

The Moderating Role of Emotional Intelligence in the Effect of a Toxic Working Environment on Employee Well-Being

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ARTICLE INFO

Article history

RECEIVED: 28-Dec-22

REVISED: 28-Apr-23

ACCEPTED: 12-May-23

PUBLISHED: 30-Jun-23

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Citation: Pramila Pudasaini Thapa, Beena Giridharan and Josana Khanal (2023). The Moderating Role of Emotional Intelligence in the Effect of a Toxic Working Environment on Employee Well-Being. *Horizon J. Hum. Soc. Sci. Res.* 5 (1), 128–138. <https://doi.org/10.37534/bp.jhssr.2023.v5.n1.id1202.p128>



ABSTRACT

Introduction: The topics of the Toxic Work Environment (TWE), Employee Well-Being (EWB), and Emotional Intelligence (EI) are becoming more relevant in today's workplace. However, there is a lack of research examining the moderating role of EI in the impact of TWE on EWB, and associated demographic variables.

Methods: Researchers employed convenience sampling, a quantitative method, and a cross-sectional study design with 208 employees (n= 208 participants) with previously used standard instruments; while ensuring reliability, and validity. Descriptive statistics and regression analysis were employed during the data analysis stage to test the hypotheses for the study.

Results: According to the study, TWE could have negative effects on EWB, whereas EI had no discernible moderating influence. EI did not diminish the impact, according to the results of the regression analysis ($b = 0.134$, 95% CI [-0.79-1.059], $t = 0.28$, $\text{sig} = 0.775$, $p > 0.05$). EI, however, is a valuable skill. The survey also discovered a significant difference in EI between married and unmarried employees.

Conclusion: It is crucial to identify the impact of TWE on EWB. While EI is a vital skill, this study found that EI did not play a moderating role between TWE and EWB. Therefore, organizations should prioritize addressing toxic behaviors and promoting a healthy work environment. However, limitations such as the use of self-reported and private data may restrict the study's feasibility. Further research is necessary to explore effective strategies for combating TWE and promoting EWB across diverse professions.

Keywords: Emotional Intelligence, Employee Well-Being, Moderating Role, Toxic Workplace Environment

INTRODUCTION

The undesirable impact of TWE on EWB is well-reported in literature (Rasool et al., 2021; Thapa et al., 2022). Research studies demonstrate that a TWE can lead

to a negative significant relationship between job productivity, and stress (Anjum & Ming, 2018). Similarly, a study by Anjum et.al(2018) revealed that ostracism, incivility, harassment, and bullying have direct negative significant effects on job productivity(Anjum et al.,

2018). Likewise, the feelings that come with a TWE, e.g. harassment, bullying, and ostracism, can be negative and lead to unnecessary stress, burnout, depression, and anxiety among workers (Rasool et al., 2021). However, not all employees are equally affected by a TWE (Baburajan et al., 2019). Some individuals are more resilient and equipped to cope and deal with the worries associated with toxicity at the workplace. This is where the concept of EI comes into play as a potential moderator of the relationship between TWE and EWB.

Emotional Intelligence (EI) refers to a person's aptitude to distinguish, comprehend, and manage their own feelings, as well as the feelings of others (Mayer & Salovey, 1993; Schutte, 2004; Thapa, Adhikari, et al., 2023). Research has shown that individuals with a higher level of EI may be better equipped to handle the stresses and challenges of TWE (Karimi et al., 2021; Lo et al., 2023; Nel, 2019; Thapa, Rana, et al., 2023). They may be more adept at recognizing and managing their own emotions, as well as the emotions of others (Goleman, Boyatzis, 2013; Mayer & Salovey, 1993), which can help them to navigate interpersonal conflicts and other challenges that may arise in a toxic workplace (Karimi et al., 2021; Thapa, Rana, et al., 2023). Additionally, Employees with higher EI are more committed to their organization, have higher job satisfaction, are less likely to leave their jobs, are less likely to be depressed and perform better at work (Miao et al., 2017).

