



Workplace Toxicity and Individual Work Performance: Building Employee-Centric Workspaces through Strengthening Psychological Capital

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Abstract

Workplace Toxicity has emerged as a significant concern in today's organizations. With the increase in complex and demanding work environment, developing an employee-centric workspace has become a huge challenge, particularly in the Indian IT Sector. Addressing this requires identifying negative workplace experiences but also requires fostering and promoting the growth of one's Psychological Capital. Thus, the study examines the relationship between Workplace Toxicity and Individual Work Performance of Employees working in IT Sector. It further examines the relationship of Psychological Capital with Individual Work Performance and its moderating role in the relationship between Workplace Toxicity and Individual Work Performance. The findings show that workplace toxicity is negatively associated with individual work performance, whereas Psychological Capital is positively associated with employee performance. The moderating role of Psychological Capital was found out to be limited, although the variable positively predicted Individual Work Performance. The study provides practical implications for developing supportive, resilient, and employee-centric workspaces that inculcate Sustainable Growth and Wellbeing.

Keywords: workplace toxicity, individual work performance, psychological capital,

employee-centric, well-being.

I. Introduction

Workplace Toxicity

Workplace toxicity has become a central point of attention in many conversations these days. It basically signifies the stressful and toxic work environment that employees stay in. While workplace stress is a mixture of daily hassles, working hours, immense workload and poor work-life balance, workplace toxicity happens from poor grievance redressals, poor interpersonal relationships and partiality experienced in the organization. Interpersonal relationships here do not only refer to communication patterns and bond between colleagues or employees, but also communication patterns and bond with the supervisor or manager. It should thus be understood that workplace stress and workplace toxicity are similar, yet different. Like Chuan (2014) described that Workplace Toxicity happens when “Individuals in power are greedy and narcissistic and/or use unfair means to bully, harass, threat, and humiliate others. The toxic workplace can cause anxiety, stress, depression, health problems, absenteeism, job burnout, counterproductive work behaviour, and ultimately degrade productivity.” The definition can be reiterated as a stressful workplace may or may not be toxic, but a toxic workplace will always be stressful. Chuan’s (2014) description also highlights that employees who are greedy and narcissistic by nature tend to use unfair practices to win over others and stay at the top in the organization. Such practices like bullying, harassment, threat and humiliation leads one to understand the four dimensions constituting ‘Workplace Toxicity’, namely, Workplace Ostracism, Workplace Bullying, Workplace Incivility and Workplace Harassment. Starting with ‘**Workplace Ostracism**’, it is defined as “The extent to which an individual perceives that he or she is ignored or excluded by others at work” (Ferris et al., 2008). There is a very meagre level of social discrimination happening at this stage, where an employee or a group of employees may not engage in organizational activities due to presence of some other employees towards whom they may have developed a negative attitude. Moreover, the concept of ‘in-group’ and ‘out-group’ which are learnt in sociology and social psychology also come into play, wherein people who feel that they are a part of a group, tend to develop their social identity based on the group identity and look at outsiders as ‘out-groups’. The term ‘**Workplace Bullying**’ refers to “An enduring and recurring activity to affect employees’ performance and health” (Leymann, 1996). Generating from negative attitude towards out-groups, employees here tend to isolate and humiliate other employees. Now, they

have moved from avoiding certain other employees to isolating, humiliating or even passing unnecessary remarks. ‘**Workplace Incivility**’ refers to “A sub-type of workplace mistreatment that is characterised by low-intensity social interactions that violate workplace norms of respect and yet are ambiguous as to whether they are meant to harm the incivility” (Anderson & Pearson, 1999). Examples of this would include speaking dismissively, failing to show basic courtesy or even interrupting someone constantly while they are speaking to someone. Lastly, ‘**Workplace Harassment**’ is defined as “A behaviour which creates physical, emotional and psychological threats for victims” (Gale et al., 2019; Nielsen et al., 2017). Harassment in workplaces range from a wide range of activities starting from commenting on someone on the basis of their race, sex, caste, creed, religion to tormenting them emotionally, physically, verbally and sexually like creating unwanted physical contact, subtle mental abuse, name-calling, derogatory jokes and mis-conduct of explicit sexual advances, which include ‘Quid Pro Quo’ i.e. trading job benefits in exchange of forced sexual favours and explicit verbal or physical conduct of a sexual nature.

