



**The Impact of Toxic Leadership on the Organizational
Performance**

**An Applied Study on pharmaceutical companies in the
business sector**

submitted by

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ABSTRACT

This study aimed to examine the impact of toxic leadership on organizational performance. Toxic leadership was conceptualized through five key dimensions: self-promotion, abusive supervision, unpredictability,

narcissism, and authoritarian leadership. In parallel, organizational performance was evaluated across six critical dimensions: financial perspective, customer perspective, internal processes perspective, learning and growth perspective, strategic performance, and operational performance. The researcher adopted the descriptive research method, widely recognized for its applicability in the social sciences. Data relevant to the study variables were gathered through a structured survey questionnaire, and subsequently analyzed using appropriate statistical techniques to fulfill the research objectives and validate the proposed hypotheses. The empirical application of this study was conducted on a sample of pharmaceutical companies operating in Egypt.

The study found that toxic leadership, across its dimensions—self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership—has a positive and statistically significant impact on organizational performance, as measured by its key dimensions: financial perspective, customer perspective, internal processes perspective, learning and growth perspective, strategic performance, and operational performance.

Keywords: Toxic Leadership; Self-Promotion; Abusive Supervision; Unpredictability; Narcissism; Authoritarian Leadership; Organizational Performance; Financial Perspective; Customer Perspective; Internal Processes; Learning and Growth; Strategic Performance; Operational Performance; Pharmaceutical Companies.

1. Introduction

Successful leadership theories emphasize effectiveness and efficiency to maximize the return on organizational resource investments. These theories strive to maintain a harmonious balance between productivity and employee well-being. The integration of scientific and humanistic management schools was essential to uphold this balance, especially as situational leadership theories indicated its potential disruption. Investigating leadership failures and conducting research into leadership-related issues is vital to prevent future organizational challenges. One of the most pressing modern concerns is toxic leadership—a phenomenon resulting from specific leadership styles and administrative practices (Aldosari & Alrashidi, 2021).

Toxic leadership has been described using various terms, such as aggressive, authoritarian, narcissistic, Machiavellian, flawed, and deviant leadership. It is often viewed as a double-edged sword, potentially producing short-term gains but causing long-lasting harm if its negative consequences are not addressed. Toxic behaviors may linger within an organization even after the toxic leader departs. Employees subjected to uncivil and unacceptable behavior from supervisors or colleagues may become disengaged, adversely affecting organizational communication and reputation. Therefore, identifying and addressing toxic leadership is essential for fostering a healthy and productive work environment (Biçer, 2020).

A comprehensive understanding of leadership requires examining both its positive and negative dimensions. Research indicates that negative social experiences tend to have a stronger and more lasting impact than positive ones. As such, preventing toxic

leadership may be just as important—if not more so—than promoting positive leadership behaviors (Aasland et al., 2008).

Toxic leaders often engage in destructive behaviors such as public humiliation, hostility, favoritism, and broken promises. These actions can severely affect employees' attitudes and behaviors, leading to absenteeism, high turnover rates, and reduced organizational effectiveness and efficiency. For example, approximately 13.6% of employees in the United States report developing negative attitudes due to toxic leadership, costing American businesses an estimated \$23.8 billion annually. Furthermore, destructive leadership may foster deviant behaviors, diminished work motivation, and negative perceptions of the organization as a whole (Schyns & Schilling, 2013).

Organizational performance reflects a state of competitiveness achieved through high levels of effectiveness and productivity. It results from complex interactions among various internal and external factors (Dragomir & Pânzaru, 2014).

Organizational performance refers to the actual output or results achieved by an organization in relation to its predefined goals and objectives. It is a central concern for professionals across multiple disciplines, including strategic planning, operations, finance, law, and organizational development. Performance can thus be viewed as an assessment of an organization's capacity and capability to meet stakeholder expectations, measured through criteria such as efficiency, effectiveness, and social responsibility (Dragomir & Pânzaru, 2014).

This study aims to examine the impact of toxic leadership on the organizational performance of a pharmaceutical production company

2. Theoretical framework and previous studies

2.1 Toxic Leadership

2.1.1 Concept of Toxic Leadership

Scholarly interest in the dark side of leadership has led to the development of numerous related constructs, including destructive leadership, toxic leadership, aversive

leadership, corrupt leadership, abusive supervision, derailed leadership, despotic leadership, leader narcissism, leader undermining, negative leadership, and tyrannical leadership (Mackey et al., 2021; Schyns & Schilling, 2013; Tepper, 2000). One of the major challenges in this field is the inconsistency and overlap in terminology used across different studies (Burns, 2017; Mackey et al., 2021). Despite variations in naming, these terms share a fundamental characteristic: leaders are perceived as engaging in behaviors that cause harm to one or more of their followers (Mackey et al., 2021).

Lipman-Blumen (2005) offered a broad and influential definition of toxic leadership, describing it as: “Individuals who, by virtue of their destructive behaviors and dysfunctional personal qualities, generate a serious and enduring poisonous effect on the individuals, families, organizations, communities, and even societies they lead” (p. 30).

This definition emphasizes two essential components: (a) the presence of dysfunctional behavior, and (b) objectively harmful outcomes for those affected. However, a key debate in the literature remains unresolved—whether toxic leadership is primarily based on subjective perceptions of followers (i.e., their experiences), or if it refers to actual harmful behaviors and intentional misconduct (Fischer & Sitkin, 2023; Krasikova et al., 2013; Martinko et al., 2013; Thoroughgood et al., 2012).

From a trait-based perspective, Paulhus and Williams (2002) introduced the concept of the dark triad, comprising three distinct personality traits often associated with toxic leaders:

- Machiavellianism: manipulation, deceit, and lack of morality.
- Narcissism: grandiosity, entitlement, and excessive self-admiration.
- Psychopathy: impulsivity, lack of empathy, and thrill-seeking.

While the “dark triad” has become a widely used framework, debates persist about the number of traits involved. Some researchers advocate for a dark dyad, tetrad, or even

a dark tent to better capture the complexity of toxic leadership characteristics (Paulhus, 2014; Rogoza & Cieciuch, 2020).

Alternatively, a systemic perspective views toxic leadership as a product of multiple interacting elements. Padilla et al. (2007) introduced the concept of the toxic triangle, which consists of: (Destructive leader traits, Susceptible followers, and Conducive environments).

