LINKING LEADERS' TOXIC LEADERSHIP BEHAVIORS TO EMPLOYEE ATTITUDES AND BEHAVIORS

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Abstract

The aim of this research is to examine the detrimental impacts of toxic leadership behaviors displayed by managers on their subordinates. Specifically, the study investigates the effects of toxic leadership behaviors such as lack of appreciation, self-interest, selfishness, and negative spiritual state, as perceived by employees, on various organizational outcomes including affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention. A total of 419 employees working in public or private institutions completed a questionnaire to collect the data. The study first assessed the reliability and validity of the measurement scales and then tested the proposed hypotheses utilizing path analysis within the framework of structural equation modeling. The results of the study indicate that lack of appreciation, self-interest, and selfishness have significant predictive effects on different employee attitudes and behaviors, whereas negative spiritual state does not significantly affect employee attitudes and behaviors. Consequently, the study demonstrates that toxic leadership negatively affects affective commitment, job satisfaction, organizational identification, perceived job performance, and increases the intention to leave. The findings provide important insights for scholars and practitioners alike, and can be used to develop strategies to mitigate the negative effects of toxic leadership on employees and organizations.

Keywords: toxic leadership, affective commitment, job satisfaction, perceived job performance, turnover intention

1. INTRODUCTION

In today's organizations, leaders play a critical role in shaping employee attitudes and behaviors. Scientific research on leadership and leadership behavior focuses mainly on the leadership styles associated with successful leadership and the specific behaviors that contribute to leader success. Therefore, leadership studies typically concentrate on positive leadership behaviors and their effects on employees. However, in recent years, research has also aimed to understand the nature and consequences of dysfunctional and damaging leadership behaviors (Fors Brandebo, 2020; Krasikova et al., 2013; Reed, 2004; Schyns & Schilling, 2013; Woestman & Wasonga, 2015). The growing interest in the negativity of leadership is due to the fact that leaders' destructive behaviors can have negative impacts on employees' loyalty, productivity, motivation, health, and happiness (Kilic & Gunsel, 2019; Schyns & Schilling, 2013).

One of the leadership styles with destructive and negative effects is toxic leadership. The concepts of toxic leader, toxic manager, toxic culture, and toxic organization have frequently appeared in leadership, organizational behavior, and human resource management literature since the 2000s. In general, a toxic leader can be defined as "a manager who bullies, threatens, and shouts" (Reed, 2004). Toxic leadership is a pervasive problem in organizations that can have a significant negative impact on employee well-being and organizational performance (Schyns & Schilling, 2013). For instance, a study by Wolor et al. (2022) found that toxic leadership has a significant negative impact on job satisfaction and work motivation, but no significant impact on employee performance. Another study by

Indradevi (2016) found that toxic leadership behaviors result in a work environment dominated by counter-productive behaviors, emotional exhaustion, and workers' silence. Toxic leadership also leads to distrust, fear, increased psychological distress, depression, anxiety, and withdrawal (Webster et al., 2016). Leaders who exhibit toxic behaviors such as lack of appreciation, self-interest, selfishness, and a negative spiritual state can create a hostile work environment that undermines employee commitment, job satisfaction, and job performance (Gallus et al., 2013; Mehta & Maheshwari, 2013; Paltu & Brouwers, 2020).

Despite the growing interest in toxic leadership, there are still significant gaps in our understanding of its effects on employees. For example, while previous studies have demonstrated the negative impact of toxic leadership on employee well-being (Kilic, 2019; Schyns & Schilling, 2013), it is not clear how these effects vary across different employee outcomes. Furthermore, there is a need for more research that examines the mechanisms through which toxic leadership behaviors influence these outcomes. Therefore, this study focuses on toxic leadership behaviors, which have become increasingly important in leadership, organizational behavior, and human resource management studies in recent years, and how such behaviors affect employees. This study aims to address these gaps in the literature by examining the effect of toxic leadership behaviors on affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention.

The findings of this study will provide valuable insights for both practitioners and researchers interested in understanding the negative impact of toxic leadership on

employees and organizations. By shedding light on the relationship between toxic leadership behaviors and employee outcomes, this study will contribute to the existing literature on leadership, organizational behavior, and human resource management. Ultimately, it is hoped that the findings of this study will help organizations create healthier and more productive work environments by recognizing and addressing toxic leadership behaviors. In other words, this study will contribute to a better understanding of the consequences of toxic leadership and provide important insights into how organizations can prevent or mitigate its negative effects.

2. LITERATURE REVIEW AND HYPOTHESES

It is possible to say that toxic leadership harms employees and ultimately the organization. Therefore, it is thought that toxic leadership behaviors exhibited by managers negatively affect many factors in the organization. A meta-analysis study found that toxic leadership increases resistance to the leader, negatively affects factors related to the employee's job, reduces organizational effectiveness, and weakens manager-employee interactions (Schyns & Schilling, 2013).

However, research findings show that toxic leadership behaviors of managers have a negative impact on the attitudes and behaviors of employees (Bakkal et al., 2019; Hadadian & Zarei, 2016; Labrague et al., 2020; Mehta & Maheshwari, 2013). Studies have found that a leader's toxic behaviors reduce employees' job satisfaction (Eris & Arun, 2020a; Gallus et al., 2013; Labrague et al., 2020; Mehta & Maheshwari, 2013; Paltu

& Brouwers, 2020; Ungor, 2021; Wolor et al., 2022), psychological well-being (Kilic, 2019), organizational commitment (Eris & Arun, 2020b; Gallus et al., 2013; Kilic et al., 2020; Mehta & Maheshwari, 2013; Paltu & Brouwers, 2020), organizational citizenship behavior (Behery et al., 2018), and performance (Kilic, 2019; Kilic & Gunsel, 2019). On the other hand, toxic leadership has a positive impact on employees' cynical behaviors (Dobbs & Do, 2019), work stress (Hadadian & Zarei, 2016; Labrague et al., 2020) and turnover intention (Bakkal et al., 2019; Labrague et al., 2020; Paltu & Brouwers, 2020).

