

An Empirical Investigation of Toxic Leadership Traits Impacts on Workplace Climate and Harassment

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Abstract:

Leaders are influential and largely impact organization's destiny; apart from their positive attitude and charismatic traits whereas toxic leadership is a destructive term and destructive leader behavior destroys the organization and teams with their negative and toxic behavior. The aim of this study highlights the impact of toxic leadership behavior at workplace climate with mediation of work place harassment (WPH) in textile industry of Pakistan. This study follows the positivist paradigm and deductive reasoning approach for data collection from sampling subjects working in textile industries of major cities of Punjab, Pakistan. Data has been collected from 351 employees about the toxic leaders' behavior and harassment issues at workplace through questionnaires. Random sampling method is used for data collection. The adapted questionnaire items are measured against the 5-points Likert scale. SPSS and AMOS is used for data analysis and modeling. Results shows that the toxic leadership behavior has a strong negative impact on workplace climate results in low degree of employee performance, lack of motivation and absenteeism. It negatively nourishes harassment among the teams and endeavors a negative workplace climate. Harassment and negative culture astute high employee turnover and intentions to leave job behaviors. Toxic leadership has a significant capacity to influence on workplace harassment. Results emphasized on bilateral and open communication among the workforce and leaders. Leadership imparts desired knowledge, skills and abilities as per company needs; hands on training of employees on conflict resolution and sort out misunderstandings to ensure optimal job performance and reduce stress. This study contributes to positive social changes and generates practical leadership models. It recommends detoxification culture at workplace results in healthy, productive, motivated workforce, employee satisfaction and organizational success. Positive landmarks of leadership benefits individual employee's physical and mental health also improve economic conditions and commitment.

Keywords: *Toxic Leadership, Leadership Behaviors, Workplace Climate, Workplace Harassment*

Introduction: Toxic leadership is not a novel phenomenon. Authoritative and abusive leadership are parallel to toxic leadership; since 1970s however, toxic leadership considered as categorical phenomenon (Goldman, 2011, Maxwell, 2015). It influences number of administrative and organizational process, sectors and areas such as employee's mental and physical health, increased dysfunctional group behaviors, absenteeism and lateness, lesser efficiency and relocation or resignations. Moreover, toxic leaders own the characteristic such as bad or unethical behavior, self-promotion, insulting and oppressive management, descending anger towards other and egotistical and administrative inclinations (Schmidt, 2014). According to Mehta and Maheshwari (2014) the characteristic of toxic leaders encompasses the egoistic attitude, self-centered approach, faithfulness, aggressiveness and bad temperament. They don't bother their behavior or attitudinal impact on followers or subordinates and ultimately results in unintentional ignorance towards guidance, mentoring, training and development of employees or subordinates. They are concerned about only their own-self and care themselves rather very low degree of concern towards their team members, followers or subordinates.

In addition, toxic leaders intentionally espouse hostile behavior towards their employees because of their managerial power, this behavior of toxic leaders created anxiety among the employees and also hurts the individual administrative success (Reyhanoğlu & Akın, 2016; Gündüz & Dedekorkut, 2014). Toxic leaders retains hounding attitude towards peers as they illustrates their successful image to others and this not only creates poisonous thoughts also imparts poison behavior along the teams. Moreover, they are deprived of empathy, sensitive and belong to hopeless school of thought that is showed in their attitude (Schmidt, 2014). They try to decay solidities of workgroup in organization and their festering behavior effects individual eccentricities in organization (Gallus *et al.*, 2013). Toxic leader performance revealed that administrators or other managerial leaders lessening the organizational behaviors in for-profit employees contributes to higher employee turnover (Rafferty & Restubog, 2011). Reed and Olsen (2010) described that toxic leaders nuisance subordinates to impairment of work, long-term welfare and health of the people within it.

Furthermore, the study of Aboyassin and Abood (2013), Hadadian and Zarei (2016) revealed that toxic leadership attitude had positive association with employee stress and ineffective leadership had negative relationship with employees and organizational performance and according to Duffield, Roche, Dimitrelis and Frew (2015), negative leadership enhance the employee turnover and there is positive and significant relationship among the abusive leadership and intention to quit (Lavoie-Tremblay, Fernet, Lavigne & Austin, 2015). However, such employees who borne attack(s) on their self-esteem, have low confidence; toxic leader attitude decrease their self-efficacy (Kusy & Holloway, 2009).

Toxic leadership is more damaging because it effect the performance of the subordinates (Harris and Spillane, 2008; Harris, 2007). Toxic leaders boost their self-esteems and cut off their employee's work extravagance and efficiency with their destructive behavior. Toxic leaders blame others if they do anything wrong at workplace (Hitchcock, 2015).