This framework highlights how toxic leadership may arise not solely from the leader's traits, but also from followers who enable or support toxic behavior. Conformers comply out of fear, while colluders support toxic leaders for personal gain. Hence, toxic leadership should be understood as an interaction between leader pathology, follower vulnerability, and contextual permissiveness (Padilla et al., 2007; Thoroughgood & Padilla, 2013).

2.1.2 Toxic Leadership and Other Destructive Leadership Constructs

In an effort to develop a scale for assessing and measuring the toxic leadership phenomenon, Schmidt (2008) established conceptual links between toxic leadership and other destructive leadership styles. Toxic leadership is considered a multidimensional construct, comprising various elements drawn from these harmful styles. To clarify the similarities and differences among them, it is essential to briefly review four closely related constructs that help delineate the broader toxic leadership framework.

A. Petty Tyranny

Petty tyranny was among the earliest attempts to conceptualize dysfunctional leadership behaviors (Schmidt, 2008). Petty tyrannical leaders exert power and control over subordinates in an oppressive, arbitrary, and sometimes vindictive manner (Ashforth, 1997). Their leadership is characterized by excessive supervision and overcontrol, often reflecting a deep mistrust in employees' autonomy (Güntner et al., 2021). They exhibit traits such as self-aggrandizement, lack of consideration, belittling subordinates, credit-stealing, and blame-shifting. Tyrannical leaders tend to adopt a

highly directive, bureaucratic approach, believing that employees inherently dislike work and seek to avoid responsibility. While not necessarily overtly hostile (Ashforth, 1994), their behavior is generally viewed as authoritarian and controlling (Ashforth, 1997; Güntner et al., 2021). Pelletier (2010) summarizes them as distrusting, arrogant, rigid, and patronizing figures in the workplace.

B. Abusive Supervision

Abusive supervision is a more overtly hostile form of destructive leadership, often motivated by a desire to dominate and intimidate subordinates. It is best described by the sentiment: “Let them hate me, so long as they fear me” (Pelletier, 2010, p. 931). Unlike petty tyranny, abusive supervision is based heavily on employees' subjective perceptions, which makes its identification complex and sometimes inconsistent. The same leader may be perceived as abusive in one context and not in another (Tepper, 2000). Abusive behavior tends to be intermittent and unpredictable, alternating between supportive and harmful conduct.

Common manifestations include public criticism, angry outbursts, rudeness, coercion, and emotional manipulation (Tepper, 2000). Abusive supervisors may use verbal aggression or passive indifference to achieve compliance, often discouraging subpar performance through threats and intimidation (Khalid et al., 2022). However, Schmidt (2008) noted several shortcomings in Tepper's (2000) scale, such as its reliance on first-person perception, exclusion of many recognized abusive behaviors, and its origin in romantic relationship research. While abusive supervision is a key element within toxic leadership, it does not capture the full scope of the construct, particularly behaviors linked to narcissism and authoritarianism (Schmidt, 2008; Lipman-Blumen, 2005a).

C. Narcissistic Leadership

Narcissistic traits—such as exaggerated self-importance, a sense of entitlement, and a craving for admiration—are often rewarded in organizational cultures, enabling

narcissists to rise into leadership roles (Nevicka et al., 2018). Narcissistic leaders typically display a mix of charm, confidence, and extraversion, but also arrogance, hostility, manipulateness, and a lack of empathy (Kets de Vries & Miller, 1985; Rosenthal & Pittinsky, 2006). Their leadership is motivated primarily by self-serving desires for power and recognition (Rosenthal & Pittinsky, 2006).

Although narcissistic leadership overlaps with toxic leadership, the two constructs are distinguishable (Schmidt, 2008). Narcissistic traits—such as grandiosity, exploitation, and fragile self-esteem—are often cited in toxic leadership definitions. Narcissists may take credit for organizational success while blaming others for failure, damaging follower self-esteem and morale. This can result in increased job stress and reduced employee engagement (Yao et al., 2020). Ding et al. (2018) found that narcissistic supervisors increase employee time theft as a coping mechanism for emotional exhaustion.

Interestingly, some studies suggest narcissistic leaders may inspire innovation and strategic vision due to their boldness and charisma (Rosenthal & Pittinsky, 2006; Disque, 2020). Their self-confidence can foster follower devotion, albeit more from admiration than trust. Moderate levels of narcissism may be acceptable—or even beneficial—in leadership (Kets de Vries & Miller, 1985). However, when these traits become extreme, they are typically toxic and damaging to individuals and organizations (Schmidt, 2008).

D. Authoritarian Leadership

Authoritarian leadership is grounded in formal authority and characterized by a rigid “do as I say” approach. Such leaders maintain control through rules, procedures, and hierarchy, limiting employees’ autonomy (Khalid et al., 2022). Like toxic leaders, they exhibit impatience and intolerance, aiming to enforce order and discipline.

Their reliance on fear-based compliance generates anxiety, insecurity, and silence among subordinates (Guo et al., 2022). This silence can suppress creativity, reduce proactivity, and hinder problem-solving (Reyhanoglu & Akin, 2022). Although authoritarian leadership may lead to positive outcomes in highly structured

environments—especially among followers who prefer directive guidance—it often has detrimental effects on autonomous and proactive employees (Schaubroeck et al., 2017)

2.1.3 Characteristics of Toxic Leaders

Toxic leaders are typically characterized by a wide range of predominantly negative personality traits that are reflected in their behaviors. Kellerman (2004) proposed seven core characteristics that range in severity from relatively mild to highly destructive. According to her, a toxic leader may be:

- **Incompetent:** Incapable of performing effectively or achieving positive outcomes on both practical and interpersonal levels.
- **Rigid:** Resistant to change, unwilling to adapt, and unyielding in the face of new information or evolving conditions.
- **Intemperate:** Lacking self-control, often indulging in erratic or impulsive behavior without intervention from followers.
- **Callous:** Indifferent to the needs and concerns of subordinates, displaying rudeness, insensitivity, and emotional detachment.
- **Corrupt:** Dishonest and unethical, engaging in acts of cheating, stealing, or exploiting power for personal gain.
- **Insular:** Unconcerned with the well-being of those outside their immediate circle of influence or self-interest.
- **Evil:** Engaging in abusive practices, including psychological or even physical harm, as a means of control (Kellerman, 2004).