Mehta and Maheshwari (2013) conducted a study on 104 lower-level employees to examine the impact of different toxic leadership behaviors of managers on job satisfaction and organizational commitment. They found that toxic behaviors such as insulting language, encouraging inequality, suspicion, discrimination, and dishonesty had a negative effect on job satisfaction and organizational commitment. Similarly, Gallus et al. (2013) examined the effect of toxic leadership on 5182 military personnel and found that it negatively affected both organizational commitment and job satisfaction. Yalcinsoy and Isik (2018) investigated the impact of toxic leadership perception on organizational commitment and turnover intention in the textile industry. The study was conducted on 178 textile employees and showed that toxic leadership dimensions, such as lack of appreciation, self-interest, selfishness, and negative spiritual state, had a negative relationship with organizational commitment and a positive relationship with turnover intention. Kilic et al. (2020) conducted a study on seven banks and found that employees' perception of different toxic leadership

behaviors had a negative impact on their organizational commitment, commitment to peers, and commitment to the manager. Eris and Arun (2020b) examined the impact of four dimensions of toxic leadership behavior on three dimensions of organizational commitment among bank employees. They found that toxic leadership behaviors such as lack of appreciation, self-interest, selfishness, and negative spiritual state had a negative effect on affective commitment, continuance commitment, and normative commitment. From these studies, it can be hypothesized that;

- *H1: Toxic leadership behaviors (H1a:lack of appreciation, H1b:self-interest, H1c:selfishness, H1d:negative spiritual state) have a negative effect on affective commitment.*

Labrague et al. (2020) examined the impact of toxic behaviors of managers on different employee outcomes with a study conducted on 770 nurses in 15 different hospitals in the Philippines. Research revealed that toxic leadership behaviors perceived by employees from their managers increase absenteeism, job stress and turnover intention, and decrease job satisfaction. Similarly, Paltu and Brouwers (2020) investigated the impact of toxic leadership behaviors on different employee outcomes. Survey data from 600 employees in different manufacturing enterprises in South Africa showed that toxic leadership has a negative effect on job satisfaction and organizational commitment and a positive effect on turnover intention.

Eris and Arun (2020a) examined the effect of toxic leadership on job satisfaction among 322 employees in different public banks in Turkey. The findings of the study revealed that dimensions of toxic leadership, such as lack of appreciation, self-interest,

selfishness, and negative spiritual state, negatively affect both intrinsic and extrinsic job satisfaction, as well as overall job satisfaction of employees. According to the research carried out by Ungor (2021), toxic leadership, which occurs in the form of harassing, insincere, and bullying behaviors of the manager, reduces the job satisfaction of employees. Thus, this study proposed the following hypothesis:

- *H2: Toxic leadership behaviors (H2a:lack of appreciation, H2b:self-interest, H2c:selfishness, H2d:negative spiritual state) have a negative effect on job satisfaction.*

Limited studies have examined the relationship between negative leadership behaviors and employees' organizational identification (Erkutlu & Chafra, 2018). Prior research has found that positive leadership behaviors, such as ethical, transformational, paternalistic, and servant leadership, are positively related to organizational identification (Hesar et al., 2019; Walumbwa et al., 2011; Wang et al., 2017; Yesiltas et al., 2020; Zhang et al., 2012). These studies suggest that toxic leadership behaviors, which are known to have negative effects on employee attitudes and behaviors, may reduce employees' organizational identification. Thus, the third hypothesis to be tested in this study is that;

- *H3: Toxic leadership behaviors (H3a:lack of appreciation, H3b:self-interest, H3c:selfishness, H3d:negative spiritual state) have a negative effect on organizational identification.*

Kilic and Gunsel (2019) revealed that the negative attitudes and behaviors of toxic leaders lead to many negative outcomes in the workplace. In their study, they conducted semi-structured interviews with 20 individuals working in the finance sector and

found that toxic leadership behaviors reduced employees' organizational commitment and job performance. However, the research also revealed that managers were not aware of their own toxic behaviors.

Schyns and Schilling (2013) conducted a meta-analysis on the relationship between disruptive leadership and employee outcomes. Their research showed that managers' destructive leadership behaviors, such as malicious, despotic, narcissistic, poisonous, cruel, and toxic leadership, had negative effects on job satisfaction, job performance, attitude towards the leader, and perception of justice. Furthermore, destructive leadership behaviors were found to have an increasing effect on job stress, turnover intention, and counterproductive work behaviors. Based on these findings, this study proposes the following hypothesis:

- *H4: Toxic leadership behaviors (H4a:lack of appreciation, H4b:self-interest, H4c:selfishness, H4d:negative spiritual state) have a negative effect on job performance.*

Bakkal et al. (2019) conducted a study on 664 healthcare workers to examine the impact of toxic leadership behavior on turnover intention. The study found that toxic leadership behaviors, such as lack of appreciation, self-interest, selfishness, and negative spiritual state, did not have a direct effect on turnover intention. However, they did have an indirect effect through job satisfaction. In another study, Reyhanoglu and Akin (2022) investigated the relationship between toxic leadership, organizational justice, organizational silence, and turnover intention on a sample of nurses, doctors, medical secretaries, and health technicians. The results indicated that toxic leadership behaviors of managers increase employees' turnover intention. Additionally, the study

revealed that organizational justice and organizational silence mediate the relationship between toxic leadership and turnover intention. Based on these findings, the study proposed the following hypothesis:

- *H5: Toxic leadership behaviors (H5a:lack of appreciation, H5b:self-interest, H5c:selfishness, H5d:negative spiritual state) have a positive effect on turnover intention.*

3. METHODOLOGY

3.1. Sample and Procedure

The study employed a quantitative research method, and questionnaires with appropriate scales were prepared both in paper-and-pencil form and online. The data for this study were collected from postgraduate students who were also employed by organizations involved in manufacturing, banking, healthcare, and education. The participants were from Karabuk University in Turkey, and 600 questionnaires were distributed to them in the class, out of which 313 were returned to the researcher. An online questionnaire form was also used for students who could not participate in the face-to-face study, and 127 responses were received. All respondents completed the survey voluntarily and anonymously. In total, 440 people participated in the study, with 313 using the paper-and-pencil form and 127 using the online form. However, 21 of the received questionnaires were disregarded due to a significant amount of missing data, resulting in a sample size of 419 participants for the research.

Out of the 419 participants, 59.4% (249 employees) were male, and 40.6% (170

employees) were female. The sample consisted of 193 married individuals (46.1%) and 226 single individuals (53.9%). Among the respondents, 27.2% were PhD students, and 62.8% were MSc students. The average age of the participants was 32 years, and their average organizational tenure was 5 years.

3.2. Measures

All scales used in the study were selected because they were deemed to be valid and reliable. Cronbach's alpha was calculated separately for all scales.

The Toxic Leadership Scale, developed by Celebi et al. (2015), was used to measure how participants perceive toxic leadership behaviors exhibited by managers. The scale consists of four dimensions and has 30 items (11 for lack of appreciation, 9 for self-interest, 5 for selfishness and 5 for negative spiritual state). A scale of 1 to 5 is used to score each item (1 = strongly disagree; 5 = strongly agree). Representative items from each of the dimensions include: for lack of appreciation "My manager doesn't care much about his/her employees"; for self-interest "My manager only gives preferential treatment to people who bring him benefits"; for selfishness "My manager believes that he/she is an excellent person"; and for negative spiritual state "The mood of my manager determines the climate of the work environment". Cronbach's alpha (α) was 0.95 for lack of appreciation, 0.94 for self-interest, 0.92 for selfishness, and 0.91 for negative spiritual state. All alpha scores were higher than 0.70, which is considered appropriate for the study (Nunnally & Bernstein, 1994).

The degree of affective commitment of the participants to their organizations was determined using the scale developed by Allen and Meyer (1990), which was later revised by Meyer et al. (1993). The affective commitment scale is a sub-dimension of the organizational commitment scale, consisting of 18 items. The affective commitment scale itself comprises 6 items, each rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Representative items for the scale include "I would be very happy to spend the rest of my career with this organization," "I feel a strong sense of 'belonging' to my organization," and "I do not feel emotionally attached to this organization" (reverse coded). The calculated Cronbach's alpha (α) for this scale is 0.90, which is considered acceptable for the study.

The job satisfaction levels of the participants were assessed using the job satisfaction scale developed by Chen et al. (2009), which is based on previous studies by Arnett et al. (2002) and Judge et al. (2009). The scale comprises 5 items, each scored on a scale of 1 to 5 (1 = strongly disagree; 5 = strongly agree). Representative items for the scale include "I feel satisfied with my job," "I feel enthusiastic about my job," and "I feel happy at work." The calculated Cronbach's alpha (α) for the job satisfaction scale is 0.89, which is deemed acceptable for the study.

To assess the degree of identification of the participants with their organizations, the scale developed by Mael and Ashforth (1992) was utilized. The scale comprises 6 items, each scored on a scale of 1 to 5 (1 = strongly disagree; 5 = strongly agree). Representative items for the scale include "When someone criticizes my organization, it feels like a personal insult," "This organization's successes are my successes," and "When someone praises this

organization, it feels like a personal compliment." The calculated Cronbach's alpha (α) for the organizational identification scale is 0.93, which is considered acceptable for the study.

To determine the participants' perceived degree of performance, the job performance scale developed by Kirkman and Rosen (1999) and later revised by Sigler and Pearson (2000) was used. The scale includes 4 items, each rated on a 5-point scale (1 = strongly disagree; 5 = strongly agree). The items are as follows: "I complete my tasks on time," "I meet or exceed my goals," "I make sure that products meet or exceed quality standards," and "I respond quickly when problems come up". The calculated Cronbach's alpha (α) for the perceived job performance scale was 0.88, which is deemed acceptable for the study.

The participants' intention to leave their organizations was assessed using the turnover intention scale developed by Mobley et al. (1978). The scale comprises 3 items, each rated on a 5-point scale (1 = strongly disagree; 5 = strongly agree). The items in the scale include: "I often think about leaving my current job," "I am actively looking for jobs in other companies," and "I will probably leave my job in the near future." The calculated Cronbach's alpha (α) for the turnover intention scale was 0.89, which is appropriate for the study according to Nunnally and Bernstein (1994).

4. RESULTS

Before conducting the analyses, the suitability of the research data for parametric tests was examined by checking whether the data followed a normal distribution. To determine this, the skewness and kurtosis values of the variables were examined. The calculated values for the variables fell between -1.5 and +1.5, indicating that the variables used in the study were normally distributed. Therefore, parametric tests can be used for the analyses (Tabachnick & Fidell, 2013).

4.1. Validity Analysis

As part of the analyses, the structural validity of the scales was tested. Specifically, two separate confirmatory factor analyses were conducted: one for the toxic leadership variable and another for the outcome variables (including affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention). This means that the dependent and independent variables were subjected to factor analysis separately.