Numerous studies have emphasized the moderating role of EI in the association between TWE and EWB (Kafetsios & Zampetakis, 2008; Karimi et al., 2021; Nel, 2019; Thapa, Rana, et al., 2023). For example, a study by Nel, (2019) revealed that there was significant negative relationship between workplace harassment and flourishing. Emotional intelligence (EI) significantly moderates the relationship between workplace harassment (Nel, 2019). Persons with high EI stayed less likely to involve stress and undesirable emotions, even in a TWE (Thapa, Rana, et al., 2023). Likewise, a study demonstrated that EI regulates the relationship b/t workstation toxicity and EWB (Nel, 2019). Subsequently, individuals with greater EI were less likely to practice negative emotional consequences in response to toxicity, such as worry and depression (Miao et al., 2017).

In addition to representing the undesirable an effect of TWE on EWB (Paukstat et al., 2022), EI has also been creating to have an encouraging influence on job satisfaction (Singh & Kumar, 2016). A meta-analysis by Miao et al., (2017) revealed that EI has a substantial and helpful effect on work performance

and satisfaction (Sewell, 2011). Additionally, the study found that EI played an important moderating role in the association between work demand and work performance, interpersonal competence, job performance, effective leadership, motivation and accomplish job performance (Sultana et al., 2021).

In Nepal, violence against women has largely gone unreported up until now, either because women are ashamed (Kumar Joshi, 2008). However, in Nepal, workplace sexual harassment is gaining attention although there has not been a public discussion of this issue in Nepal (Kumar Joshi, 2008). For instance, it is not yet clear which precise workings of EI have the greatest significance in moderating this association or whether the consequence of EI differs depending on the nature of the TWE or the person's work role. More studies are needed to regulate whether mediations intended to restore EI could help alleviate the undesirable effect of TWE on EWB.

In conclusion, EI seems to show a key role in how persons navigate challenges and TWE (Sewell, 2011; Sultana et al., 2021), such as those that are considered by toxicity and negativity. Although the study has revealed that individuals with higher levels of EI may be better prepared to handle the challenges of TWE (Miao et al., 2017; Sewell, 2011; Sultana et al., 2021; et al., 2022; Thapa, Adhikari, et al., 2023), additional research is needed to fully understand the mechanisms underlying this relationship and to develop effective interventions that can help mitigate the TWE.

Literature Review

Toxic Workplace Environment (TWE) and Employee Well-Being (EWB)

In recent years, research by Bano & Malik, Harvey & Too, and others (2012, 2013, and 2022) have examined the impact of TWE on EWB. Workplace bullying, cyberbullying, and negative physical and social conditions can have detrimental effects on EWB. For instance, Paukstat et al. (2022) found that workplace bullying led to seafarers' depression, anxiety, and exhaustion, while Sthapit (2014) noted that Nepali financial cooperatives commonly faced mild forms of workplace harassment. Azuma et al. (2015) discovered high prevalence rates of building-related symptoms (BRs) in Japanese employees, while Llop-Gironés et al. (2021) found that nurses worldwide faced precarious employment and working conditions, with gender,

social class, ethnicity, age, and migrant status furtherer compounding their vulnerability. It is essential for organizations to address workplace toxicity and create a more positive work environment to protect the well-being of their employees.