In addition, Galupo and Resnick (2016) elaborated that when workplace has toxic features, negative leadership impact negatively on the employee wellbeing and work efficiency. Furthermore, Bell (2017) concluded in his research study that 78% people had been negatively affected by toxic leadership and unscrupulous behavior towards employees build a toxic workplace environment within organization (Eva, 2019).

Problem Statement: Toxic leadership negative impacts can be seen organization wide and leaves serious impacts on employees and organization results in decreased employees' dedication and organizational commitment levels of employees whereas increasing turnover intention (Ross & Peyton, 2020). Lack of research on dysfunctional and toxic behaviors of leaders or senior managers at work place/environments in Pakistan have not gained much attention. The core purpose of current research study is to investigate the impact of toxic leader's behavior on workplace climate. Furthermore, it examines the mediatory role of workplace harassment due to destructive/toxic leadership behavior/traits at workplace impact on workplace climate.

Objectives of Study: The current research study purposes to investigate the following:

1. To seek the impact of toxic leadership and its contributory factors; like; self-promotion, unpredictability, abusive supervision, narcissism and authoritarianism on workplace climate
2. To see how traits or behavior of a toxic leader instrumental in creating harassment within organizations
3. To find out the impact of toxic leader behavior on employees turnover intentions and work dedication

Research Questions:

RQ₁: How the toxic leadership behaviors impact on workplace climate?

RQ₂: To what extent Toxic leadership leads to workplace harassment?

RQ₃: What is the significant relationship between workplace harassment and workplace climate?

Scope of the Study: The current study undergone a vast scope and studies the impact of toxic leadership behavioral factors or traits of toxic or negative leader how worst affects not only the individual employees but also affects badly overall organizational performance. The low degree performance has been studied quantitatively to have a better and deep understanding of selection and implication of leadership strategies as well as the behavior needed to modify the workplace environment. The current study seeks the degree of resentment of workforce against the toxic behavior of leader; therefore, the leaders devise the acceptable improved behavior towards employees that detoxifies the workplace environment. The paper focuses on the constructs of toxic leader's traits affecting the workforce employed in textile industries in Pakistan. Bell (2017) said that the alleviation of toxic behaviors at workplace is core to create happy and healthy relationship among the leader and members or employees. The core purpose is to devise or suggest alternative strategies to mitigate the workplace toxicity.

Research Gap: Toxic leader's behavior drives performance negatively (Hadadian and Zarei, 2016) whether it is individual employee performance, mental wellness or physical health, stress or anxiety level or collectively work environment or organizational performance (Mehta and Maheshwari, 2014). Belias and Koustelios (2014) devised some strategies to mitigate the toxic

leadership effects and create a sophisticated and productive environment for work. The current research develops a deep insight as how leaders select and implement specific strategies endured with behavior for improvement of workplace climate and brings positive social changes.

This research positively contributes in bringing social change by developing practical models and suggests how to create workplace climate less toxic than usual. Pradhan and Pradhan (2015) claimed that lower the workplace toxicity higher will be the workforce satisfaction which results in increased loyalty, commitment and dedication of employees. Belias and Koustelios (2014) presented that the positive behavior of leader not only affects individual performance rather it raises the organizational productivity and economic situation. The mental health and wellness of employee depends upon the leader's behavior and attitude (Sun *et al.*, 2016)

This research study has a practical significance towards the theory and addresses the current and existing gap in the previous literature highlighted the construction units of toxic leader and how their behavior and traits if positively implemented results in detoxification at workplace (Field, 2014). The research study of Graham, Harvey, Popadak, and Rajgopal (2017) highlighted the impacts of negative leaders and imparts the positive role of leader. Cotton (2016) viewed that leaders can influence the existing workplace toxicity and changes it into better workplace with his/her positive behavior or attitude. Jain and Kaur (2014) pointed that the previous researchers followed models and studied the leader toxic behavior and work climate whereas Mathieu *et. al* (2014) said that little or no work has been done on leader's reason behind the chosen leadership style and behavior.

Overall, this study speaks about the enhanced organizational productivity depends upon the positive and healthy environment that is only possible if non-toxic attitudes continue to be adopted by the toxic leaders and keeping workplace tone smooth (Anjum, Ming, Siddiqi, & Rasool, 2018). The study insights conforms that the leaders should be selecting the leadership style carefully and seek its acceptability throughout the company and it must be toxic reduction style and help to mitigate toxicity and its impacts (Moore, Coe, Adams, Conlon, & Sargeant, 2015).