In context of the present study, Workplace Toxicity has been operationalized through Workplace Ostracism and Workplace Incivility. The two variables have been discussed in detail in the next section.

Workplace Mistreatment

From the above paragraph which has explained the concept of Workplace Toxicity broadly, it is noticeable to see the term ‘Workplace Mistreatment’. Cortina & Magley (2003) define ‘Workplace Mistreatment’ as “Any interpersonal situation in which an employee initiates counter-intuitive negative actions or resists normative positive actions towards another employee.” Within the domain of Workplace Mistreatment, the two dimensions of Workplace Toxicity, namely, Workplace Ostracism and Workplace Incivility fall (Howard et al., 2020). This has been presented pictorially.

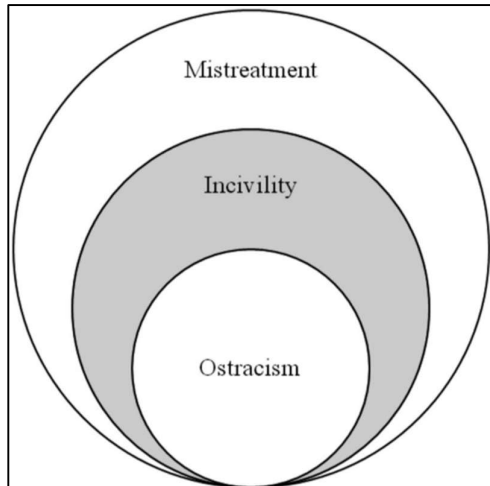


Figure 1. Venn diagram of workplace mistreatment (Howard et al., 2020)

The figure clearly represents Workplace Ostracism and Incivility as being subsumed under Workplace Mistreatment. It tells the reader that characteristics of Workplace Ostracism are seen in Incivility, and that of Incivility are seen in Mistreatment, thus, Ostracism and Incivility, both are subsumed under Workplace Mistreatment.

Workplace Ostracism

Workplace ostracism is the “Extent to which individuals perceive that they are ignored or excluded by other employees in the workplace. It decreases the opportunity for social interaction, which is essential in enabling people to fulfil their psychological needs” (Ferris et al., 2008; Gould-Williams, 2007). Thus, indeed it means that the behaviour is deeply connected with one’s psychological wellbeing and affects it in a negative way to a greater extent. When addressing psychological pain, it should be understood that it can be as intense as physical pain. DeWall & Baumeister (2006) have reiterated the same in their research and have highlighted that Workplace Ostracism can have severe effects on psychological consequences on one’s ability to work and it activates neural pathways which are activated at the time of intense physical pain. While, Workplace Ostracism has several antecedent factors like personality factors, leadership factors, environmental factors; the consequences of facing Ostracism in the workplace is quite high. It creates intense deviance, silence, and burnout leading to behaviours like high turnover intentions, low organizational commitment and poor work performance (Howard et al., 2020).

Workplace Incivility

Workplace negativity has become an important area of research these days due to its impact on employees, employers and overall impact on the organization. Blau & Andersson

