solve the problem, outliers are primarily analyzed by d^2 values. The data, which were distanced from the geometric center of the variables, were eliminated since outliers are one of the main reasons for multivariate abnormality of the data. The researcher omitted 43 initial data (because they had a P-value of less than 0.5 and the difference between d^2 Mahalanwis were estimated at the two sharp rows) to examine data normalization. Data normalization was studied by omitting the data, but the abnormality was not resolved. Bootstrapping was

suggested to investigate the model (Byrne, 2001). In Bootstrapping, an empirical sample distribution is done by performing multiple sampling through the placement of a sample similar to the original sample rather than estimating the standard error based on a sample. Then after, it estimated the standard error. Amos software used four methods to bootstrap the data. A method must be chosen which could accurately estimate the model. Of these methods, choose a row that has the largest number of the cells marked and choose those columns having the lowest mean. As summarized in Table 1, since GLS method (generalized least squares) has a marked cell, sample size and the distribution form of variables were chosen from the population by using generalized least squares as the best estimation method based on the model.

Table 2- Embedded table to compare four estimation methods

		Method of calculating the degree of proximity of the reconstructed covariance structures to the population			
		GLS	ML	SLS	ULS
Estimation method of parameters	GLS	200/815	15/845	442/007	424/191
	ML	617/571	277/608	365/609	335/979
	SLS	447/926	374/509	98/380	237/236
	ULS	274/853	2643/633	123/422	123/557

Definite and indefinite models were examined by the second and the third hypotheses, which required two conditions; rank and degree-based conditions. This model consisted of a rank condition because the degree of freedom of the model must be estimated at zero or a positive value, which was estimated at 89 based on the following output. Furthermore, the number of non-redundant elements of variance-covariance matrix of the variables, the number of free parameters of the model, and the degree of freedom including the difference between the two values were estimated at 119, 30 and 89, respectively. Given the positive degree of freedom, this model was ultra-definite. And the information needed to estimate the parameters was available, too.

Table 3- Examining definite and indefinite models

statistics	value
number of non-redundant elements of variance-covariance matrix of the variables	119
number of free parameters of the models	30
degree of freedom (119-30=89)	89

As summarized in Table 4, this model consisted of a rank condition since it is possible to perform computational operations on matrix algebra in order to estimate the parameters as well as reproduce the variance-covariance matrix of the variables (considering a significance level is less than 0.05). As a result, path analysis can be used since all assumptions are in place.

Table 4 - Determining the degree condition of the model

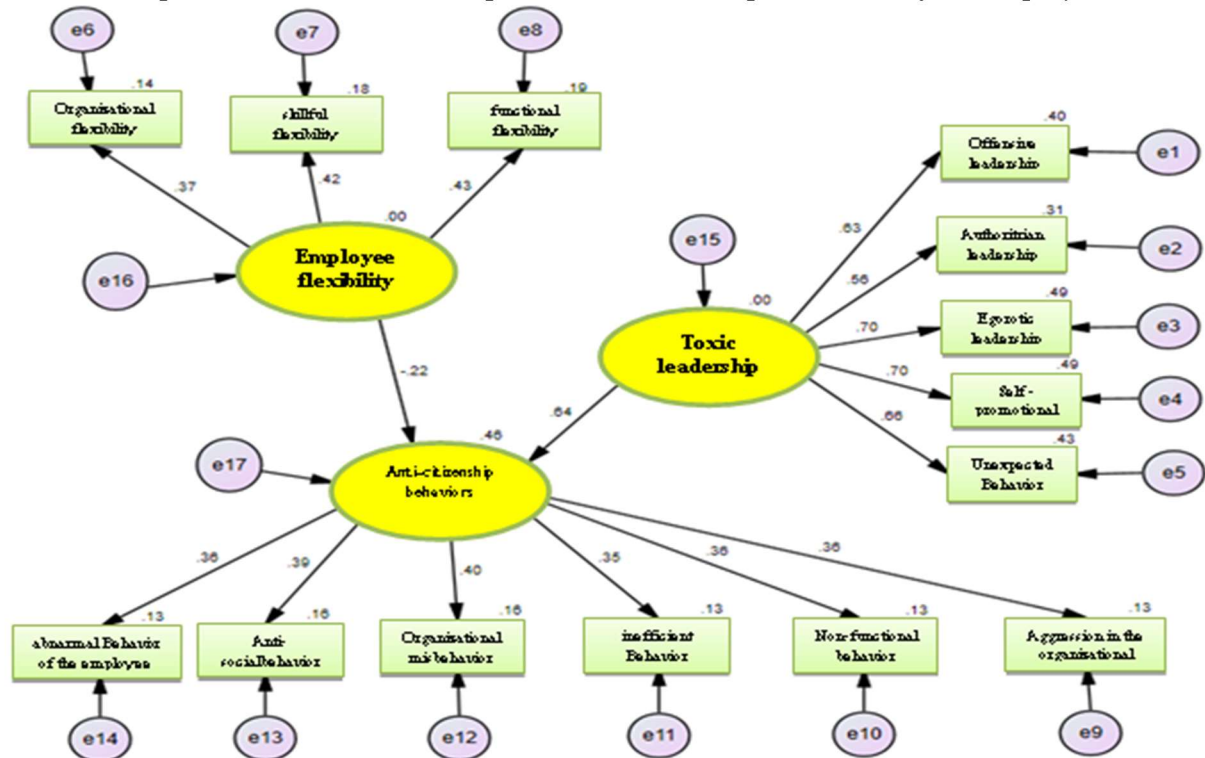
statistics	value
..... value	1647/591
Degree of freedom	89
Significance level	0.000