In addition to Kellerman's model, several researchers have highlighted further traits commonly associated with toxic leaders. These include selfishness, arrogance, aggression, irritability, greed, and a desire for constant control. Such leaders prioritize their own interests, often belittling and humiliating subordinates—sometimes publicly—rather than investing in their development (Mehta & Maheshwari, 2014).

Schmidt (2008) identified narcissism, authoritarianism, unpredictability, self-promotion, and abusive supervision as defining characteristics of toxic leaders. These individuals tend to intimidate and demean others, viewing themselves as inherently superior, while lacking empathy and emotional intelligence.

Octavian (2023) had described toxic leaders as maladaptive, malignant, malicious, or even vicious, with a tendency to destroy others to achieve their goals. They maintain dominance and total control, making those around them feel inadequate—an attribute Whicker saw as a clear contrast to effective leadership.

Additional studies have expanded this profile, identifying toxic leaders as dishonest, cynical, corrupt, narcissistic, paranoid, excessively ambitious, egotistical, and morally indifferent. They often avoid responsibility and show little regard for the consequences of their actions, whether personal or organizational (Lipman-Blumen, 2005; Reed & Bullis, 2009; Steele, 2011).

However, toxic leaders may also possess traits that are superficially appealing. As Box (2012) notes, they often exhibit confidence, charm, and the ability to build relationships quickly. These traits—combined with enthusiasm—can yield short-term success. Nonetheless, these leaders typically exploit their positive attributes to serve personal agendas and sustain power (Tavanti, 2011; Hobman et al., 2009). As a result, even leaders perceived as “good” may harbor toxic elements, while those who occasionally display negative behavior are not necessarily toxic in a broader sense (Lipman-Blumen, 2005; Decoster et al., 2013).

Overall, the literature consistently reflects a growing consensus on the diverse and damaging attributes of toxic leaders. Many toxic leaders exhibit multiple, if not all, of the aforementioned characteristics—each contributing to a destructive leadership style that undermines individual and organizational well-being (Lipman-Blumen, 2005)

2.1.4 Behaviors of Toxic Leaders

Toxic leadership behaviors are defined as those actions, when systematically repeated, that cause substantial harm to employees and organizations (Lipman-Blumen, 2005; Babiak & Hare, 2007; Pelletier, 2010; Clarke, 2005). Whether a leader is labeled "toxic" often depends on the frequency of such behaviors and the intentions behind them.

Even leaders widely regarded as effective may occasionally display toxic behaviors. Likewise, no toxic leader demonstrates the same level of toxicity across all contexts or at all times (Lipman-Blumen, 2005). Based on intent, toxic leaders can be classified into two categories:

- **Intentionally toxic leaders**, who deliberately harm others to maintain or enhance their power.
- **Unintentionally toxic leaders**, whose harmful outcomes stem primarily from incompetence or recklessness (Lipman-Blumen, 2005).

Toxic behaviors span a wide spectrum—from relatively mild (e.g., undermining employee morale or minor rule violations) to highly destructive actions such as psychological terror or physical abuse (Lipman-Blumen, 2005; Mehta & Maheshwari, 2014). A common feature is the marginalization and isolation of employees who do not align with the leader's personal agenda. These leaders may:

- Withhold critical work information.
- Conceal or distort facts.
- Assign blame for their own mistakes.
- Use others as scapegoats with the aim of demotion or dismissal (Lemmergaard & Muhr, 2013; Singh et al., 2018).

They also frequently belittle subordinates, challenge their ideas, suppress innovation, and discourage constructive criticism. Such leaders often exhibit unethical

behavior, promote favoritism, and compete aggressively with employees they envy or perceive as threats (Pelletier, 2010).

A toxic leader may violate the rights of even loyal subordinates. Their behaviors include distorting the truth, blaming others, taking undue credit, and avoiding accountability. They are often moody, arrogant, and emotionally unstable, making unreasonable demands while being incapable of managing crises or developing successors (Kellerman, 2004).

To maintain control, toxic leaders foster division—pitting employees against each other and teaching loyalty through fear or hate. Some engage in discriminatory behavior, including racism and sexism (Pelletier, 2010; Kellerman, 2004).

The most extreme toxic behaviors include oppression, psychological or physical abuse, humiliation, and threats to job security. These leaders often exhibit increased aggression, frequent outbursts, and a tendency to ridicule or intimidate subordinates as a defense mechanism stemming from personal insecurity (Chua & Murray, 2015; Goldman, 2009).

Toxic leaders are generally aware of their behavior. They aim to gain approval from superiors, pursue victory at any cost, and often envy those who outperform them (Whicker, 1996). They exploit employees' deepest fears—such as fear of exclusion or loss of control—and fundamental needs—such as the need for belonging or recognition—to manipulate them into compliance.

Moreover, they mask their self-serving motives behind seemingly noble visions, persuading others that their leadership is essential to achieving organizational goals (Lipman-Blumen, 2005). Their behavior is typically manipulative and controlling, characterized by micro-management and a constant desire for absolute dominance (Goldman, 2009; Steele, 2011).

Ultimately, a leader's toxicity should not be judged merely by a checklist of behaviors but rather by the long-term consequences those behaviors have on individuals, teams, and the organization (Steele, 2011)

2.1.5 Dimensions of Toxic Leadership

Before exploring the specific dimensions of toxic leadership, it is essential to acknowledge that this form of leadership is not monolithic. Rather, it manifests through a range of interrelated but distinct behavioral patterns and psychological traits. Scholars have identified multiple core dimensions that constitute the toxic leadership construct, each contributing uniquely to its overall destructive impact on individuals and organizations. These dimensions offer a framework for understanding how toxic leadership operates and how it affects workplace dynamics. Recognizing these dimensions helps organizations in diagnosing toxic behavior, assessing its intensity, and designing appropriate interventions to mitigate its harmful consequences.