(2005) have highlighted that “Workplace Incivility is characterized by discourteous, disrespectful, and rude behaviour that undermines interpersonal relationships and organizational functioning.” Ferris et al. (2015) claims that it is one of the major dimensions of Workplace Toxicity. Unlike, Workplace Ostracism, there’s a slight deeper research in this area and Schilpzand et.al. (2016) states that there are three types of Workplace Incivility behaviours. One, **experienced incivility**, wherein situations lead employees to directly encounter low-intensity disrespectful and discourteous behaviours. Two, **witnessed incivility**, where there is no direct experience but there’s visual exposure to ongoing incivility happening at the workplace, leading one to feel threatened and discouraged to speak to or even take help from the employee who is inflicting the behaviour, in the fear that same may happen to them. Three, **instigated incivility**, wherein one may feel that he or she is being pressured to spread gossip, intentionally ignore colleagues, sending sarcastic emails and display passive-aggressive behaviours. Research has found that instigated incivility is majorly displayed by individuals who possess anger, autocratic management style and want to have high levels of power (Cortina et al., 2001; Meier & Semmer, 2013; Trudel & Reio, 2011). While, Workplace Incivility also has several antecedents including personality factors, behavioural factors, environmental factors; the consequences remain the same or a little higher than that of Workplace Ostracism. Consequences of being inflicted upon by such behaviour lead to experiencing high levels of emotional labour, depression, lower positive affect, cognitive dysfunctions, lower job satisfaction leading to high rates of employee attrition, career salience, poor work performance. The consequences of both the aspects of mistreatment and toxicity are more or less the same, with incivility repercussions being on a little higher side. This brings the research to understanding the next variable, that is, ‘Individual Work Performance’, as low performance behaviour is a common outcome of the behaviours.

Individual Work Performance

The variable ‘Individual Work Performance’ is usually regarded as an outcome variable in most researches. It is the direct response to changes taking place in the workplace. Campbell (1990) has defined Individual Work Performance as “Behaviours or actions that are relevant to the goals of the organization.” The definition constitutes three aspects:

- Work performance is defined in terms of behavioural response.
- It must only include behaviour which is relevant to organizational goals.
- It is multidimensional.

It should be understood that it is slightly different from work productivity. It is measured in terms of input and output. For instance, the amount of work that one is putting into should reflect as a direct outcome of his or her efforts. It is regarded as a narrower concept of Individual Work Performance. Like, Workplace Incivility, Individual Work Performance is also divided into several types, namely, Task Performance, Contextual Performance and Counterproductive Work Behaviour. Task performance is understood as actions taken in a way which is in congruence with organizational goals. It involves behaviours like reporting on time, meeting deadlines, carrying out tasks efficiently, participating in meetings and putting forth their point of views. Contextual performance is understood as non-technical behaviours that support social and psychological environment of an organization. It involves behaviours like helping out a colleague, maintaining good interpersonal relationships, participating in departmental events, fostering encouragement, discipline and growth in the department. It basically aims at creating a behaviour which lets work take place peacefully and efficiently. Counterproductive Work Behaviour reflects behaviours which deliberately are aimed at going against the goals and interests of an organization. For example, behaviours like one prolonging break time, not completing tasks on time, misusing organizational resources, spreading gossips etc. If we look at this definition, 'spreading gossips' is something that has also been found as a part of 'instigated incivility' where one could be asking others to spread gossips about other employees just to feel at a power position. This corresponds to the fact that Individual Work Performance is a direct impact of Workplace Incivility.

Looking at the antecedents of Individual Work Performance, there are many. For instance, it is highly linked to employee engagement, transformational leadership, organizational justice, job satisfaction and employee involvement (Rich et al, 2010; Podsakoff et al., 2000; Nasurdin & Khuan, 2007; Yvonne et al., 2014; Grant, 2008). However, less research has been conducted on the consequences of Individual Work Performance. However, it can definitely be said that it relates very closely with Organizational goal attainment and functioning. There are several factors that contribute to one's work performance but looking at it from a psychological lens, it is seen as one's ability to utilize psychological resources determine how effectively one performs at work. This brings the researcher to understand the next variable in the study, i.e. Psychological Capital.

Psychological Capital

Popularly known as 'PsyCap', the term 'Psychological Capital' stems directly from Positive Psychology, which is a major discipline of Psychology. Positive Psychology deals with making many aspects of life worth living by focusing on human strengths, flourishing and

optimal functioning. Psychological Capital is also one of the major areas of research under Positive Psychology and is defined as “An individual’s psychological capacity that can be measured, developed, and managed for performance improvement. It is formed by the psychological resources that best match the inclusion criteria defined in positive organizational behavior: self-efficacy, hope, optimism, and resiliency” (Luthans, Avolio, Avey, & Norman, 2007; Luthans & Youssef, 2004; Luthans, Youssef, & Avolio, 2007). Luthans et.al. (2007) developed the HERO model which represents four positive subjective experiences at work: “hope (redirecting paths to work goals), resilience (ability to bounce back at work), self-efficacy (confidence in one’s ability to succeed at work), and optimism (positive attributions about the future of work).”