Literature Review: Most of the leadership research comes up with the thought of toxic or destructive leadership that is a cropping area of exploration in the leadership studies (Appelbaum & Roy-Girard, 2009; Higgs, 2009; Craig & Kaiser, 2013; Krasikova, Green & LeBreton, 2013; Padilla, Hogan & Kaiser, 2007; Schmidt, 2008) while, many labels used for destructive leadership but amongst all these the most important are six recurrent labels those are frequently used in research. According to Craig and Kaiser (2013), these six different labels are acknowledged which includes unethical leadership, the darkest and evil side of leadership behaviors includes narcissistic behavior, abusive supervision, toxic leadership style, and inattentive or laissez-faire leadership style. The research on these six constructs has been hindered by the lack of clarity, the reasons are

- 1) There are unlimited definitions it means existence of lots of studies and research work
- 2) There are lot of workplace complications related to toxic leadership
- 3) For future perspective research, coagulate toxic leadership as a thoughtful zone of investigation.

After the comprehensive destructive leadership literature studies agreed on toxic leadership subclasses (Kellerman, 2004; Lipman-Blumen, 2005; Pelletier, 2010; Reed & Olsen, 2010; Whicker, 1996). Van (2019) defined toxic leadership as: “Toxic leadership is based on evident when leaders taken actions or demonstrate aggression against some employees; these actions can be source of long-lasting damage to people and the organization because workplace emotional health is directly related with leader that.”

Toxic leadership is mixture of self-centered attitude, motivation and behavior. Toxic leader is who have the authority to manage the people and organization efficiently. It is also quantified that such leader’s personality is egoistical, wants to success over their team efforts. TL as a tactic that can create the problems for the staff and organization (Çelebi *et al.*, 2015).

TL is based on multidimensional elements which includes rude administration along with self-absorption, authoritarianism, self-aggrandizement, and impulsiveness (Dobbs, 2014). Toxic leader is not good for the organization’s values and norms because it develops unsuitable behaviors (Aubrey, 2012). Toxic leader actions directed negative impact on some employees and all other group members (Pelletier, 2012). Toxic leadership arises when the leader initiated behaving negatively and expresses unethical attitude is named as “toxic” (Heppell, 2011). It can overcome organizational performance by controlling organizational citizenship behavior (OCB) and increase in employee turnover rate (Rafferty & Restubog, 2011).

The term toxic leadership is combination of different components based on poor supervision i.e. self-promotion, unpredictability, authoritarianism, and narcissism (Dobbs, 2014). It is a negative leadership style that affects the workplace norms and values and promotes the inappropriate employees’ work behavior. Different studies discussed toxic leadership style as a negative attitude of leader with ego, incompatible, malevolent and he never gives confidence to anyone. With all these facts of leadership that directly responsible for the harmful consequences of employees and workplace (Aubrey, 2012; Lipman-Blumen, 2005a & Çelebi *et al.*, 2015). Toxic leadership is grounded on five dimensions, such as narcissism, self-promotion, unpredictability, abusive supervision and authoritarian leadership style (Schmidt, 2008). In short, it has been accentuated as self-centeredness, superiority and egoistic attitude (Reyhanoğlu and Akın, 2016). Only those can enjoy this type of leadership privileges who are happy with their own successes and avoiding (Çelebi *et al.*, 2015).

Mehta and Maheshwari (2013) discussed about the different effects of leadership style and their negative effects on employees as well as organizations. During 1970s, different school of thoughts has discussed different leadership style that revolve around “abusive, authoritative and narcissistic leadership forms”. The leadership styles of authoritative and abusive are those styles that occurred in the 1970s and negative leadership styles have shown toxic leadership that arises as a categorical occurrence (Maxwell, 2015).