Emotional Intelligence (EI/EQ) and Employee Well-Being (EWB)

The ability to recognize and regulate one's own and others' emotions, strengths, and weaknesses is referred to as emotional intelligence (EI) (Mayer & Salovey, 1993; Ott, 1998; Thapa et al., 2023). Employees with a high level of EI/EQ are better able to forge bonds with co-workers, overcome difficulties, and find job satisfaction and well-being (Cavaness et al., 2020; Karimi et al., 2021; Mayer & Salovey, 1993; Thapa et al., 2023). Emotional well-being, which involves the power to create moods, feelings, and thoughts; cope with challenging circumstances; communicate effectively; and take care of oneself, is essential to building attentiveness, compassion, and empathy (Goleman, Boyatzis, 2013; Mayer & Salovey, 1993; Thapa et al., 2022). The strain on today's employees to improve the quality of their work and enjoy WB is growing, and organizations are looking for innovative ways to promote traits like psychological empowerment and WB (Thapa et al., 2023). There is compelling evidence that EI plays a significant role in enhancing job performance (Goleman, Boyatzis, 2013; Mayer & Salovey, 1993). Improving EI/EQ can increase satisfaction and psychological WB at work and the likelihood of expressing positive emotions (Miao et al., 2017; Singh & Kumar, 2016). Individuals with high EI and EQ have higher job satisfaction, higher organizational commitment, and lower turnover intentions, minimize negative sentiments, and are more proactive and contented workers (Kafetsios & Zampetakis, 2008; Karimi et al., 2021). A positive and significant correlation between EQ/EI, empowering employees, and psychological empowerment benefits organizations' ability to build positive leadership, and lower staff turnover (Karimi et al., 2021; et al., 2023). Numerous studies have found a positive association between WB and EQ/EI (Goleman, Boyatzis, 2013; Karimi et al., 2021; Mayer & Salovey, 1993; Ott, 1998).

The Moderating Role of EI/EQ in the effect of a TWE on EWB

The impression of a TWE has gained substantial attention in current years due to the negative influence it can have

on EWB. A TWE is noticeable in several ways, including poor administration, workload, a lack of empathy, and negative work culture. Such an atmosphere can lead to many adverse consequences for employees, such as stress, job disappointment, and turnover intentions.

Current studies have highlighted the mediating role of EI as a potential moderator in the relationship b/t TWE and EWB. Emotional intelligence (EI) refers to a person's ability to remark, understand, regulate, and express emotions. Developed levels of EI have been accompanied by better results in various work-related domains, such as job enactment, job gratification, and happiness.

The moderating role of EI advises that individuals with high EI may be better equipped to deal with the negative consequences of TWE. Specifically, high EI may allow individuals to better regulate their emotions and manage the stressors related to TWE in themselves and others. However, many researchers suggest that EI may play a moderating role in this relationship. People with high emotional intelligence (EI) are better able to control their emotions and manage stressors, which may empower them to better accomplish the adverse effects of a TWE. Several studies have explored the moderating role of EI in the relationship between TWE and EWB. For instance, a study by Sultana et al. (2021) indicates that the EI constructs such as interpersonal competence, job performance, effective leadership, motivation, creativity, well-being, and social competence have a significant impact on the performance of organizations (Sultana et al., 2021). Another study by Kafetsios and Zampetakis (2008) demonstrated a significant positive relationship between EI, job satisfaction, and WB. The study suggested that EI skills play a crucial role in increasing job satisfaction and happiness. However, EI is not only beneficial for work performance and WB, but it also has a positive impact on an individual's persona beyond their organizational roles (Sewell, 2011). Karimi et al.'s study from 2021 reports that higher EI predicts better service outcomes, expanding our understanding of EWB in understudied contexts and predicting EWB, psychological empowerment, and service quality. A study by Nel, (2019) that included a cross-sectional study with 1,102 employees from higher education institutions found that workplace bullying has a negative impact on employees. Emotional intelligence was found to significantly moderate this relationship (Nel, 2019). A study conducted by Lo (2023) examined the relationship between EI, job satisfaction, and turnover intentions among nurses. The result indicated a direct relationship between job satisfaction and turnover among employees Workplace toxicity can take different forms, such as

bullying, harassment, workload, and sociological well-being, and can have a negative effect on EWB, work performance, and the organization.