As per the antecedents of Psychological Capital, they are Organizational Climate, Organizational Justice, Authentic Leadership, Occupational Stressors. These are the factors that give rise to psychological capital and employees’ ability to utilize the resources. The consequences of Psychological Capital are job satisfaction, job attitude, organizational citizenship behaviour. These are mainly antecedents of individual work performance. Job satisfaction which is defined as a positive emotional reaction to the work description and work environment comes out as a consequence of Psychological Capital. Job attitude takes place as individual’s degree of being favourable to behaviours while working also comes out as an outcome of psychological capital. Organizational citizenship behaviour is a direct impact of organizational climate and organizational commitment, which basically means to adhere to rules, help everyone out in the organization, be a participative member in activities etc. also comes out as an outcome of Psychological Capital. This also leads to enhanced work performance, basically strengthening task and contextual performance among employees.

II. Relationship between the variables

Psychological Capital and Individual Work Performance

From the explanation of the variables, it shall be well understood that Psychological Capital has a positive impact on one’s work performance. Most of the time, the strength to keep going at a workplace comes from being able to utilize one’s own cognitive resources. Everyone has the cognitive resources i.e. Hope, Optimism, Resilience and Self-efficacy but they are present in varying amounts and intensity. Some may have higher ability to use up the resources and some may not. Irrespective of individual differences, it is mandatory to foster growth of Psychological Capital at all times. When people keep up with their positive resources, it makes their cognitive abilities work well, which enhances focus, memory, learning abilities, problem-

solving skills, decision making abilities, ultimately improving work performance efficiently and effectively. This is consistent with existing review. Research by Bouckenooghe et al. (2015) and Bashir and Ramay (2010) reported a positive correlation between Psychological Capital and Job performance. This indicates that employees possessing stronger psychological resources are more likely to demonstrate effective work-related behaviour and performance. Kappagoda et al. (2014) reported a positive relationship between Psychological Capital and work attitudes. In addition it has also been found that employees with higher psychological wellbeing willingly engage more in constructive behaviour which support the psycho-social environment.

Workplace Toxicity and Individual Work Performance

The relationship is very self-explanatory. It clearly suggests that workplace toxicity has a negative impact on one's work performance; often leading more towards counterproductive work behaviour. Mandal and Haldar (2025), while examining toxic leadership in Indian organizations, investigated job stress as a mediating mechanism and resilience as a moderating resource. Their findings indicated that toxic leadership was strongly associated with employee health impairment and deterioration in physical and psychological well-being. George (2023) examined the broader organizational implications of toxic work environments and highlighted their adverse influence on employee trust, motivation, collaboration and productivity. The relationship also suggests that cognitive skills tend to deteriorate over time with exposure to toxic workplace conditions.

Combined effect of Workplace Toxicity and Psychological Capital on Individual Work Performance

In the above sections, the impact of Workplace Toxicity and Psychological Capital on Individual Work Performance have been discussed separately. This section explains how both variables affect IWP. While, workplace toxicity represents adverse interpersonal experiences, psychological capital explains the positive cognitive resources possessed by employees. The combined effect of workplace toxicity and psychological capital will be explored in this present study since it provides deeper understanding into employee functioning and behaviour in the organisational environment. While, workplace toxicity and inability to use psychological resources may lead to counterproductive work behaviour, the opposite of the same may lead to growth of task and contextual performance of employees. This relation brings the researcher to identify the moderator role of Psychological Capital, which has been identified in the next section.