The covariance matrix and correlation between variables must be examined in order to analyze the path. As shown by the correlation matrix between the variables, there was a significant relationship between most variables at the level of 0.8. Structural equation modeling of variables was investigated. According to the standard coefficients in Table 5 and Fig. 1, all the components can be investigated in the model without omitting subdirectories by using each of the sub-indices of the variables (above 0.3) and the significance level of each sub-index ($P < 0.05$).

Table 5- Standard coefficients and significance level of the model

			Standard coefficient	T value	Significance level
Toxic leadership	--->	Offensive leadership	0/634	9/638	0/000
	--->	Authoritarian leadership	0/556	8/223	0/000
	--->	Egoistic leadership	0/703	10/906	0/000
	--->	Self-promotional	0/703	11/077	0/000
	--->	Unexpected behaviors	0/656	9/931	0/000
Employee flexibility	--->	Behavioral flexibility	0/372	4/584	0/000
	--->	Skillful flexibility	0/421	5/330	0/000
	--->	Functional flexibility	0/431	4/973	0/000
	--->	Aggression in the organization	0/360	4/053	0/000
	--->	Non-functional behavior	0/358	4/072	0/000
	--->	Inefficient behavior	0/354	3/958	0/000
Irrational behavior	--->	Organizational misconduct	0/401	4/366	0/000
	--->	Anti-social behavior	0/395	4/553	0/000
	--->	Misbehavior of employee	0/359	4/079	0/000

Figure 1 - Standard coefficients of the moderating role of employee flexibility on the relationship between toxic leadership and anti-citizenship behaviors of the employee



Given the fitness indices of Table 6, it can be generally stated that this model has a good fitness index.

Table 6- Examining the fitness indices of the model

classification of indices	Absolute index	Adaptive indices		Thrifty indices			
Name of the index	CMIN	TLI	CFI	PNFI	PCFI	RMSEA	CMIN/DF
Acceptable Fit	Probability value greater than 0.05	Above 0.9	Above 0.9	Above 0.45	Above 0.45	Less than 0.06	Less than 3
The resulting value	0.067	0.951	0.971	0.574	0.582	0.059	2.864
Result	acceptable	acceptable	acceptable	acceptable	acceptable	acceptable	acceptable

As summarized in Table 7, the results of the first hypothesis showed that employee flexibility had a significant negative impact on non-civil behavior in the academic setting ($P < 0.05$). Furthermore, the results of the second hypothesis showed that toxic leadership had a significant positive impact on non-civil behavior in the academic setting ($P < 0.05$). To test the mediating hypothesis, the Cohen et al. mediator test (2003) was used to avoid multiple linearity. Predictor and mediator variables were standardized By using SPSS software (version 18). Then, the interactive variable was created by multiplying the predictor variable into the mediator variable. It analyzed by using Amos 18 software. As summarized in Table 6 and Figure 2, the results of the third hypothesis showed that employee flexibility had a significant negative impact between toxic leadership and non-civil behavior in the academic setting ($P < 0.05$). Thus, it can be said that the mediating role of employee flexibility had a significant negative impact between toxic leadership and non-civil behavior. As a result, employee flexibility has a decreasing role in the destructive behavior of toxic leadership and its relationship to non-civil behavior in the academic setting.