Initially, confirmatory factor analysis was conducted for the independent variable, specifically the toxic leadership scale. Following the analysis, it was determined that covariance needed to be assigned between certain statements and modifications were made to increase the goodness of fit. The results of the confirmatory factor analysis for the toxic leadership scale, including all the improvements made, are presented in Table 1.

The confirmatory factor analysis findings presented in Table 2 show that all t-values are significant as they are greater than ±2.58. Furthermore, all factor loadings were found to be higher than the threshold value of 0.50, indicating that all factor loadings are valid at the 0.01 significance level (Hair et al., 2014). Additionally, all of the goodness of fit values were deemed acceptable, including $\chi^2/sd=1.722$, GFI=0.902, AGFI=0.882,

NFI=0.942, TLI=0.972, CFI=0.975, and RMSEA=0.042. These results demonstrate the structural validity of the toxic leadership scale, which comprises of 30 statements and 4 factors.

Next, confirmatory factor analysis was conducted for the dependent variables, including affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention. During the analysis, it was found that one item in the job satisfaction scale (JOBSAT3=The day at work seems like it will never end) had a factor loading below

Table 1. Findings of Confirmatory Factor Analysis for Toxic Leadership Scale

Items	Unstandardized Factor Loadings	Standardized Factor Loadings	Standard Error	t-value (CR)
Lack of Appreciation				
1. LACKAPP1	1	**0.812**	-	-
2. LACKAPP2	0.957	**0.785**	0.043	22.288
3. LACKAPP3	0.944	**0.790**	0.043	21.982
4. LACKAPP4	0.997	**0.814**	0.051	19.618
5. LACKAPP5	0.947	**0.806**	0.049	19.372
6. LACKAPP6	1.016	**0.821**	0.051	19.856
7. LACKAPP7	0.961	**0.809**	0.049	19.460
8. LACKAPP8	0.985	**0.797**	0.052	19.037
9. LACKAPP9	0.964	**0.783**	0.052	18.564
10. LACKAPP10	0.997	**0.835**	0.049	20.404
11. LACKAPP11	0.963	**0.793**	0.051	18.883
Self-Interest				
12. SELFINT1	1	**0.809**	-	-
13. SELFINT2	1.027	**0.851**	0.050	20.726
14. SELFINT3	1.063	**0.840**	0.052	20.342
15. SELFINT4	1.062	**0.849**	0.051	20.643
16. SELFINT5	1.019	**0.811**	0.053	19.279
17. SELFINT6	0.952	**0.793**	0.051	18.695
18. SELFINT7	0.968	**0.815**	0.050	19.431
19. SELFINT8	0.960	**0.795**	0.051	18.766
20. SELFINT9	0.904	**0.785**	0.049	18.446
Selfishness				
21. SELFISH1	1	**0.817**	-	-
22. SELFISH2	1.014	**0.839**	0.050	20.242
23. SELFISH3	1.041	**0.848**	0.051	20.591
24. SELFISH4	1.011	**0.850**	0.049	20.654
25. SELFISH5	1.022	**0.835**	0.051	20.100
Negative Spiritual State				
26. NEGSPI1	1	**0.798**	-	-
27. NEGSPI2	0.957	**0.799**	0.044	21.703
28. NEGSPI3	1.058	**0.871**	0.052	20.395
29. NEGSPI4	1.050	**0.856**	0.053	19.937
30. NEGSPI5	0.992	**0.814**	0.053	18.625

Fit Indices	χ2/sd	GFI	AGFI	NFI	TLI	CFI	RMSEA
Acceptance Value	≤ 5	≥ 0.850	≥ 0.850	≥ 0.900	≥ 0.900	≥ 0.950	≤ 0.080
Model Value	1.722	0.902	0.882	0.942	0.972	0.975	0.042

*p<0.05; **p<0.01; N=419

0.50. Therefore, this statement was excluded from the analysis, and the confirmatory factor analysis was repeated following the recommended approach (Brown, 2015; Hair et al., 2014). After assigning covariance between certain items and making modifications to improve the goodness of fit, the findings for the dependent variables, including all the improvements made, are presented in Table 2.

The confirmatory factor analysis findings presented in Table 2 indicate that all t-values are significant as they are greater than ±2.58. Additionally, all factor loadings were found to be higher than the threshold value of 0.50, indicating that all factor loadings calculated for the items are valid at the 0.01 significance level (Hair et al., 2014). The goodness of fit statistics showed that all values meet the acceptance criteria, including χ2/sd=1.843, GFI=0.921, AGFI=0.900, NFI=0.944, TLI=0.969, CFI=0.974, and RMSEA=0.045. Therefore, the confirmatory factor analysis results

Table 2. Findings of Confirmatory Factor Analysis for Independent Variables

Items	Unstandardized Factor Loadings	Standardized Factor Loadings	Standard Error	t-value (CR)
Affective Commitment				
1. AFFCOM1	1	0.806**	-	-
2. AFFCOM 2	0.917	0.792**	0.050	18.312
3. AFFCOM 3	1.037	0.864**	0.050	20.655
4. AFFCOM 4	0.996	0.847**	0.050	20.075
5. AFFCOM 5	0.668	0.572**	0.055	12.187
6. AFFCOM 6	0.885	0.768**	0.050	17.550
Job Satisfaction				
1. JOBSAT1	1	0.784**	-	-
2. JOBSAT 2	1.073	0.806**	0.051	20.905
3. JOBSAT 4	1.074	0.829**	0.060	17.863
4. JOBSAT 5	1.061	0.830**	0.059	17.877
Organizational Identification				
1. ORGIDEN1	1	0.783**	-	-
2. ORGIDEN2	1.041	0.813**	0.050	20.834
3. ORGIDEN3	1.048	0.829**	0.056	18.697
4. ORGIDEN4	1.119	0.872**	0.056	19.973
5. ORGIDEN5	1.085	0.854**	0.056	19.436
6. ORGIDEN6	1.065	0.795**	0.060	17.715
Perceived Job Performance				
1. JOBPERF1	1	0.751**	-	-
2. JOBPERF2	1.052	0.804**	0.065	16.163
3. JOBPERF3	1.127	0.830**	0.068	16.673
4. JOBPERF4	1.064	0.811**	0.065	16.313
Turnover Intention				
1. TURNINT1	1	0.818**	-	-
2. TURNINT2	1.080	0.878**	0.053	20.493
3. TURNINT3	1.076	0.877**	0.053	20.466