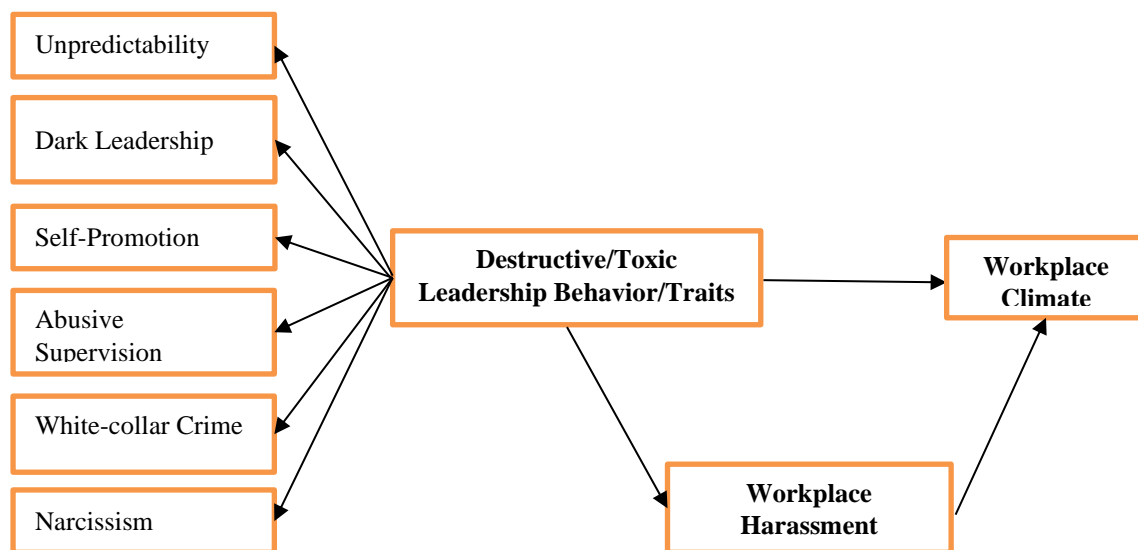
Çelebi, Güner, and Yıldız, (2015) connected self-admiration, which based on irregularity and selfishness. Previous literature showed that there is a constructive and substantial relationship between toxic leadership traits and employee stress (Hadadian & Zarei, 2016). Malik, Sattar and Younas (2018) defined work place harassment as work place bullying or emotional abuse. Prior studies proved that work place harassment has great concern with employees and leaders have to understand this issue as well as need to make strategies to mitigate it from workplace (Brown, McNamara, O’Hara, Hood, Burns, & Kurum, 2017). The research also show that

unproductive leadership negatively impact on employees and organizational performance (Aboiyassin & Abood, 2013). In earlier literature, work place harassment is depicted in to three main components such as personal or workplace bullying and social boycott (Notelaers, 2011; Notelaers, Einarsen, Witte & Vermunt, 2006). Some other studies also highlighted that dark side of leadership has a substantial and positive association amongst the employee's intention to quit job; while it has a negative integration with organizational climate (Weaver & Yancey, 2010). İzgüden, Eroymak and Erdem (2017) found that toxic leadership is less used and differentiated by demographic groups of the targeted sampling subjects. Einarsena, Skogstada, Rørsvika, Bjørke, Landea and Nielsenb (2016) revealed that workplace bullying reduced the employees' potential and also effects the work place climate. Work place harassment is a stressor which effect each and every level of employee ultimately that targets organizational climate (Zapf, Escartin, Einarsen, Hoel & Vartia, 2011).

Schmidt (2008) concluded in his research study that toxic leadership is undesirable as well as a harmful experience for the followers due to its negative impact on organizational performance (Mehta & Maheshwari, 2013; Tepper, 2010; Pellitier, 2010; Yagil & Luria, 2010).

Theoretical Model: On the basis of extensive literature and past studies the following research framework has been formulated.

Figure – 1: Research Framework



Hypotheses Development

H₁: Toxic Leadership Behavior has a positive/**negative** impact on workplace climate.

H₂: Toxic Leadership Behavior has a positive/**negative** impact on workplace harassment.

H₃: Employee bullying or harassment at workplace has a positive/**negative** impact on workplace climate.

Research Methodology

Research Design: The current research study follows the positivist paradigm and uses deductive reasoning approach for data collection and interpretation. The research study is cross sectional and quantitative in nature therefore data has been collected at one point of time.

Population and Sample: the targeted population is the employees of Textile industry which constitutes textile mills, knitting units, Looms, and Hosiery in major cities of Punjab (Faisalabad, Lahore, Multan, Gujranwala, Rawalpindi and Sialkot). This sector includes 42 large manufacturing units in above mentioned cities. The estimated population of targeted industry constitutes 4000 employees.

Sampling frame constitutes 400 employees and random sampling technique has been used for primary data collection and stratified random sampling technique has been used from the different tiers of employees.

Measurement/Instrumentations: Data has been collected through the structured questionnaire with adapted items and 5 point likert scale ranging from (5 - Full Agreement; 4 – Agreement; 3 – Neutral; 2 – Disagreement; 1- Full Disagreement) is used for items measurement.

Main Variable	Sub Variables	No. of Items	Scale items adapted from the Author and Year
Toxic Leadership	Self-Promotion	3	Schmidt (2008)
	Abusive Supervision	3	
	Unpredictability	3	
	Narcissism	3	
	Authoritarianism	3	
Workplace Climate		7	Hadadian & Zarei (2016), Green (2014), and Mathieu et al. (2014)
Workplace Harassment		8	Hewlett (2016)

Data Collection: Survey has been conducted and about 425 questionnaires were distributed. Out of which 383 received and only 351 were completely filled questionnaires.