In conclusion, recent research suggests that EI may play a moderating role in the relationship between TWE and EWB. High Individuals with EI may be better able to manage TWE such as physical workplace hazards, psychological stress and worries, and socio-emotional insults, humiliations, miscommunications, and inappropriate behavior. Emotional intelligence is a vital skill that can help prevent toxic work environments and improve personal and professional performance, yet it has not been given much consideration in Nepal. Therefore, more research is needed to explore this phenomenon and its effects on EWB and performance. So based on the above evidence indicating the moderating roles of EI in the effect of TWE on EWB are proposed:

Hypothesis (H1): Impact of TWE on EWB

Hypothesis (H2): The moderating role of EI in the effect of a TWE and EWB

Hypothesis (H3): Married and unmarried employees have significantly perceived different on wellbeing.

Hypothesis (H4): The emotional intelligence of married and unmarried employees differs significantly.

METHODS

The study methodology employed in this study is rigorous and systematic. The use of convenience sampling and a quantitative approach permitted for a large and varied sample size to be composed effectively, while the cross-sectional study method helped to capture a snapshot of the contributor's understandings at definite points in time. The online survey was encouraged on a diversity of social media sites, which assisted to ensure that a different group of adult Nepali health professionals were able to contribute. The research study focusing on private

health organizations in Kathmandu adds an appreciated contribution to the existing literature on this topic, and the addition of medical doctors, nurses, radiographers, and technicians, physiotherapists, and other non-medical professionals in the study provides a stable perspective of the relationship between TWE, EWB, and EI skills in the healthcare field. The researchers' efforts to confirm that contributors in this study remained entirely anonymous, assisted to keep the contributor's confidentiality and autonomy. The study's adherence to Cochran's algorithm confirmed that the sample size was applicable and realistic for illustrating of accurate conclusions from the data. The minimal suggested sampling size was firm using Cochran's algorithm (Gu, M.; Lai, 1991). A minimum sample size of 208 contributors was desirable for this study to have a 95% confidence level, 5% accuracy, and a 0.5 predictable proportion. Overall, the methodology utilized in this study is sound, ethical, and rigorous, which adds reliability to the framework and contributes to the advancement of knowledge in the field of healthcare.

Instruments of Study

The four sections below deliberate on the data collection tools applied in the study. The first part of focuses on included socio-demographic factors such as age, gender, years of work experience, and marital status.

The Schutte Self Report Emotional Intelligence Test (SSEIT), which was developed by Dr. Nicola Schutte, was a part of the second tool. It uses four subscales to measure four different aspects of general emotional intelligence (EI), including emotion perception, emotion use, emotion management, and emotion management of others. 33 items on the SSEIT were self-reported and evaluated from 1 to 5 on a scale (strongly agree to strongly disagree). The outcomes of each subtest are evaluated, and the total scores of the participants are then determined. Dr. Nicola Schutte has provided the researchers written consent to use these instruments for this study. In this study, the EI's test had a Cronbach's alpha of 0.876. It revealed that the test in this study had good internal consistency (Palmer, Stough, Harmer, & Gignac, 2009).

In the third section, which is titled "Toxic Workplace Environment," there are seven items that are assessed using a Likert scale of 1to7, where 1 denotes strongly disagreeing and 7 strongly agreeing. These items were utilized with written consent from Rasool, S.F., his research team (Rasool, Wang, Tang, Saeed, & Iqbal, 2021). The toxic workplace environment had a Cronbach's alpha of 0.935. The research instrument items were considered

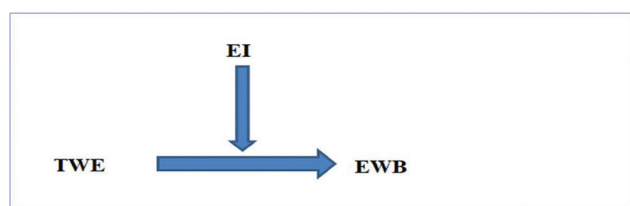


Figure 1. Emotional Intelligence (EI/EQ) as a moderator of the between Toxic Workplace Environment (TWE), and Employee Well-Being (EWB)

effective since their alpha values were higher than the required level of 0.70. As a result, the items utilized in this study's instruments are deemed reliable