Table 7- Results of the hypotheses

Hypothesis	Standard coefficients	Standard deviation error	C.R.	Significance level
Employee flexibility over non-civil behavior in the academic setting	-0/438	0/209	-2/097	0/036
The moderating role of employee flexibility on the relationship between toxic leadership and non-civil behavior in the academic setting	-0/775	0/281	-2/759	0/006
The toxic leadership on non-civil behavior in the academic setting	0/936	0/203	4/611	0/000

Discussion and conclusion:

Nowadays, most organizations should rapidly change in order to maintain their competitive situations. To make rapid changes, organizations must include adaptable leaders and employees who work effectively. Academic administrators have the greatest impact on society for their most important roles in the country. Meanwhile, the leadership style of academic managers has had a great impact on the performance and improvement of education. When a person holds the highest office in an organization, he will naturally have

more power to use if he uses the power to execute ineffective behavior. It certainly has bad consequences for the whole organization due to the legitimacy of an individual's power and position in an organization, (Lussier & Achua, 2004). It should be noted that if administrators are toxic, they will pollute the environment. The contamination may lead to feelings of mistrust, fear, uncertainty, unpredictability, foresight, intimidation and non-civil behaviors at the university behaviors, which may have a negative impact on employees' behavior and attitude. It also incurs irreparable damage to the organization and society, which is not in line with the mission of the university. The purpose of this study was to examine the mediating role of human resource flexibility between toxic leadership and non-civil behavior of employee. It can be estimated the efficiency and effectiveness of the managers by examining the toxic leadership style of Mohaghegh Ardabili University as well as recognizing the managers' behavior to the employee. According to the data, path analysis and the results, it can be stated that toxic leadership has a positive and significant effect on then on-civil behavior of Mohaghegh Ardabili University employee. That is, any leadership, which has a toxic leadership style, somehow causes non-civil behavior at university. According to the researcher, no studies have yet been conducted on the effect of toxic leadership style on non-civil organizational behavior. According to the Bostock (2010), Lipman & Blumen(2001), Tepper et al. (2001), Xu et al. (2012), and Leit (2011) researches, toxic leaders display functional misbehavior among employees. They implicitly indicated that toxic leadership affects non-civil behavior including abnormal behavior of the employee, antisocial behavior, organizational misbehavior, inefficient behavior, non-functional behavior, and aggression in the organization. The positive impact of toxic leadership on employee non-civil behavior can be scientifically justified by the fact that toxic leaders are maladaptive, rebellious and malicious leaders who think that they will be succeed through disintegrating others, focusing on high-handedly values, cheating, and deceiving (Hadavinejad & Clundy, 2015). This kind of behavior violates the norms of respect in the workplace and, ultimately, leads to the employee non-civil behavior. The results showed that employee flexibility had a significant negative impact on non-civil behavior in academic setting. Non-civil behavior may also be reduced in academic setting by increasing employee flexibility (or vice versa). It was found that the mediating role of employee flexibility had a significant negative impact between toxic leadership and non-civil behavior in academic setting. Employee flexibility has, thereupon, a decreasing role between malicious behavior of toxic leadership and non-civil behavior in academic setting. The researcher stated that no studies have been conducted to investigate the impact of employee flexibility on organizational non-civil behavior. Given the evidence, human resources flexibility moderates the dynamic environmental impact on organizational performances. It ultimately improves organizational performances as well as reduces negative behaviors in the organizations (Ketkar & sett, 2010). It also gives employees the ability to make their necessity changes in order to adapt themselves in the work place (Atkinson 1934). The results can be justified by the fact that toxic leaders are rebellious and malicious leaders who think that they will be succeed by disintegrating others and focusing on high-handedly values (Wicker, 1996). These leaders are maladaptive, rebellious, and malicious but employee flexibility can play a mediating role between toxic leadership and non-civil behavior in academic setting. In fact, employees who are highly flexible can reduce the impact of toxic leadership in the academic setting and behave civilly in the workplace. Flexible human resources are also rich in experience because they like new experiences and are keen to touch and experience them. They are eager to embrace new and canonical ideas and are keen to hear and explore new ideas. They are less attached to their own beliefs or to traditional beliefs, including toxic leadership, and try to hear and think about others. This characteristic of flexible individuals modulates and mitigates the effects of toxic leadership in an organization and consequently results in civil behavior. It is suggested

that it can reduce leaders' ineffective behavior by creating accountability sessions of leaders with their managers, subordinates, and even the community. It is important to avoid hiring managers with the psychological characteristics of such leaders in organizations. Efforts should be made to implement meritocracy, reform the system of encouragement, punishment and supervision, strengthen managerial stability, and remove the ambiguity of jobs by establishing an organic, democratic organizational structure as well as addressing the inefficiencies of organizational human resources management.

The fear of some employees answering correctly a number of questions toward the tendency to quit the organization, toxic leadership and non-civil behavior due to the negative nature of the questions and the lack of sufficient internal resources can be the limitations of this study. It is recommended to avoid hiring managers with similar psychological characteristics to such leaders in organizations. To do this, valid toxic leadership measurers, such as the Schmidt questionnaire, can be used to observe these features in organizational management options. Furthermore, ineffective behavior of leaders can be mitigated by setting up leadership accountability sessions for managers, subordinates, and even the community.

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