Data Analysis: data has been analyzed on SPSS and AMOS and statistical tests has been applied to test the hypothesis.

Findings & Results

Research findings and results shows that the toxic leadership constitutes sub constructs self-promotion (.738) having 3 items, Abusive Supervision (.756) having 3 items, Unpredictability (.803) having 3 items, Narcissism (.850) having 3 items and Authoritarianism (.844) having 3 items and overall the Cronbach alpha value of all individual variables is above .6 and having very good reliability. Workplace Climate having 7 items have reliability value (0.893) and Workplace Harassment having 8 items have reliability value (0.854) revealed.

Descriptive statistics and correlation coefficient are provided in table 1 demonstrates that Self-promotion is positive related to workplace climate and workplace harassment ($r = .223, p < .01$ & $r = .187, p < .01$). Similarly, Table – 1 presents the correlation between TL (abusive supervision) and workplace climate is .519, and for workplace harassment .472 whereas TL (unpredictability) and workplace climate shows correlation value of .643 and for workplace harassment .643. Therefore, correlation between toxic leadership (narcissism) and workplace

climate is .712, and for workplace harassment .541. For TL (authoritarianism) workplace climate is .738, and for workplace harassment .739. Cronbach alpha was calculated to measure the inter item consistency. Table - 1 demonstrated that α values was greater than the threshold value of 0.7 suggesting reliability of the study.

Table - 1: Descriptive Statistics

		Mean	S.D	Cronbac h's Alpha	1	2	3	4	5	6	7
Toxic Leadership	1. Self-Promotion	3.2	1.06	.738	1						
	2. Abusive Supervision	3.3	1.05	.756	.598**	1					
	3. Unpredictability	3.1	1.13	.803	.334**	.712**	1				
	4. Narcissism	2.9	1.25	.850	.239**	.517**	.721**	1			
	5. Authoritarianism	2.8	1.25	.844	.215**	.486**	.629**	.724**	1		
6. Workplace Climate	2.9	1.14	.893	.223**	.519**	.643**	.712**	.738**	1		
7. Workplace Harassment	3.2	0.91	.854	.187**	.472**	.521**	.541**	.58* 8	.739**	1	

** . Significant at the 0.01 level (2-tailed). * . Significant at the 0.05 level (2-tailed).

Hypotheses Testing

Confirmatory factor analysis is applied for measurement of research model constituting seven variables (Toxic Leadership (*Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, and Authoritarianism*), Workplace Climate, and Workplace Harassment).

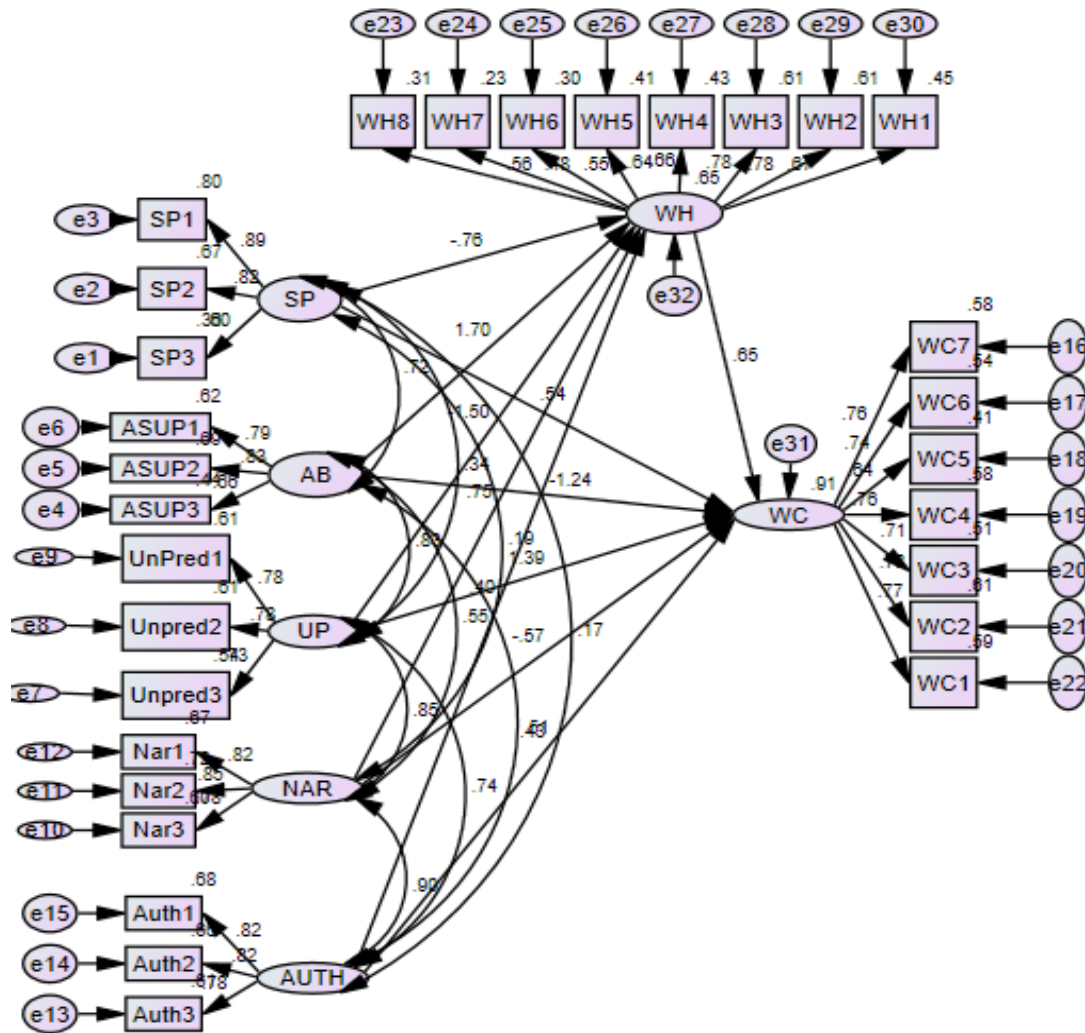
The model is better fit when the value of RMR is less than 0.080 (Hu & Bentler, 1999), goodness of fit index (GFI) approaches to 1.000; the model will be considered more fit and workable if the value of indices (like; CGI, AGFI, NFI) are closer to 1 (Joreskog & Sorbom, 1984; Bentler, 1990; McDonald & Marsh, 1990) and RMSEA value is less than 0.08 (Browne & Cudeck, 1993). Covariance based structure equation modeling approach was employed to test the conceptual model of the study.