The part on employee well-being in the fourth was adopted and written permission was secured for this instrument which also uses a 7-point Likert scales, where 1 stands for strongly disagreeing and 7 for strongly agreeing with the five items. The employee well-being A Cronbach's alpha attained was 0.843. The study's items were confirmed valid because the Cronbach's alpha values were higher than 0.70.

Researchers used regression analysis and descriptive data analysis to test the study hypotheses. The institutional review committee of Kathmandu's (IRC), Yeti Health Science Academy (YHSA) has provided ethical approval for this study. Additionally, authorization from the National Ethical Review Board (ERB) of the Nepal Health Research Council was also received.

RESULTS

Data analysis for the study included reliability and validity evaluations, descriptive analysis, and regression analysis models. The descriptive analysis shows that 65.86% of participants are female, 37% of the participants are between the age of 20 and 30. The majority of participants or 55.3 % is married, and the majority (30.4%) has six to ten years of work experience.

A regression analysis model was used to investigate Hypothesis 1. Employee wellbeing is a dependent variable, and there is a toxic work environment, which is an independent variable. Table 2, 3, illustrates the

outcome of the regression summary model. According to Table 2, 3, R = -.073a, R = .005, Coefficient Beta-.073, and P = 0.001 all indicate that toxic workplace environments have a negative effect on employee well-being. Therefore, hypothesis 1(H1) is accepted in this study.

As a result of the regression analysis of the simple effect, the H2 hypothesis, a moderating role of EI on TWE and on employee well-being was found. In this analysis, toxic workplace environments and emotional intelligence are both independent variables, and employee well-being is a dependent variable. A regression analysis data

Table 1. Socio-demographic characteristics of the participants

Mean	Frequency	Percentage (%)
Gender		
Male	71	34.1
Female	137	65.86
Age		
20-30 years	77	37
30-40 years	68	32.7
40-50 years	29	13.9
50-60 yrs	19	9.1
above 60 years	15	7.2
Year of work experiences		
0-5	53	25.6
6-10	63	30.4
11-20	48	23.2
21-30	34	16.4
31-40	10	4.7
Marital status		
Married	115	55.3
Unmarried	93	44.7

Table 2. Effect of Toxic workplace Environment on Employee Wellbeing (model summary)

Model	R	R Square	MSE	F	df1	df2	P
Mean_TWE	-.073 ^a	.005	.1.39920	403	1	206.00	0.001

□ Predictors: (Constant, TWE Mean, Dependent Variables: Mean EWB); R, R-value; R2, R- squared; MSE, Mean Square Error, Value; Df1, Degree of freedom, : df2 , degree of freedom2; P, significance

Table 3. Effect of Toxic Workplace Environment on Employee Well-being (Coefficient Model)

Model	UC		SC	t	LLCI	ULCI	Sig
	B	SE	Beta				
Constant	5.011	.298		16.796	4.423	5.599	.000
Mean TWE	-.108	.103	-.073	-1.044	-.310	.095	.298

[Dependent variable: Mean EWB]

□ SE, Standard Error; UC, Unstandardized Coefficient; SC, standardized Co-efficient; LLCI lower level confidence; ULCI, the upper level of a confidence interval.

summary as shown in table, 4, found that the negative impact of toxic workplace environments on employee well-being is statistically accepted (b = - 0.051, 95% CI [-0.286, 0.133], t = -0.719, p > 005). This is due to the discovery of the p-value (.473). In other words, it is above the "0.05" significant value. However, the H1 hypothesis was supported, and revealed that one of the main factors contributing to poor employee well-being at work is a toxic workplace.