Moderating Role of Psychological Capital in the Relationship between Workplace Toxicity and Individual Work Performance

Research has found that psychological capital is majorly found to play the moderating role. A study by Sarkar et al. (2023) has found that PsyCap is a moderator in the relationship between ostracism and deviant behaviour in the workplace. Banerjee & Malik (2025) explored the effect of Workplace Incivility on Individual Work Performance and Creativity. Their results highlighted that self-efficacy is required to improve employee outcomes. Mahipalan and Garg (2023) examined Workplace Toxicity, Psychological Capital and Employee Outcomes. The findings showed that employees who possess higher levels of Psychological Capital demonstrate stronger resilience, emotional stability and adaptive coping strategies. Taken together, these studies suggest that as employees are encountered with toxic and negative working conditions, how they choose to respond is based on their psychological capital. Rather than considering workplace toxicity and psychological capital as predictors of individual work performance, it is important to explore if psychological capital moderates the relationship between workplace toxicity and individual work performance.

III. Method

Research Design

The present study has adopted a correlational research design because it will enable examining the relationship between workplace toxicity, psychological capital and individual work performance. The explanatory correlation research design will help investigate the regression analysis and moderating role of psychological capital.

Objectives and Hypotheses of the Study

The objectives have been developed based on the literature gathered till now. The objectives and hypotheses of the study guide the research in a directional manner.

O1: To examine the relationship between Workplace Toxicity and Individual Work Performance.

H1: There will be a negative relationship between Workplace Toxicity and Individual Work Performance.

O2: To examine the relationship between Psychological Capital and Individual Work Performance.

H2: There will be a positive relationship between Psychological Capital and Individual Work Performance.

O3: To examine Psychological Capital as a moderator between Workplace Toxicity and Individual Work Performance.

H3: Psychological Capital will moderate the relationship between Workplace Toxicity and Individual Work Performance.

Sample

The study has taken a sample of (n=231) IT Sector employees. The participants were employed primarily in Delhi (NCR), especially in the regions of NOIDA and Gurugram. The data were collected using the purposive sampling technique supported by snowball sampling technique due to limited direct access to IT companies.

Measures

The study has used standardized pre-validated instruments to measure Workplace Toxicity, Psychological Capital and Individual Work Performance. Workplace Toxicity was operationalised as Workplace Ostracism and Workplace Incivility. A 10-item measure of Workplace Ostracism developed by Ferris et al. (2008) and a 7-item measure of Workplace Incivility developed by Cortina et al. (2001) were used to measure Workplace Toxicity. Psychological Capital was measured using 24-item Psychological Capital Questionnaire developed by Luthans et al. (2007). The instrument measured Hope, Optimism, Resilience and Self-efficacy. Individual Work Performance was measured using the Individual Work Performance Questionnaire of 18 items developed by Koopmans (2015). The responses were measured on a 7-point Likert Scale to meet consistency and uniformity across the questionnaires, although the scales individually varied on scale points. The instruments reported satisfactory internal consistency with Cronbach's alpha coefficients at 0.790 for Workplace Toxicity, 0.877 for Psychological Capital and 0.790 for Individual Work Performance. The values were obtained after administering the 7-point measures to the prescribed sample.

Data collection procedure

The data were collected from employees working in IT Sector companies across Delhi (NCR). The participants were informed about the purpose of the study, and their participation was kept pure voluntary. The participants were also informed that the responses would be kept anonymous and confidential, and will only be used for research purpose. After collecting the responses, the data were taken for performing suitable statistics.

IV. Data Analysis

The data were analysed on SPSS. Correlation analysis was applied for obtaining results for the first two objectives followed by moderation analysis for obtaining results for the third objective.

Relationship between Workplace Toxicity and Individual Work Performance.

Table 1. *Correlation between Workplace Toxicity and Individual Work Performance*

Variables	Workplace Toxicity (WT)	Individual Work Performance (IWP)
Workplace Toxicity (WT)	1	-.548**
Individual Work Performance (IWP)		1

****** $p < 0.01$

Pearson correlation was conducted to examine the relationship between the two variables; Workplace Toxicity and Individual Work Performance. As per the result table, it is evident that there exists a statistical significant relationship between Workplace Toxicity and Individual Work Performance ($r = -.548$). This suggests that high level of Workplace Toxicity is associated with low levels of Individual Work Performance. Thus, the hypothesis that ‘there will be a negative relationship between Workplace Toxicity and Individual Work Performance’ stands supported.