The measurement model has adequate fit as the value of Chi-square = 2416.756, p-value = .000, RMR = 0.070, GFI = 0.780, CFI = 0.734 and RMSEA = 0.059 are greater than the threshold suggesting that measurement model has enough quality to test the hypothesized relationship of the study.

Structural Model Testing

To test our hypotheses structural model was run. Table - 3 presents the result of the structural model for hypotheses testing.

Figure – 2: Structural Model Testing



H₁: Toxic Leadership has a positive/negative impact on Workplace climate.

H_{1a}: Self-promotion has a positive/negative impact on Workplace climate

H_{1b}: Abusive supervision has a positive/negative impact on Workplace climate

H_{1c}: Unpredictability has a positive/negative impact on Workplace climate

H_{1d}: Narcissism has a positive/negative impact on Workplace climate

H_{1e}: Authoritarianism has a positive/negative impact on Workplace climate

Table - 2: H1 Testing

Hypotheses & Relationships	P-value	Indirect effect $\beta = (axb)$	Direct effect	Total effect	Status
H1a: SP ----> WPC	.553	B1a = -.536	.536	.991	Not proved
H1b: AB ----> WPC	.550	B1b = -1.243	-1.243	-2.25	NP
H1c: UP ----> WPC	.535	B1c = .535	1.387	2.274	NP
H1d: NAR ----> WPC	.693	B1d = .693	-.574	1.36	NP
H1e: AUTH ----> WPC	.320	B1e = .429	.429	.397	NP

To test our hypothesized firstly we checked the model indicates good fit as Chi- square = 3444.005, p-value = .000, RMR = 0.068, GFI = 0.817, CFI = 0.758, RMSEA = 0.061. Then, the direct relationship of Toxic leadership and Workplace climate was calculated and direct relationship of Self-promotion and Workplace climate has not proved as ($\beta = .536$, $p = .553$, S.E = .991), relationship of Abusive supervision traits and Workplace climate ($\beta = -1.243$, $p = .550$, S.E = 2.255) Unpredictability and Workplace climate ($\beta = 1.387$, $p = .535$ S.E = 2.274) Narcissism and Workplace climate ($\beta = -.574$, $p = .693$, S.E = 1.364) Authoritarianism and Workplace climate ($\beta = .429$, $p = .320$, S.E = .397) So, Hypothesis 1a is not supported.