Table 4. Emotional intelligence did not play a moderating role in the effect on employee well-being, according to the summary of the regression analysis data (b = 0.134, 95% CI [-0.79-0.79, 1.059], t = 0.28, p > 005). The p-value is 0.775, which is greater than the "0.05" significance level. There is not a significant level; therefore, hypotheses are not accepted in this analysis. However, there is no evidence that emotional intelligence plays a significant role in toxic work environments and employee well-being.

The independent sample t-test analysis revealed that there was no significant difference between married and unmarried employees in terms of employee well-being (p =.106 and p > 0.05). The level of significance "0.05" is

exceeded by the p value. The hypothesis is rejected as a result.

The results of the independent sample t-test on emotional intelligence showed that married employees' emotional intelligence levels (mean = 3.658) were significantly higher than those of unmarried employees' (mean = 3.603) according to the P value of.048 (p 0.005). Therefore, the hypotheses were accepted.

DISCUSSION

The primary objective of this study is to understand the moderating role of EI in the effect of a TWE on EWB. Descriptive statistics, inferential statistics, including regression analysis, and the t-test were used to acquire the study's findings. However, in light of the descriptive study's findings, the research found that a number of factors, including the COVID19 epidemic and transforming culture in the workplace, had a substantial impact on employee wellness and led to significant concern in areas including mental health, social relationships, and balancing work and personal obligations. Researchers in this current study, surveyed

Table 4. The moderating Role of EI in the effect of a TWE on EWB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	5.628	1.387		4.059	.000	2.893	8.362
TWE	-0.076	0.106	-0.051	-0.719	0.473	-0.286	0.133
EI	-0.199	0.375	-0.038	-0.532	0.596	-0.938	0.54
(Constant)	6.989	4.95		1.412	0.16	-2.772	16.75
TWE	-0.561	1.693	-0.374	-0.331	0.741	-3.898	2.777
EI	-0.577	1.372	-0.109	-0.421	0.674	-3.283	2.128
TWE_EI	0.134	0.469	0.334	0.287	0.775	-0.79	1.059

a. Dependent Variables: EWB

□ TWE, Toxic Workplace Environment; EI, Emotional Intelligence; EWB, Employee Wellbeing; TWE_EI, Toxic workplace environment, and Emotional intelligence]

Table 5. Independent sample t-test (employee wellbeing)

Marital status	N	Mean	Std. Deviation	Std. Error Mean	t	p
Married	111	4.742	1.441	.1368	.513	.106
Unmarried	93	4.640	1.366	.141		

Table 6. Independent Sample t-test (Emotional Intelligence)

Marital status	N	Mean	Std. Deviation	Std. Error Mean	t	P
Married	115	3.658	0.273	0.025	3.96	.048
Unmarried	93	3.603	0.249	0.025		

a total of 208 employees using convenient sample approaches. Researchers examined the validity and reliability of measures about three-dimensional scales such as toxic work environments, employee well-being, and emotional intelligence.

The data analysis from the study establishes that a TWE that creates a negative work culture can negatively impact EWB. The research also revealed that TWE has a significant negative impact on EWB at work. To investigate Hypothesis H1, a regression analysis model was used, with EWB as the dependent variable and TWE as the independent variables. The outcomes are presented in Tables 2 and 3, which show that the R value is -.073, the R square is .005, the coefficient beta is -.073, and the p-value is 0.001. These values indicate that TWE has a statistically significant negative effect on EWB. As a result, Hypothesis (H1) is supported by the findings of this study. The outcome of the research demonstrated the vitality of creating a favorable work culture that nurtures EWB. Personnel ought to take steps to recognize and address toxic workplace behaviors and foster workplace values. Doing so can progress worker satisfaction, reduce turnover intentions, and eventually lead to better structural performance. However, more studies are necessary to examine the definite strategies that can be used to stimulate a healthy and constructive work culture. In a study by Thapa et al. (2022), researchers found that workers, who experienced workplace stress, humiliation, bullying, and workplace conflict, reported a low level of physical, mental, and emotional WB. The study highlighted the importance of addressing organizational support and wellbeing interventions and strategies in the workplace in order to promote a diverse work culture (Thapa et al., 2022). Similarly, another study by Anjum & Ming, (2018) found that TWE is significantly negatively associated with success, low prosperity, job stress, and productivity at work. These results are echoed in a study by Colligan and Higgins; (2006) which revealed that TWE is influenced by a number of variables, including workload, role conflict, interpersonal connections, bullying, and harassment.