Relationship between Psychological Capital and Individual Work Performance.

Table 2. *Correlation between Psychological Capital and Individual Work Performance*

Variables	Psychological Capital (PsyCap)	Individual Work Performance(IWP)
Psychological Capital (PsyCap)	1	.748**
Individual Work Performance(IWP)		1

****** $p < 0.01$

Pearson correlation was conducted to examine the relationship between the two variables; Psychological Capital and Individual Work Performance. As per the result table, it

is evident that there exists a statistical significant relationship between Psychological Capital and Individual Work Performance ($r = .748$). This suggests that high level of Psychological Capital is associated with high levels of Individual Work Performance. Thus, the hypothesis that ‘there will be a positive relationship between Psychological Capital and Individual Work Performance’ stands supported.

Psychological Capital as a moderator between Workplace Toxicity and Individual Work Performance

Table 3. *Moderation analysis*

Predictor / Model	B	SE	t	p	R ²	ΔR^2
Workplace Toxicity (WT)	.034			.750		
Psychological Capital (PsyCap)	.543			< .001		
WT $\times$ PsyCap	-.004	.003	-1.20	.231	.562	.003

Moderation analysis was conducted to examine Psychological Capital as a moderator between Workplace Toxicity and Individual Work Performance. The model explained 56% variance in IWP ($R^2 = .562$). The interaction between WT and PsyCap was not statistically significant ($B = -.004$, $SE = .003$, $t = -1.20$, $p = .231$). Thus, it can be said that Psychological Capital did not significantly moderate the relationship between Workplace Toxicity and Individual Work Performance and hence, H3 stands rejected.

V. Research findings and Discussion

The findings of the study provide insights into the relationships among Workplace Toxicity, Psychological Capital and Individual Work Performance of employees working in the IT sector. This section provides findings in accordance with the objectives and hypotheses of the research.

Workplace Toxicity and Individual Work Performance

O1. To examine the relationship between Workplace Toxicity and Individual Work Performance

H1. There will be a negative relationship between Workplace Toxicity and Individual Work Performance.

The first objective of the study was to examine the relationship between Workplace Toxicity and Individual Work Performance. To achieve this objective, Pearson correlation was

employed. The result suggested that there is a significant negative correlation between Workplace Toxicity and Individual Work Performance ($r = -.548$), thereby supporting the first hypothesis. This suggests that as workplace toxicity levels go up, the intensity to perform well at work decreases. This finding is supported by existing research stating that toxic leadership was strongly associated with employee health impairment, deterioration in physical and psychological well-being, affecting employee trust, motivation, collaboration and productivity. (Mandal and Haldar, 2025; George, 2023). Saleem et al. (2022) further reported that workplace incivility adversely affects employee performance by partly affecting the trust in them. Similarly, workplace ostracism has been found to be associated with reduced job performance (Li et al., 2021).

Psychological Capital and Individual Work Performance

O2. To examine the relationship between Psychological Capital and Individual Work Performance.

H2. There will be a positive relationship between Psychological Capital and Individual Work Performance.

The second objective of the study was to examine the relationship between Psychological Capital and Individual Work Performance. To achieve this objective, Pearson correlation was employed. The result suggested that there is a significant positive correlation between Psychological Capital and Individual Work Performance ($r = .748$), thereby supporting the second hypothesis. This suggests that as psychological capital levels go up, the intensity to perform well at work also increases. This finding is supported by existing research stating that there is a positive correlation between the two Bashir and Ramay (2010). Kappagoda et al. (2014) reported a positive relationship between Psychological Capital and work attitudes. Similarly, Avey et al. (2011) reported significant positive relationships between Psychological Capital and different measures of employee performance. This also leads to high work engagement levels (Alessandri et al., 2018).

Moderating Role of Psychological Capital

O3. To examine Psychological Capital as a moderator between Workplace Toxicity and Individual Work Performance.

H3. Psychological Capital will moderate the relationship between Workplace Toxicity and Individual Work Performance.