Fit Indices	χ2/sd	GFI	AGFI	NFI	TLI	CFI	RMSEA
Acceptance Value	≤ 5	≥ 0.850	≥ 0.850	≥ 0.900	≥ 0.900	≥ 0.950	≤ 0.080
Model Value	1.843	0.921	0.900	0.944	0.969	0.974	0.045

*p<0.05; **p<0.01; N=419

confirmed the structural validity of affective commitment (6 statements), job satisfaction (4 statements), organizational identification (6 statements), perceived job performance (4 statements), and turnover intention (3 statements).

Additionally, discriminant and convergent validity analyses were conducted for the scales used in the study. Discriminant validity determines whether the scales measure distinct concepts, while convergent validity measures the degree of association between items within the same structure (Hair et al., 2014).

To assess the discriminant and convergent validity of the scales, researchers commonly use metrics such as composite reliability (CR), average variance explained (AVE), and correlations between variables. AVE quantifies the total variance explained by each latent variable in the observed variables, while CR, similar to Cronbach's alpha, evaluates the reliability of the observed variables loaded on a latent variable (Fornell & Larcker, 1981; Hair et al., 2014). Table 3 shows the AVEs, CRs, and correlations between variables calculated for the scales.

To ensure that the scales used in this study have convergent validity, it is necessary that the Average Variance Extracted (AVE) for the variables should be above 0.50 and the Composite Reliability (CR) should exceed 0.70 (Fornell & Larcker, 1981; Hair et al., 2014). The findings presented in Table 3 demonstrate that all variables meet the criteria for convergent validity as their AVE and CR values surpass the recommended thresholds. Hence, we can infer that all the scales used in this study display acceptable levels of convergent validity.

Discriminant validity is established for a measurement scale when the variance of a specific variable, measured by its average variance extracted (AVE), is higher than its correlation with other variables. The study evaluated this condition for all the scales using Table 3, which reveals that the square root values of AVE for each variable exceed its correlation with other variables. This suggests that all the scales satisfy the prerequisite for discriminant validity.

Table 3. AVEs, CRs and Correlations

Variables	AVE	CR	1	2	3	4	5	6	7	8	9
1.LACKAPP	0.647	0.953	**0.804**[a]								
2.SELFINT	0.667	0.947	0.766	**0.817**[a]							
3.SELFISH	0.702	0.922	0.725	0.739	**0.838**[a]						
4.NEGSPI	0.686	0.916	0.745	0.800	0.797	**0.828**[a]					
5.AFFCOM	0.610	0.902	-0.667	-0.586	-0.532	-0.515	**0.781**[a]				
6.JOBSAT	0.663	0.887	-0.678	-0.662	-0.577	-0.557	0.720	**0.814**[a]			
7.ORGIDEN	0.680	0.927	-0.654	-0.540	-0.480	-0.462	0.788	0.736	**0.825**[a]		
8.JOBPERF	0.639	0.876	-0.455	-0.398	-0.281	-0.320	0.492	0.480	0.608	**0.800**[a]	
9.TURNINT	0.736	0.893	0.588	0.528	0.468	0.458	-0.571	-0.565	-0.502	-0.393	**0.858**[a]

*p<0.05; **p<0.01; N=419

LACKAPP= Lack of Appreciation, SELFINT =Self-interest, SELFISH=Selfishness, NEGSPI=Negative Spiritual State, AFFCOM=Affective Commitment, JOBSAT=Job Satisfaction, ORGIDEN=Organizational Identification, JOBPERF=Perceived Job Performance, TURNINT=Turnover Intention

AVE = Average Variance Explained, CR = Composite Reliability

Note: Diagonal values (a) are square root values of the average variance explained (AVE).

Following the validity analyses, the reliability of the scales was assessed using Cronbach's alpha. A value of 0.70 or higher for Cronbach's alpha is indicative of good reliability (Kline, 2016; Nunnally & Bernstein, 1994). Table 4 presents the reliability coefficients obtained through SPSS.

Table 4 displays the reliability values (α) of all scales, indicating that they are above the recommended threshold of 0.70. This finding suggests that the scales used to gather data in the study were reliable and, therefore, likely to yield accurate data. In other words, the reliability of the measurement scales has been established (Kline, 2016; Nunnally & Bernstein, 1994).

4.2. Path Analysis

The objective of this research is to investigate the impact of toxic leadership behaviors, such as lack of appreciation, self-interest, selfishness, and negative spiritual state, on various attitudes and behaviors of employees, including affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention. To test the generated hypotheses, the path analysis was performed using structural equation modeling. The results of the analysis, including beta values and explained variances, are presented in Figure 1.

The study aims to determine how toxic leadership behaviors such as lack of appreciation, self-interest, selfishness and negative spiritual state affect different attitudes and behaviors of employees (affective commitment, job satisfaction, organizational identification, perceived job performance, turnover intention). The hypotheses generated to test these effects were analyzed by path analysis within the framework of structural equation modeling. The beta values and explained variances obtained through the analysis are given in Figure 1.