- **Self-Promotion**

Self-promotion is a prominent feature of toxic leadership, whereby leaders continuously seek to highlight their personal achievements and draw attention to themselves, often exaggerating accomplishments while minimizing or ignoring the contributions of others. Such leaders primarily pursue personal gains—such as recognition, advancement, or influence—at the expense of collective success. This behavior extends beyond boastfulness and may involve manipulating organizational communication channels to construct and reinforce an idealized self-image. These leaders often dominate meetings, reports, or official correspondence to showcase their own success. This undermines team cohesion, fosters individualism, and cultivates a hyper-competitive environment. Employees may feel undervalued, which leads to diminished morale, decreased loyalty, and increased turnover intentions. Furthermore, self-promotion impedes organizational learning, as success becomes attributed to individuals rather than the team. (Chua, 2015)

- **Abusive Supervision**

Abusive supervision refers to a sustained pattern of verbal or psychological mistreatment directed at subordinates. This includes behaviors such as public

humiliation, harsh criticism, false accusations, deliberate neglect, and scapegoating. Crucially, these actions are systematic and persistent rather than occasional or accidental. (Singh et al, 2018)

Such behavior severely damages trust between leaders and employees and has immediate adverse effects on employees' psychological well-being. It is associated with reduced productivity, increased absenteeism, and heightened job-related stress. Moreover, abusive supervision fosters a fear-based organizational climate where employees are reluctant to express concerns or suggest improvements. This "organizational silence" stifles creativity, discourages innovation, and weakens communication at all levels of the organization. (Octavian, 2023)

- **Unpredictability**

Unpredictability refers to inconsistent, erratic, or contradictory behavior from leaders—being supportive and encouraging in one moment, then hostile or indifferent the next without explanation. This inconsistency creates confusion and psychological instability within the workplace, making it difficult for employees to anticipate expectations or interpret the leader's reactions. (Reyhanoglu & Akin, 2022)

As a result, employees become hyper-vigilant, constantly adjusting their behavior in an attempt to avoid conflict or gain favor. This leads to mental fatigue, distraction, and reduced efficiency. Trust in leadership deteriorates, communication breaks down, and planning becomes unreliable. Over time, this instability can cause employee disengagement, emotional withdrawal, and the loss of valuable talent. (Reyhanoglu & Akin, 2022)

- **Narcissism**

Narcissism in leadership is defined by an exaggerated sense of self-importance, a constant need for admiration, and a lack of empathy. Narcissistic leaders perceive themselves as indispensable and often view others merely as instruments to advance their own interests. They tend to dismiss or devalue the contributions of others and are hypersensitive to criticism. (Reyhanoglu & Akin, 2022)

Feedback is interpreted as a personal attack, often met with defensiveness or retaliation. These leaders prioritize their image and personal ambition over organizational goals, which can result in ethical compromises and decision-making that undermines long-term sustainability. Although narcissistic leaders may produce short-term gains, their style typically generates workplace conflict, perceptions of injustice, and declining team performance over time. (Octavian, 2023)

- **Authoritarian Leadership**

Authoritarian leadership is characterized by rigid control, unilateral decision-making, and the suppression of employee autonomy. These leaders rely on strict rules, surveillance, and punishment rather than motivation, collaboration, or trust. They discourage dissent, suppress creativity, and require absolute obedience. This leadership style limits employees' sense of ownership and reduces their engagement and innovation. Workers often feel like mere executors of orders rather than valued contributors, leading to dissatisfaction and burnout. While authoritarian leadership may deliver short-term results in crisis or hierarchical environments, it is ill-suited to modern organizations that prioritize agility, empowerment, and continuous improvement. Its long-term impact includes stagnation, resistance to change, and high turnover. (Octavian, 2023)

2.2 Organizational Performance

2.2.1 Concept of Organizational Performance

The concept of performance, as defined in French and English dictionaries, is primarily associated with outcomes, achievement of goals, and quality, rather than with the economic aspects of efficiency and effectiveness (Bunteng, 2022).

According to Rolstadås (1998), the performance of an organizational system is a multifaceted and complex construct involving seven key criteria: effectiveness, efficiency, quality, productivity, quality of work life, innovation, and profitability. These dimensions are interrelated and must be simultaneously considered to understand overall organizational performance.

Noye (2002) emphasizes that performance consists of "achieving the goals that were given to you in alignment with the organization's strategic orientation." Similarly, Cho and Dansereau (2010) define organizational performance as the degree to which a company's actual outcomes align with its stated goals and objectives.

Tomal and Jones (2015) describe organizational performance as encompassing the actual results or outcomes achieved by an organization, measured against its planned or intended outcomes. Nasir (2023) further elaborates on this by defining organizational performance as the ability of an organization to acquire and effectively utilize its scarce resources to achieve its operational goals.

Organizational performance is a central concern in management studies, as it reflects the organization's capacity for sustainable growth and competitive advantage. Gavrea et al. (2011) note that continuous performance improvement is essential for organizational development and long-term success. Moreover, organizational success or failure—whether in for-profit or non-profit sectors—is ultimately determined by the level of performance achieved (Ismael et al., 2010). Therefore, organizations constantly seek to enhance their performance by identifying, understanding, and optimizing the factors that influence their internal processes (Shuck & Wollard, 2010; Ismael et al., 2010)

2.2.2 Factors Affecting Organizational Performance

Based on the reviewed literature, several empirically supported factors have been identified as influencing organizational performance. These include stakeholder involvement, intellectual capital, human resource management, personal factors such as age and gender, organizational characteristics, creativity, and innovation. Additional factors noted in the literature comprise the organizational environment, corporate governance, innovation and development practices, a supportive organizational climate, and organizational structure (Mabai & Hove, 2020).

- **Human Resource Management (HRM)**

Human resource management has received considerable attention in the literature. It is primarily concerned with effectively aligning the right individuals to the right roles, thereby optimizing employee talents and capabilities. According to Ukanwah and Ndaguba (2015), an organization's competitiveness depends on employees' capacity to generate, process, and apply knowledge. This aligns with the view that a well-trained and managed workforce constitutes a sustainable source of competitive advantage. The motivation and engagement of employees directly influence organizational performance. Therefore, the degree to which strategic management goals are achieved is closely linked to the quality of HRM practices (Yilmaz & Bulut, 2015). As Cania (2014) emphasizes, efficient and effective management of human resources is essential to attaining desired organizational outcomes.

- **Organizational Assets**

Organizational assets must be properly maintained and managed to ensure that employees have the resources necessary to fulfill their responsibilities. Inadequate or poorly managed assets hinder goal attainment and strategic execution. Akpa et al (2010) noted that the function of asset management is to support the acquisition, operational support, and disposal of physical assets required by the organization. In recent years, asset management systems have been adopted in the public sector, particularly in local government, to enhance resource allocation and operational efficiency.