H2: Toxic Leadership has a positive/negative impact on Workplace Harassment

H2a: Self-promotion has a positive/negative impact on Workplace Harassment

H2b: Abusive supervision has a positive/negative impact on Workplace Harassment

H2c: Unpredictability has a positive/negative impact on Workplace Harassment

H2d: Narcissism has a positive/negative impact on Workplace Harassment

H2e: Authoritarianism has a positive/negative impact on Workplace Harassment

Table - 3: H2 Testing

Hypotheses & Relationships	P-value	Indirect effect $\beta = (axb)$	Direct effect	Total effect	Status
H2a: SP ----> WPH	.373	B2a = -.758	-.758	.615	Not proved
H2b: AB ----> WPH	.358	B2b = 1.704	1.704	1.403	P
H2c: UP ----> WPH	.521	B2c = -1.496	-1.496	1.482	NP
H2d: NAR ----> WPH	.620	B2d = .748	.774	.932	P
H2e: AUTH ----> WPC	.512	B2e = .400	.429	.371	NP

H₃: Workplace harassment mediates positively/negatively in between Destructive/Toxic Leadership Behavior/Traits and Workplace climate

H_{3a}: Workplace Harassment mediates positively/negatively in between Self-promotion and Workplace climate

H_{3b}: Workplace Harassment mediates positively/negatively in between Abusive supervision and Workplace climate

H_{3c}: Workplace Harassment mediates positively/negatively in between Unpredictability and Workplace climate

H_{3d}: Workplace Harassment mediates positively/negatively in between Narcissism and Workplace climate

H_{3e}: Workplace Harassment mediates positively/negatively in between Authoritarianism and Workplace climate

Table – 4: H3 Testing

Hypotheses & Relationships	P-value	Indirect effect $\beta = (axb)$	Direct effect	Total effect	Status
H _{3a} : SP ----> WH---->WC	.002	$\beta_{3a} = .491$.536	.046	Full mediation
H _{3b} : AB ----> WH---->WC	.002	$\beta_{3b} = 1.103$	-1.243	-.140	Full mediation
H _{3c} : UP ----> WH---->WC	.012	$\beta_{3c} = -.968$	1.387	.419	Full mediation
H _{3d} : NAR ----> WH---->WC	.05	$\beta_{3d} = .487$	-.574	-.090	Full mediation
H _{3e} : AUTH----> WH---->WC	.540	$\beta_{3e} = .259$.429	.688	No mediation

Then, the direct relationship of Toxic leadership and Workplace climate was calculated and direct relationship of Self-promotion and Workplace harassment has not proved as ($\beta = -.758$, $p = .373$, $S.E = .615$), relationship of Abusive supervision traits and Workplace harassment ($\beta = 1.704$, $p = .358$, $S.E = 1.403$) Unpredictability and Workplace harassment ($\beta = -1.496$, $p = .5$ $S.E = 1.48$) Narcissism and Workplace harassment ($\beta = .748$, $p = .620$, $S.E = .932$) Authoritarianism and Workplace harassment ($\beta = .400$, $p = .512$., $S.E = .371$).

There is no relation between toxic leadership and Workplace harassment.

Work climate and workplace harassment has a positive and significant relationship as ($\beta = .647$, $p = .037$, $S.E = .472$).

Discussions & Conclusion: The current research results provides coincidence with the results reported by Baronce (2015) and endorsed that the positive attitude and leaders traits towards their followers or employees in organizations counters the effects of toxicity. Farhar (2016) mentioned that the toxic leadership effects can be mitigated by positive contribution within organization, maintenance of wellbeing of employees, providing assistance to each other; the similar results recorded by Holder and Nadal (2016) constructive behavior of influenced leaders and positive attitude and dealing organization wide challenged the impact of toxic leadership. Prior literature conducted upon leadership mainly focused on positive sides of leadership that how can they play vital role towards the productivity of their employees as well as organization but at the same time mostly literature ignored the darker side (Reyhanoğlu & Akın, 2016). Mostly, leadership was considered by positive results but few things are along with negative impact. As Schmidt (2014), Rouse (2009) and Williams (2005) has revealed

about toxic leadership as a dark side of leadership that appeared as ineffective behaviors of leaders. Similarly this study was conducted among employees of textile industry. The aim of this study is determined the perception of this negative side of leadership in textile industry. This study also shows negative relationship between toxic leadership and workplace climate. Results are consistent with prior studies (Schmidt, 2014; Rouse, 2009; Williams, 2005, Özer, Ugurluoglu, Kahraman & Avci, 2017). Toxic leadership enhance the workplace harassment but it can be reduce by training, workshops and seminar (Malik et al., 2018).

Starr-Glass (2017) reported that the entire responsibility cannot be levied only on the leaders rather the workplace atmosphere orientates the leadership styles and leader's behavior that he has to be authoritative or transformational; these traits provides indications about acceptance and rejection of attitude or behaviors towards the subordinates, inter and intra departments or the organizations. Eisenbeib and Brodbeck (2013), Mehta and Maheshwari (2014), and Alvarado (2016) claimed that if the leadership uses unethical means or ways, commits micro level aggressions, discriminates among the staff or having prejudiced behavior towards racism or display any other unacceptable attitude or behavior, or creates a negative followership exhibiting negative behavior or employees complained about being stressed ; therefore this should be checked at initial stage also needs to be counter acted upon the negativities prevailing in organizational culture.