The study's first hypothesis aimed to investigate how toxic leadership behaviors, including lack of appreciation, self-interest, selfishness, and negative spiritual state, affect affective commitment. Path analysis revealed that inappreciative (H1a: β=-0.403, $p<0.01$), self-interested (H1b: β=-0.178, $p<0.01$), and selfish (H1c: β=-0.169, $p<0.01$) behaviors of managers had a negative impact on affective commitment. However, the effect of negative spiritual state on affective commitment was insignificant (H1d: β=-

*Table 4. Findings of Reliability Analysis*

Scales	Number of Items	Cronbach's alfa (α)
Toxic Leadership	**30**	**0.975**
Lack of Appreciation	11	0.953
Self-interest	9	0.949
Selfishness	5	0.921
Negative Spiritual State	5	0.918
Affective Commitment	**6**	0.900
Job Satisfaction	**4**	0.894
Organizational Identification	**6**	0.928
Perceived Job Performance	**4**	0.876
Turnover Intention	**3**	0.892

0.018, p>0.05). These findings suggest that hypotheses H1a, H1b, and H1c were supported, while hypothesis H1d was not.

The study's second hypothesis aimed to determine how toxic leadership behaviors affect job satisfaction. The results showed that inappreciative (H2a: β=-0.265, p<0.01) and self-interested (H2b: β=-0.344, p<0.01) behaviors had a negative impact on job satisfaction. However, the effect of selfishness (H2c: β=-0.099, p>0.05) and negative mental state (H2d: β=-0.070, p>0.05) was not significant. Therefore, hypotheses H2a and H2b were accepted, while hypotheses H2c and H2d were not

accepted.

The study's third hypothesis aimed to determine how toxic leadership behaviors affect organizational identification. The results showed that lack of appreciation (H3a: β=-0.450, p<0.01), self-interest (H3b: β=-0.171, p<0.05), and selfishness (H3c: β=-0.140, p<0.05) had a significant negative impact on organizational identification. However, negative spiritual state did not significantly affect organizational identification (H3d: β=-0.044, p>0.05). Therefore, hypotheses H3a, H3b, and H3c were accepted, while hypothesis H3d was not.
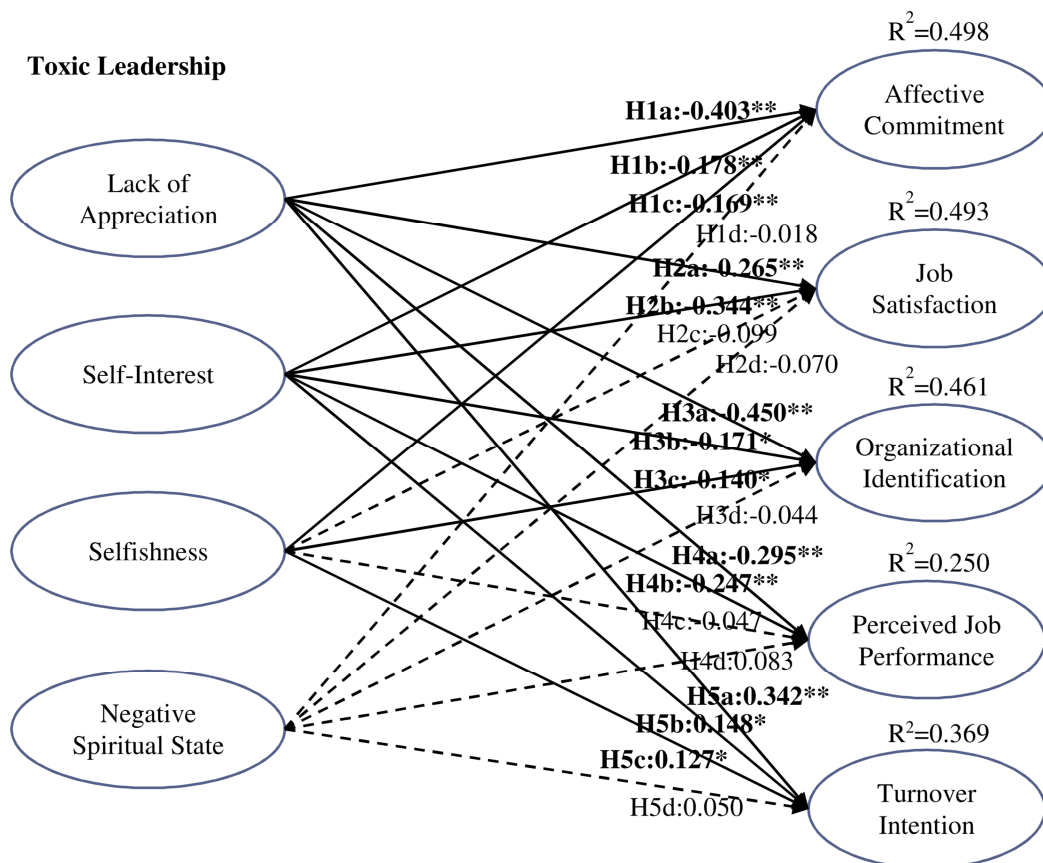
Fit Indices	χ^2/sd	GFI	AGFI	NFI	TLI	CFI	RMSEA
	1.870	0.855	0.815	0.901	0.936	0.952	0.046

Figure 1. Findings of Path Analysis

The fourth hypothesis aimed to determine how toxic leadership behaviors affect perceived job performance. The results showed that inappreciative (H4a: β=-0.295, p<0.01) and self-interested (H4b: β=-0.247, p<0.01) behaviors had a negative impact on perceived job performance. However, the effect of selfishness (H4c: β=-0.047, p>0.05) and negative spiritual state (H4d: β=-0.083, p>0.05) was not significant. Therefore, hypotheses H4a and H4b were accepted, while hypotheses H4c and H4d were not accepted.