The third objective was to examine if Psychological Capital moderated the relationship between Workplace Toxicity and Individual Work Performance. For this purpose, moderation analysis was performed by including the interaction between Workplace Toxicity and

Psychological Capital in the regression model. The model explained 56% variance in IWP ($R^2 = .562$). Psychological Capital has a statistically significant positive effect on Individual Work Performance ($B = .543$), while the conditional effect of Workplace Toxicity was not statistically significant ($B = .034$). The interaction between WT and PsyCap was not statistically significant ($B = -.004$, $SE = .003$, $t = -1.20$, $p = .231$). The interaction term accounted for only 0.3% of the variance in Individual Work Performance ($\Delta R^2 = .003$). Thus, from the results it is clear that H3 stands rejected. The current finding distinguishes itself from previous research conducted by Sarkar et al. (2023) who have found that PsyCap is a moderator in the relationship between ostracism and deviant behaviour in the workplace. Previously, Banerjee & Malik (2025) found that self-efficacy is required to improve employee outcomes when exploring how psychological capital mediated the relationship between workplace incivility, individual work performance and creativity. Moreover, previous studies have found the mediating role of Psychological Capital, over its moderating role. However, a study by Setar et al. (2015) revealed that Psychological Capital did not significantly moderate the relationships between workplace incivility and job involvement.

VI. Practical Implications

The findings of the study suggest several practical implications for organizations, especially the IT Sector. The negative relationship between workplace toxicity and individual work performance highlights the need of organizations to identify the existing practices and to address toxic interpersonal relationships. On the other hand, the positive relationship between psychological capital and individual work performance highlights the relevance of psychological resources.

1. Develop workplace friendly policies – the company can focus on establishing clear policies against workplace ostracism, incivility, bullying and harassment, like ‘zero-tolerance’ towards disrespectful behaviour and communicate behavioural expectations through handbook or regular meetings.

2. Enhance grievance redressal system – the company can introduce confidential reporting channels for toxic workplace experiences. They can also ensure timely investigation and resolution of employee complaints.

3. Promote sustainable HR Practices – Integrate mental health counselling and Employee Assistance Programs (EAPs), conduct regular employee surveys.

4. Conduct training programs – These will help employees and managers understand the behavioural, psychological and social aspects of their current workplace behaviour.

5. Foster an employee-centric work culture – By promoting team work, belongingness, open communication, collaborative problem solving, collaborative decision making, team building activities, pairing opposite natured people in group tasks, conducting focused group discussions on a particular existing problem, hosting lunches or parties at times.

6. Yoga and meditation programs – These will help employees address their spirituality which will anyway foster hope, optimism, self-efficacy and resilience; along with forgiveness, gratitude, happiness and joy from within. Once these are being fostered within the employees, it will reflect outside and will also lead to making the workplace a better place to be at without forcing and doing much.

Through the implications it should be clear that the organizations should not only focus on making employees resilient, hopeful, optimistic and self-efficient, but should also work towards reshaping the workplace practices as and when required, developing and changing the workplace mechanisms at the time of need, thereby fostering positive growth in the workplace. This meets the finding that psychological capital does predict individual work performance, but does not buffer between workplace toxicity and individual work performance. PsyCap of employees should be fostered at individual level for sure but employees should not feel the burden of handling workplace toxicity. This should be rather handled at organizational level.

VII. Conclusion

The paper concludes that while psychological capital is important for healthy functioning of employees, it does not buffer the relationship between workplace toxicity and individual work performance because toxicity in the workplace can take place because of many external situations and is not limited to an employee's behaviour. While, psychological capital helps to foster individual growth and enhances individual work performance, toxicity in the workplace does the opposite. The study is significant for today's workplaces as many companies are making the headlines of toxic work culture in the newspaper and channels. The study cannot be generalized to all organizations since it's specifically researching the IT sector. A sample of (n=231) is not very sufficient to generalize. The study is also confined to the regions of Delhi (NCR). Thus, a cross-sectional across North, South, East and West India can be carried out in near future. The standardized nature of the questionnaires creates social desirability bias, thus

an in-depth qualitative study can be conducted on this topic as it will bring about more information regarding employee perception and experiences of workplace toxicity.

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