- **Staff Motivation**

Employee motivation and job satisfaction reflect an employee's expectations of the organization and their attitude toward their work (Ali & Ahmed, 2009). A satisfied and intrinsically motivated employee contributes significantly to organizational efficiency and effectiveness, ultimately enhancing profitability (Matthew et al., 2009). In a study conducted in Pakistan's telecommunications and banking sectors, a significant

relationship was found between employee motivation and organizational effectiveness (Muhammad et al., 2009).

- **Training and Development**

Stevent (2007) defined training as a set of planned activities aimed at enhancing employees' job knowledge, skills, and attitudes in line with organizational goals and job requirements. Powell and Serkanyalcin (2010) emphasized that training improves effectiveness across multiple dimensions, including leadership, organization, and influence. Shadare and Hammed (2009) highlighted key aspects of training, such as participation, perceived benefits, and relevance. Therefore, ongoing training and development are critical for fostering individual and organizational growth.

- **Environmental Factors**

Both internal and external environmental factors play a critical role in shaping organizational performance. Tools such as SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analyses help assess environmental influences. Chitechi (2014) observed that organizational adaptability to environmental changes is essential for success and survival. Environmental analysis allows organizations to identify risks and opportunities and make informed strategic decisions.

- **Working Environment**

The working environment encompasses the delegation of roles, communication patterns, and the coordination of responsibilities between management and staff (Robbins, 2008). It is shaped by administrative, technological, socio-cultural, and political elements, all of which influence organizational operations and outcomes (Muhammad et al., 2009). According to Chandrasekar (2011), effective workplace design enhances performance by addressing the diverse ways people work—individually and collectively. The physical workspace itself becomes a strategic tool that supports productivity. However, Vischer (2007) noted that ambiguity in defining

"productivity" complicates the evaluation of environmental factors on work performance.

- **Leadership**

Empirical research consistently demonstrates that leadership style has a direct impact on organizational success. Mclaggan et al. (2013) emphasized that leadership is fundamental to achieving strategic goals and improving overall performance. Hurduzeu (2015) argued that effective leaders foster innovation and creativity by encouraging employees to challenge their values and assumptions. Alosani & Yusoff (2012) found that consultative and consensus-based leadership styles significantly improve job satisfaction, particularly in the construction sector of the UAE. Over 50% of surveyed employees indicated that leadership greatly influenced their job satisfaction. Therefore, leadership effectiveness is critical, as it shapes employee engagement and determines organizational outcomes.

2.2.3 Dimensions of Organizational Performance

Organizational performance is a multidimensional construct that reflects the overall effectiveness of an organization in achieving its goals. While various studies have approached its dimensions differently, the current research adopts the classification proposed by Ali et al (2019), which identifies six core dimensions: Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, and Operational Performance. These dimensions provide a comprehensive view of performance from both internal and external standpoints:

- **Financial Perspective**

This dimension focuses on the financial outcomes and the economic viability of the organization. It encompasses key metrics such as profitability, revenue growth, return on investment (ROI), cost control, and overall financial sustainability. Evaluating this perspective allows organizations to determine whether their strategies contribute to long-term economic success. (Hamann et al, 2013)

- **Customer Perspective**

The customer perspective assesses the organization's ability to meet customer needs and expectations. It includes indicators such as customer satisfaction, loyalty, market share, brand equity, and service quality. This perspective emphasizes the external value delivered to customers, which is critical for competitive positioning and sustainable growth. (Bhaskar & Mishra, 2017)

- **Internal Processes Perspective**

This dimension examines the efficiency and effectiveness of the organization's internal operations that are essential for value creation and service delivery. It includes process optimization, quality assurance, innovation in production and services, and supply chain management. Strong performance in this area enhances organizational agility and responsiveness. (Yu et al, 2018)

- **Learning and Growth Perspective**

This perspective highlights the organization's capacity to develop and utilize its intellectual and organizational capital. It focuses on employee training and development, knowledge management, technological infrastructure, and leadership capabilities. Enhancing learning and growth is vital for fostering innovation and long-term adaptability. (Bhaskar & Mishra, 2017)

- **Strategic Performance**

Strategic performance refers to the extent to which an organization achieves its long-term objectives and aligns its actions with its mission and strategic vision. It reflects the integration of the other performance dimensions in pursuit of sustained competitive advantage and organizational coherence. (Yu et al, 2018)

- **Operational Performance**

Operational performance addresses the efficiency and effectiveness of routine operations. It includes measures such as productivity, resource utilization, cost-effectiveness, service quality, and turnaround time. Strong operational performance

ensures reliability in delivering products and services and supports the broader performance architecture. (Bhaskar & Mishra, 2017)

3. Study Problem:

In the modern business environment, organizations are increasingly aware of the central role leadership plays in shaping performance outcomes across strategic, operational, and human dimensions. Effective leadership is often associated with motivating employees, enhancing innovation, improving productivity, and achieving organizational objectives. However, in contrast to constructive leadership styles, toxic leadership has emerged as a pervasive and damaging phenomenon that can hinder both individual and organizational success.

Toxic leadership encompasses a range of dysfunctional behaviors—including self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership—that may demoralize employees, reduce engagement, and deteriorate workplace relationships. While these behaviors are typically viewed as harmful, there is growing recognition that their effects on organizational performance can vary depending on context, intensity, and the dimensions of performance being examined.

Organizational performance itself is a multifaceted construct, encompassing not only financial indicators but also customer satisfaction, internal business processes, organizational learning, strategic alignment, and operational efficiency. These dimensions are often best captured through comprehensive models such as the Balanced Scorecard (BSC), which allows for a more holistic assessment of performance.

Despite the increasing academic attention given to toxic leadership and its implications for employees, limited empirical research has examined the comprehensive impact of toxic leadership behaviors on the full range of organizational performance dimensions, especially in critical and sensitive sectors like the pharmaceutical industry in Egypt. This sector, which is vital to public health and national economic growth, faces

unique leadership challenges due to its regulatory complexity, competitive dynamics, and need for innovation and quality assurance.

Furthermore, most existing studies have been conducted in Western contexts or within public organizations, with minimal focus on the private pharmaceutical sector in emerging economies, including Egypt. In addition, previous research has often treated toxic leadership as a unidimensional construct, ignoring the complexity and interaction among its various components.

Accordingly, this study seeks to address this gap by investigating the following core research question:

To what extent does toxic leadership—with its multiple dimensions (self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership)—affect the various dimensions of organizational performance (financial perspective, customer perspective, internal processes, learning and growth, strategic performance, and operational performance) in pharmaceutical companies in Egypt?