The fifth hypothesis aimed to determine how toxic leadership behaviors affect turnover intention. The results showed that lack of appreciation (H5a: β=0.342, p<0.01), self-interest (H5b: β=0.148, p<0.05), and selfishness (H5c: β=0.127, p<0.05) had a positive impact on turnover intention. However, the effect of negative spiritual state on turnover intention was not significant (H5d: β=0.050, p>0.05). Therefore, hypotheses H5a, H5b, and H5c were accepted, while hypothesis H5d was not.

Additionally, based on the path analysis findings, the variance explained for affective commitment is 49.8% (R^2=0.498). For job satisfaction, the variance explained is 49.3% (R^2=0.493), for organizational identification it is 46.1% (R^2=0.461), for perceived job performance it is 25% (R^2=0.250), and for turnover intention it is 36.9% (R^2=0.369).

5. DISCUSSION

Although it is commonly acknowledged that negative aspects of leadership, or negative leader behaviors, can have negative consequences for individuals, groups, teams, and ultimately organizations, there is limited research on this issue (Einarsen et al., 2007; Krasikova et al., 2013; Schyns & Schilling, 2013). While toxic leadership has been the subject of much research in the literature, few studies have empirically tested its impact on employee outcomes (Bakkal et al., 2019; Behery et al., 2018; Dobbs & Do, 2019; Gallus et al., 2013; Hadadian & Zarei, 2016; Labrague et al., 2020; Mehta & Maheshwari, 2013; Paltu & Brouwers, 2020; Ungor, 2021).

In this context, this research focuses on the negative effects of toxic leadership exhibited by managers. The purpose of the study is to determine the effects of toxic leadership behaviors perceived by employees on affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention. Considering that leadership research mostly focuses on the positive effects of leadership, this study is believed to be important in terms of identifying the harmful effects of toxic leadership. Thus, this study contributes to a field that has not been researched much in the literature.

Firstly, the findings show that different toxic leadership behaviors performed by the manager affect the affective commitment of employees. The results of the analysis revealed that employees react to the manager's inappreciative, self-interested, and selfish behaviors by decreasing their affective commitment. In other words, an employee who believes that the manager is constantly inadequate by not listening to them, prioritizing their personal interests, and putting themselves above others, has difficulty in emotionally integrating themselves with the main goals of the organization. This finding is consistent with similar studies (Eris & Arun, 2020b; Kilic et al., 2020; Kilic & Gunsel, 2019; Paltu & Brouwers, 2020). On the other hand, the

effect of the negative spiritual state dimension of toxic leadership on affective commitment was found to be insignificant. In other words, employees state that the manager's negative mood has no effect on their affective commitment to their organizations. Similarly, there are some studies in the literature that found that a negative spiritual state has no effect on organizational commitment (Yalcinsoy & Isik, 2018). Therefore, although negative behaviors exhibited by the manager have the effect of reducing the emotional attachment of employees to their organizations, this effect is not valid for all toxic behaviors of the manager.

Secondly, it was determined that the manager's toxic leadership behaviors negatively affect the job satisfaction levels of the employees. As a result of the analysis, it was found that the manager's inappreciative and self-interested behaviors reduce the job satisfaction of the employees. In other words, the manager's behaviors and attitudes that constantly belittle employees and prioritize their own interests reduce the level of satisfaction that employees have towards their job and organization. This finding is consistent with similar studies that have examined the relationship between toxic leadership and job satisfaction (Gallus et al., 2013; Ungor, 2021). On the other hand, it was determined that selfish behavior and the negative spiritual state of the manager did not have a significant effect on the job satisfaction of employees. In other words, it can be said that the manager's self-interest and negative mood are not related to the job satisfaction of employees. Similar findings were obtained in the study conducted by Eris and Arun (2020a). It was found that selfish behavior of the leader had a significant effect on the intrinsic job satisfaction of

employees, while the negative spiritual state had an insignificant effect. However, the effect of both selfish behavior and negative spiritual state on extrinsic job satisfaction was found to be insignificant (Eris & Arun, 2020a).

Thirdly, it was determined that different toxic leadership behaviors of the manager affect the organizational identification of employees. The analysis revealed that the level of identification of employees with their organizations decreased as a result of the manager's inappreciative, self-interested, and selfish behaviors. This finding means that if an employee feels undervalued by the manager, believes that the manager prioritizes their personal interests, and thinks that the manager prioritizes their own benefit, the employee will feel less belonging to the organization and will identify less as a member of it. However, this finding is consistent with a previous study that showed that despotic leadership will negatively affect the organizational identification of employees (Erkutlu & Chafra, 2018). Moreover, the study found that the negative spiritual state dimension of toxic leadership has no significant effect on organizational identification. In other words, there is no direct relationship between the negative spiritual state of a manager and the level of organizational identification of employees. Therefore, it can be said that toxic leadership is a factor that reduces an employee's feeling of belonging and integration with the organization, but it is not possible to say that all toxic leadership dimensions have a reducing effect on organizational identification.

Fourthly, it was found that toxic leadership behaviors exhibited by the manager have an effect on the job performance perceived by the employees.

According to the path analysis findings, it is seen that the level of job performance perceived by the employees decreases as a result of the manager's display of inappreciative and self-interested behaviors. In other words, if the employee thinks that he/she is not valued by his/her manager and believes that the manager gives more importance to his/her personal interests, the employee's job performance level decreases. There are previous studies with similar findings (Kilic, 2019; Kilic & Gunsel, 2019; Schyns & Schilling, 2013). On the other hand, it was found that the manager's selfish behavior and negative spiritual state have no significant effect on the perceived job performance of employees. Therefore, not all toxic leadership behaviors have a direct effect on perceived job performance.