The result of the regression analysis suggests that the negative impact of TWE on EWB is statistically accepted, indicating that TWE is a significant factor contributing to poor EWB. The finding is consistent with previous research that has shown that TWE can have a negative impact on EWB, leading to physical and mental health problems. However, the analysis did not find evidence to support the hypothesis (H2) that EI plays a moderating role in the effect of TWE on EWB. This finding is in accordance with some previous research studies that have suggested that EI can help workers cope with workplace stress and

improve their overall physical, mental, and social well-being. It is vital to note that the lack of evidence for the moderating role of EI does not mean EI is not important for EWB. Rather, it may suggest that EI alone may not be sufficient to mitigate the negative effect of TWE on EWB. Other factors, such as organizational policies and interventions aimed at addressing workplace toxicity, may also be necessary to improve WB. *Overall, the result of this analysis supports the importance of addressing TWE in order to promote EWB. While EI may not play a significant moderating role, it is still a valuable skill that can benefit workers in a variety of settings, including the workplace.*

This research study examined the relationship between marital status, EWB, and EI. The result showed that there was no significant difference in EWB between married and unmarried employees, but these results are consistent with previous research studies that have shown that marital status can impact various aspects of an individual's life, including EI.

Limitations

The limitation of this research study is that it depends on a convenient sample method, which may not exactly represent the whole population. In addition, the study covers employees from select Health care backgrounds in the Kathmandu Valley, which may edge the generalizability of the results. Another limitation is that the study did not reflect other possible moderating variables that may further impact the relationship b/t TWE and EWB. Moreover, the study did not examine the definite methods that administrations can use to mediate to address TWE and stimulate EWB. Finally, the focus is on self-reported procedures, which may be subject to response biases.

Recommendations

The current study examined how TWE affected EWB and how EI acted as a moderator in this relationship. The current study demonstrates that TWE has a detrimental effect on EWB, and that fostering a mutually beneficial work environment is crucial for employee satisfaction, productivity, and health. EI is still a useful ability for people in the organization and in their personal life, even when it might not have a big moderating role. The study's convenient sampling design and emphasis on self-reported measurements, however, restrict the phenomenon's generalizability, and more research is

required to look at efficient tactics for combating TWE and advancing EWB. In order to improve performance and job satisfaction in various professions like education, military organizations, commerce, travel, and tourism, developing EL abilities are essential.

CONCLUSION

In this study, the moderating effect of EI on a TWE's impact on EWB was investigated. The study discovered that TWE has a statistically significant adverse impact on EWB, and although EI may not moderate the effect significantly, it is still a crucial ability that can help workers in a variety of contexts, including the workplace. The study recommended that organizations recognize and address toxic work practices, attitude knowledge of work quality and worth, and attitude a mindset that building a mutually congenial work environment is vital for employee satisfaction, productivity, and health. The study had some drawbacks, including the use of a single methodology and a self-reported approach, as well as the fact that it was restricted to Kathmandu.

Acknowledgement

The researchers acknowledge their sincere thanks to the Yeti Health Sciences Academy IRC and the survey respondents for their time, encouragement, and willingness to participate in the survey.

Funding

No funding was provided for this study.

Conflict of Interest

The authors have no conflict of interest.

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