Based on an exploratory field study, along with a review of previous studies, the researcher was able to formulate the study problem in the following questions:

- What is the level of application of toxic leadership in the companies under study?
- What is the level of application of organizational performance and its dimensions in the companies under study?
- What is the nature of the relationship between the toxic leadership and organizational performance in the companies under study?

4. Study Objectives:

The primary objective of this study is to investigate the impact of toxic leadership—represented by self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership—on the various dimensions of

organizational performance in pharmaceutical companies in Egypt. and to achieve this goal, it was divided into the following sub-goals:

- Identify the reality of applying the dimensions of toxic leadership in the companies under study.
- Identify the availability of organizational performance dimensions in the companies under study.
- The study of the relationship between toxic leadership and organizational performance in the studied companies.

5. Study Hypotheses

The main hypothesis:

"There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the organizational performance with its dimension (Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance) in pharmaceutical companies in Egypt. From this hypothesis the following sub-hypotheses:

- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Financial Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Customer Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership)

on the **Internal Processes Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.

- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Learning and Growth Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Strategic Performance** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Operational performance** as a dimension of organizational performance in pharmaceutical companies in Egypt.

6. Study Model:

The model for the research variables and the extent of the impact of toxic leadership dimensions on Organizational performance can be explained in its dimensions as shown in Figure No. (1) as follows:

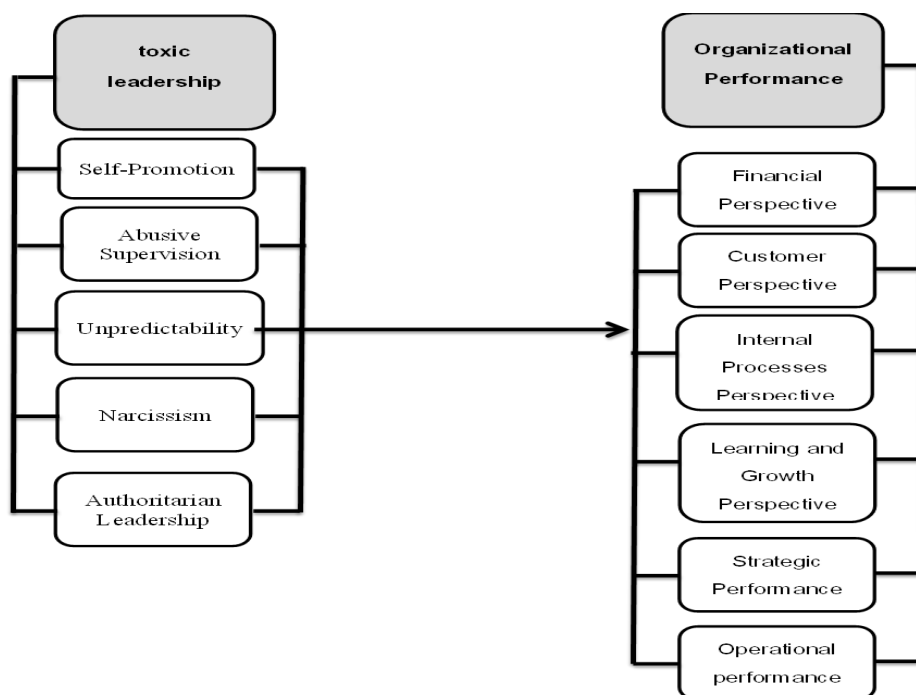


Figure (1) Study Variables Model

Source: Prepared by the researcher based on previous

7. Research Importance:

7.1 Academic importance

This study contributes significantly to the academic literature by addressing a relatively underexplored area in leadership and organizational behavior research—namely, the impact of toxic leadership on multidimensional organizational performance. While much of the existing literature has focused on positive leadership styles and their influence on employee outcomes, limited attention has been paid to the collective impact of toxic leadership dimensions (self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership) on performance indicators aligned with the Balanced Scorecard (BSC) framework.

Moreover, the study expands the scope of toxic leadership research by:

- Treating toxic leadership as a multi-dimensional construct.

- Integrating it with comprehensive performance metrics, including strategic and operational dimensions.
- Applying the model in the pharmaceutical sector of a developing economy (Egypt), which adds contextual relevance and enriches global comparative studies.

Thus, the study fills an important theoretical and empirical gap, and its findings are expected to inform future models, frameworks, and discussions in leadership and performance management literature.

7.2 Practical importance:

From a practical standpoint, this study provides valuable insights for decision-makers, HR professionals, and organizational leaders within the pharmaceutical sector in Egypt. By identifying how specific toxic leadership behaviors negatively influence various aspects of organizational performance, the study:

- Helps organizations diagnose and prevent harmful leadership patterns that may be undermining productivity and effectiveness.
- Offers evidence-based input for designing leadership development programs, leadership assessment tools, and organizational policies aimed at promoting healthy work environments.
- Supports strategic planning by highlighting the link between leadership style and performance outcomes, including customer satisfaction, process efficiency, and financial success.
- Assists in building a resilient organizational culture by reducing turnover, improving communication, and increasing employee engagement.

Ultimately, the study equips pharmaceutical companies with the knowledge needed to enhance performance, maintain regulatory and ethical standards, and ensure long-term sustainability in a highly competitive and socially critical industry.

8. Research methodology

8.1 Research method and philosophy

The researcher relied on the descriptive method as it is the most widely used method in the social sciences. This method relies on collecting data from realistic conditions, complete clarity in the methods of collecting primary data, and lack of control over the research environment. This was done through an applied study, where the researcher used the survey list to collect data on the research variables, then subjected the collected data to appropriate statistical analysis methods in order to achieve the research objectives and test the validity of the research hypotheses (Nassaji, 2015).

Regarding the philosophy of research, the researcher relied mainly on positivism, or what is also called deterministic philosophy, which focuses on constructed theories and their application in the field, whether with regard to the independent variable (Toxic Leadership), or regarding the dependent variable (Organizational Performance). Positive philosophy is concerned with focusing on quantifiable observations that are analyzed statistically. (Awaad, 2019: 28)

8.2 Questionnaire design:

The survey list is divided into three main axes as follows:

- **Demographic data:**

They include both:

- A. type (two categories).
- B. Age (4 categories).
- C. Career level (3 categories).
- D. Experience level (3 categories).