Fraher (2016) postulated that the leaders should show positive attitude or traits, there may be toxic or nontoxic behaviors decided by the top level of an organization. Field (2014) explained that conflict may create a negative situation among the employees and leaders when expectations are not fulfilled or goals remain unmet. Another study founded that leaders could evade workplace toxicity by avoiding conflicts (Day, Fleenor, Atwater, Sturm & McKee, 2014). Erickson, Shaw, Murray and Branch (2015) argued that a leader should work on such strategies that stimulates non toxification of leadership by enhancing or neutraling the toxic inclinations of workers and the general atmosphere at work place. Padilla et al. (2007) commented that followers learned from their leaders; if a leader's traits expressed biasness, favoritism, and unethical behavior while dealing with the employees, the highly vulnerable employees would instigate similar behaviors that leads to toxic leadership.

Green (2014), Mathieu et al. (2014), Hadadian and Zarei (2016) originated only those leaders who cultivates toxicity at workplace possesses egotistic attitude. In other words, the real or perceived leader's behavior provides substitutes as showed in the authoritarian "my way or the highway" approach to management (Cotton, 2016; Padilla et al., 2007). The toxic cycle always continued and negatively influenced the workplace due to the dearth of positive leader-member interactions and a fear to manage the overall departmental or company performance (Bell, 2017; Peng, Chen, Xia & Ran, 2017). The previous literary work supported that leaders should provide employees' friendly environment, their voice would be listened, and all members respect each other (Hewlett, 2016).

This study concludes that the textile sector should focus on open and bilateral communication between leaders and follower teams; it will resolve coworkers' internal conflicts and misapprehensions. This environment promotes the employee's empowerment culture which strengthens the employee commitment, cooperation and loyalty. Hence, this study suggests the

need for explicit rules and guidelines which helps to improve a balanced and healthy leader-member behavior in an organization.

In brief, this research provides guidelines to workplace leaders, how they choose leadership style and behavior to decrease the workplace toxicity and harassment to attain maximum productivity and employee commitment. In this way, leaders can work for the employee's wellbeing, positively influencing company dynamics and largely for a dynamic society. The theoretical context that conducted this study was Alvarado's (2016) triangular model of workplace toxicity. This model based on three main pillars:

1. Toxic leadership.
2. Strong toxic work environments
3. Relationship with toxic subordinates

Practical Implications

Alvarado (2016) studies elucidates that the ratio of workplace toxicity was increased when workers supposed that they would be experiencing the undesirable situations. If leaders putative adverse situations such as discrimination, harassment and unethical behavior as being "just the way things are," or if workforces are not satisfied with the leader's behavior and did not agree with leaders decisions. In this situation, toxicity would become an outline in the given state of affairs.

Toxic triangle surrounded by lot of theories that concentrated on the properties of curtailing destructive leader instead of how leader improves the present workplace toxicity degree by positive behaviors (Field, 2014; Cotton, 2016; Graham *et. al.*, 2017). Previous researchers concentrated on the coworkers toxicity instead of leader at the workplace due to leadership style and leader's behavior (Jain and Kaur, 2014; Mathieu, Neumann, Babiak & Hare, 2014; Cotton, 2016).

Implications

The outcomes of this research sought to respond to several theoretical and practical implications. It presented the conclusion that based on bilateral communication, organization's top managers should stipulate employees possessing a unique set of skills, knowledge and ability to resolve the problem among the employees, reduces the conflicts and confusion, and reduced the workplace or employees stress that may increase the performance. Therefore, the toxic behavior can be mitigated or replaces by delegating power and empowering employees' empowerment, resolution of internal issues, developing essential skills, training the recourses and promoting toxicity free culture. Howell and Avolio (1992) recommended, such practices that discourage toxic leadership and encouraging ethical and moral policies.

Recommendations for Future Research

This research study has some recommendations for future researchers and provides base for the future work. The current study is limited to major cities of Punjab, Pakistan and cross sectional as it focused on employees working in textile industries. More work can be proceeded in different industries to see the impact of toxic leadership traits or behaviors creates harassment at workplace and how drastically it damages the workplace climate. This research can also be used for cross cultural or cross industries comparison. Future research may use diversified research designs and large sample size. This study can be extended as how to mitigate the impacts of toxification due to leaders behavior by training and developing

empathetic skills, coping mechanisms adaption to counter the hazardous impacts and work environments.

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