Fifthly, it was determined that toxic leadership behaviors affect the turnover intention of employees. The results of the analysis revealed that the behaviors of lack of appreciation, self-interest, and selfishness exhibited by the manager increase the turnover intention of employees. In other words, if an employee feels undervalued by their manager and believes that the manager only thinks about their own interests and benefits, their intention to leave the organization increases. Previous studies examining the relationship between toxic leadership and turnover intention have also revealed similar findings (Bakkal et al., 2019; Labrague et al., 2020; Paltu & Brouwers, 2020; Reyhanoglu & Akin, 2022). However, research findings show that the negative spiritual state dimension of toxic leadership does not significantly affect turnover intention. This means that toxic leadership could be an important determinant of turnover intention, but not all toxic leadership behaviors of the manager have an effect on the turnover intention of employees.

It is believed that the findings of this study have important contributions to both literature and practice. Studies state that the behaviors and performance of leaders should be continuously monitored and evaluated in order to provide a healthy working environment within the framework of their interactions with their employees (Mehta & Maheshwari, 2013; Paltu & Brouwers, 2020). In this context, a great deal of research has been conducted on leadership, and it is seen that these studies generally focus on what positive leadership behaviors are and how these behaviors affect employees. Although researchers and organizations pay much attention to leadership, they have less experience with the effects of toxic leadership. It is anticipated that this research and similar studies focusing on toxic leadership will encourage organizations to focus more on toxic leadership behaviors within their organizations and help them put in place control mechanisms to ensure early detection of toxic leaders. In other words, this research will contribute to managers taking steps to intervene in toxic leaders identified within the organization.

Research on leadership suggests that employees tend to blame the organization as a whole for having a culture that allows toxic leadership. Employees respond to a culture that allows toxic leadership with negative attitudes and behaviors (Labrague et al., 2020; Schyns & Schilling, 2013). This research shows that such a negative reaction is true to some extent. The research findings provide empirical evidence that toxic leadership has negative effects on work outcomes. Therefore, this research is considered to advance organizational

leadership theory by demonstrating the negative effects of different toxic leadership behaviors exhibited by managers on employees. The results of the study show how negative leadership behaviors of managers can be directed to improve the attitudes and behaviors of employees, and in this respect, it makes important contributions to practitioners and researchers.

An important contribution of the research is that it provides employees with an explanation of toxic leadership as a leadership style and how it can affect their attitudes and behaviors. The research findings clearly show how this leadership style can affect employees in the workplace and provide employees with an understanding that can help them make important decisions about their jobs and future careers. Another important contribution of the study is that the impact of toxic leadership behaviors on employees is examined in terms of different dimensions, which specifically tells managers which toxic behaviors to avoid.

In addition to the contributions, the research also has some limitations. Firstly, the research was conducted on postgraduate students who were also employed in an organization. Therefore, it is possible to say that the findings obtained are limited to this specific group of employees. Secondly, the data used in the analyses were obtained from employees in different organizations, which means that conducting the study on employees working in a single organization, only in public institutions or only in private sector organizations may yield different findings. Thirdly, the data were collected from both service and industrial sector employees. Therefore, a study conducted only on employees in one of these sectors may yield different results. Finally, the study only directly examined how toxic leadership behaviors affect the attitudes and behaviors of employees. Investigating indirect effects through the mediation of different variables may yield different findings.

6. CONCLUSION

This research suggests that toxic leadership may be a more pervasive problem in organizational leadership than previously thought. The findings reveal the impact of this leadership style on specific work outcomes such as affective commitment, job satisfaction, organizational identification, perceived job performance, and turnover intention. In addition, the manager's inappreciative and self-interested behaviors were identified as the toxic leadership behaviors that had the strongest impact on employees' attitudes and behaviors. It is believed that further studies will help to improve the findings and suggestions obtained in this study.

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ПОВЕЗИВАЊЕ ТОКСИЧНИХ ЛИДЕРСКИХ ПОНАШАЊА СА СТАВОВИМА И ПОНАШАЊЕМ ЗАПОСЛЕНИХ

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Извод

Циљ овог истраживања је испитивање штетних утицаја токсичних лидерских понашања која приказују менаџери на своје подређене. Конкретно, истраживање испитује ефекте токсичних лидерских понашања као што су недостатак поштовања, самоличност, себичност и негативно духовно стање, као што их запослени перципирају, на различите организационе исходе укључујући афективну посвећеност, задовољство послом, организациону идентификацију, перципирану радну перформансу и намеру напуштања. Укупно 419 запослених који раде у јавним или приватним институцијама испунили су анкету ради прикупљања података. Истраживање је прво оценило пузданост и валидност мерних скела, а затим испитало предложене хипотезе користећи анализу путањеу оквиру моделовања структурне једначине. Резултати истраживања показују да недостатак поштовања, самоличност и себичност имају значајне предиктивне ефекте на различите ставове и понашања запослених, док негативно духовно стање не утиче значајно на ставове и понашања запослених. Стога, истраживање показује да токсично лидерство негативно утиче на афективну посвећеност, задовољство послом, организациону идентификацију, перципирану радну перформансу и повећава намеру за напуштањем. Резултати представљају важне увиде за научнике и практичаре и могу се користити за развој стратегија за смањење негативних ефеката токсичног лидерства на запослене и организације.

Кључне речи: токсично лидерство, афективна посвећеност, задовољство послом, перципирана радна перформанса, намера напуштања

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