- **Toxic Leadership:**

Toxic Leadership were measured based on the scale developed by (Bakkal et al, 2019) This scale consists of 28 statements, which are answered on a progressive Likert

scale consisting of five points ranging from (1) completely disagree to (5) completely agree, and it measures five dimensions of Toxic Leadership:

- A. **Self-Promotion:** consists of (5) statements (statements X1 to X5).
- B. **Abusive Supervision:** consists of (6) statements (statements X6 to X11).
- C. **Unpredictability:** consists of (6) statements (statements X12 to X17).
- D. **Narcissism:** consists of (5) statements (statements X18 to X22).
- E. **Authoritarian Leadership:** consists of (6) statements (statements X23 to X28).
- **Organizational Performance:**

Organizational Performance was measured based on the scale developed by (Ali et al, 2019), and this scale consists of 34 statements, which are answered on a gradual Likert scale consisting of five points ranging from (1) completely disagree to (5) completely agree. It measures six dimensions of Organizational Performance:

- A. **Financial Perspective:** consists of (5) statements (statements Y1 to Y5).
- B. **Customer Perspective:** consists of (6) statements (statements Y6 to Y11).
- C. **Internal Processes Perspective:** consists of (6) statements (statements Y12 to Y17).
- D. **Learning and Growth Perspective:** consists of (7) statements (statements Y18 to Y24).
- E. **Strategic Performance:** consists of (6) statements (statements Y25 to Y30).
- F. **Operational performance:** consists of (4) statements (statements Y31 to Y34).

8.3 The research population and sample:

- **Study population:**

The research population is made up of employees working in pharmaceutical companies, specifically in the business sector. This number includes 10,135 individuals according to data provided by the administrative affairs and human resources department of the companies involved in the study, with senior management excluded. The data of the research community is presented in Table (1).

Table No. (1) Research Population

	Company Name	percentage	Number of Employee
1	Memphis Pharm & Chemical Industries	16.3%	1655
2	MEPA	6.2%	635
3	Arabian Drug Company	21.7%	2200
4	Nile Farm	18%	1825
5	EPTC	10%	1020
6	CID	13.4%	1360
7	Al-Gomhouria	14.4%	1440
Total		100%	10135

Source: Prepared by the researcher based on the records of the Personnel Affairs Department in the Administrative Affairs and Human Resources Sector in the companies under study, 2023.

- **Study sample**

- The research sample refers to the item to which the survey list is directed; to answer them, and then the sampling unit in this research is the employees of the upper and middle management and the supervisors of the operational management in pharmaceutical companies mentioned in the study society.
- In order for the research sample to be well representative of the research community, the most appropriate choice for the type of sampling was Stratified Random Sampling, commensurate with the size of the research community layers (the number of employees in the administrative levels: middle management, Executive management), and the sample size that will be conducted has been determined. applied study on it; Based on the following equation: (Thompson, 2010: 59-60):

$$n = \frac{N \times P [1-P]}{\{ [N-1 \times (d^2 / z^2)] + P(1-P) \}}$$

- N: the size of the Research population.

- Z: is the standard score for the permissible error and equals to 1.96 at a confidence factor of 95%, which is the most common in social research.
- P: is the probability that to the item will appear and is equal to 0.5.
- D: error rate equal to 0.05

So, sample size (n) = 385 individuals.

8.4 Procedures of collecting and distributing questionnaires:

The researcher created an electronic model of the survey form on Google Form, in addition to distributing some of the survey lists to some of the sample members. These forms were collected through personal interviews between the researcher and the surveyed, due to the researcher's keenness to ensure that the surveyed had a sound understanding and understanding of what the survey list contained, and to collect all the questionnaires. In one Excel file, the researcher took into account the most appropriate representation of the different job grades in the distribution. The following table shows the response rates to the survey.

Table No. (2) Survey response rates

Number of questionnaires	Number of returned questionnaires	Number of questionnaires that were not suitable for analysis	Number of questionnaires that were subjected to statistical analysis
400	390	16	374

Source: Prepared by the researcher.

8.5 Study Limitations

This study is subject to a set of objective, spatial, temporal, and human limitations, which define its scope and delimit its applicability. These limitations are as follows:

- **Objective Limitations:**

The study is constrained by the specific focus it adopts regarding the variables under investigation. The key objective limitations are:

- A. The research examines the direct impact of toxic leadership on organizational performance without incorporating any moderating variables.
- B. No mediating variables are considered in the analysis; the relationship is studied in its direct form.
- C. Organizational performance is treated solely as the **dependent variable** in the study.
- D. Toxic leadership is investigated exclusively as the **independent variable** affecting organizational performance.

- **Spatial Limitations:**

The study is geographically and sectorally confined to the pharmaceutical industry, specifically targeting companies operating within the business sector. This sectoral focus ensures relevance and contextual specificity but limits generalizability beyond this field.

- **Temporal Limitations:**

The data collection process for this research will be conducted within a specific timeframe, namely between March 2025 and April 2025. As such, the findings reflect the organizational climate and leadership behaviors during this defined period.

- **Human Limitations:**

The study population is limited to employees in administrative and operational management roles within the selected pharmaceutical companies. Senior management is deliberately excluded, as the nature of the studied variables (e.g., experiences of toxic leadership) is more applicable to subordinate and mid-level employees.

8.6 The statistical methods:

In analyzing the data and testing the validity of the hypotheses, the researcher relied on the Statistical Package for the Social Sciences (SPSS 26) program, where the following statistical methods were used:

First: Descriptive Methods

- Frequencies and percentages.
- Arithmetic Mean.
- Standard Deviation.

Second: Inferential Methods:

- **Distribution of the study sample** items included in the statistical analysis according to demographic variables (gender, age, Career level, Experience level) in terms of number or frequency and percentage, using the SPSS program.²⁶
- **Alpha coefficient:** The Cronbach's Alpha reliability coefficient (Alpha) was used for the study tool (survey list), in order to calculate the reliability and validity coefficients for the survey questions, and to determine the extent to which it can be relied upon in this research.
- **Confirmatory factor analysis:** for measures of phrases of the five dimensions of Toxic Leadership: (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership), and measures of phrases of dimensions of the six dependent variable Organizational Performance: (Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance), in order to identify statements with non-significant standardized regression coefficients that should be excluded. In addition to clarifying the indicators for judging the quality of fit of the confirmatory factor analysis model for measures of Toxic Leadership and Organizational Performance and calculating both the reliability coefficient and the validity coefficient using the AMOS program and the SPSS program.
- **Calculating descriptive statistics:** (arithmetic mean, standard deviation, and standard coefficient of variation) for each dimension of Toxic Leadership and Organizational Performance, in addition to using a one-sample t-test, using the SPSS program.
- **Pearson correlation coefficient and its significance test:** for the purpose of measuring the degree of correlation between the research variables, testing the significance of that

correlation, and knowing whether or not there is a moral relationship between the research variables. Using the SPSS program

- **Multiple regression analysis method:** to determine the type of influence between the independent variables and the dependent variable and to determine the dimensions that most influence the dependent variable. It was used to test the second hypothesis.
- **Building a structural or structural model:** for the paths of the study variables, which include the overall measure of Toxic Leadership and its impact on the five dimensions of Toxic Leadership, and the overall measure of Organizational Performance and its impact on the six dimensions of Organizational Performance, in addition to the impact of the overall measure of Toxic Leadership on the overall measure of Organizational Performance, Using the AMOS program.

These methods will be explained in detail in their placement.

9. The Applied Study

9.1 Results of the confirmatory factor analysis of the study's variables

Golob (2001) explains that confirmatory factor analysis is a form of structural modeling, which represents an input to analyzing data guided by a specific theory. It includes a variety of mathematical models that are capable of dealing with large numbers of independent variables and dependent variables, as well as dealing with observed variables (Awad, 2019).

The researcher also calculated the reliability coefficient and the validity coefficient for the dimensions of the study variables. The stability of the scale indicates the extent to which the statements of the survey list are stable and do not contradict themselves, meaning that the survey list will give approximately the same results with a probability equal to the value of the reliability coefficient if it is re-applied to another sample from the same population and of the same size.

To conduct a reliability test for the statements included in the survey list, Cronbach's Alpha coefficient was used, which is a coefficient that takes values ranging from zero to the

correct one. If there is no stability at all, the value of this coefficient will be equal to zero, while if there is complete stability, the value of this coefficient will be equal to the correct one.

Any increase in the value of Cronbach's Alpha coefficient to approach the correct one means an increase in the level of reliability, which reflects the results of the sample on the population under study. Note that the lowest value that can be accepted for this factor is 0.7, and more than 0.7 gives a strong indicator for judging the stability of the survey list (Awad, 2019). The validity of the scale means that the answers obtained from the survey list provide information that the statements were designed to measure. That is, the survey actually measures what it sets out to measure. The validity coefficient is calculated by taking the square root of the reliability coefficient. Hence, the researcher explains below the results of the confirmatory factor analysis and the reliability and validity coefficients for both Toxic Leadership and Organizational Performance, as follows:

9.1.1 Confirmatory Factor Analysis for Toxic Leadership

Confirmatory Factor Analysis was made for all Toxic Leadership and 28 phrases. The results of the initial Confirmatory Factor Analysis showed that there was no decrease in the quality indicators of model matching, due to the absence of a phrase with a low degree of saturation on the respective dimension. So, no phrase will be excluded.

The following table shows the results of Confirmatory Factor Analysis tracks for Toxic Leadership dimensional scales phrases by illustrating Unstandardized Coefficients (U.C), Standardized Coefficients (S.C), Standard Error (S.E), T test (C.R), and P value.

Table (3) The results of Confirmatory Factor Analysis tracks for Toxic Leadership dimensional scale phrases

Statement number	Statement	Dimension	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
X1	Drastically changes his/her demeanor when his/her supervisor is present.	Self-Promotion	.631	1.000	—	—	—
X2	Denies responsibility for mistakes made in his/her unit.		.839	1.367	.104	13.160	***
X3	Will only offer assistance to people who can help him/her get ahead.		.631	1.301	.123	10.599	***
X4	Accepts credit for successes that do not belong to him/her.		.809	1.393	.109	12.831	***
X5	Acts only in the best interest of his/her next promotion.		.774	1.268	.102	12.433	***
X6	Holds subordinates responsible for things outside their job descriptions.	Abusive Supervision	.747	1.000	—	—	—
X7	Is not considerate about subordinates' commitments outside of work.		.799	.991	.062	15.959	***
X8	Speaks poorly about subordinates to other people in the workplace.		.804	1.004	.062	16.077	***
X9	Publicly belittles subordinates.		.843	1.066	.063	16.957	***
X10	Reminds subordinates of their past mistakes and failures.		.729	1.127	.078	14.403	***
X11	Tells subordinates they are incompetent.		.785	1.165	.074	15.644	***
X12	Allows his/her current mood to define the climate of the workplace	Unpredictability	.805	1.000	—	—	—
X13	Allows his/her mood to affect his/her vocal tone and volume		.802	.867	.048	18.099	***
X14	Expresses anger at subordinates for unknown reasons		.721	.950	.061	15.679	***

Statement number	Statement	Dimensio	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
X15	Causes subordinates to try to "read" his/her mood		.740	.813	.050	16.231	***
X16	Affects the emotions of subordinates when impassioned		.854	.983	.050	19.803	***
X17	Varies in his/her degree of approachability		.782	.821	.047	17.459	***
X18	Has a sense of personal entitlement.	Narcissism	.770	1.000	—	—	—
X19	Assumes that he/she is destined to enter the highest ranks of my organization.		.796	.977	.058	16.808	***
X20	Thinks that he/she is more capable than others.		.782	1.106	.067	16.450	***
X21	Believes that he/she is an extraordinary person.		.773	1.043	.064	16.234	***
X22	Thrives on compliments and personal accolades.		.820	1.084	.062	17.463	***
X23	Controls how subordinates complete their tasks	Authoritarian Leadership	.682	1.000	—	—	—
X24	Invades the privacy of subordinates		.720	1.148	.088	12.988	***
X25	Does not permit subordinates to approach goals in new ways		.840	1.268	.085	14.917	***
X26	Will ignore ideas that are contrary to his/her own		.765	1.202	.088	13.729	***
X27	Is inflexible when it comes to organizational policies, even in special circumstances		.690	1.180	.094	12.495	***
X28	Determines all decisions in the unit whether they are important or not		.746	1.168	.087	13.421	***

** Indicates that the calculated value is statistically significant at a significant level of 1%

Source: Results of the statistical analysis of the AMOS program.

Figure (2) also shows the confirmatory factor analysis model for the phrases of the dimensions of Toxic Leadership:

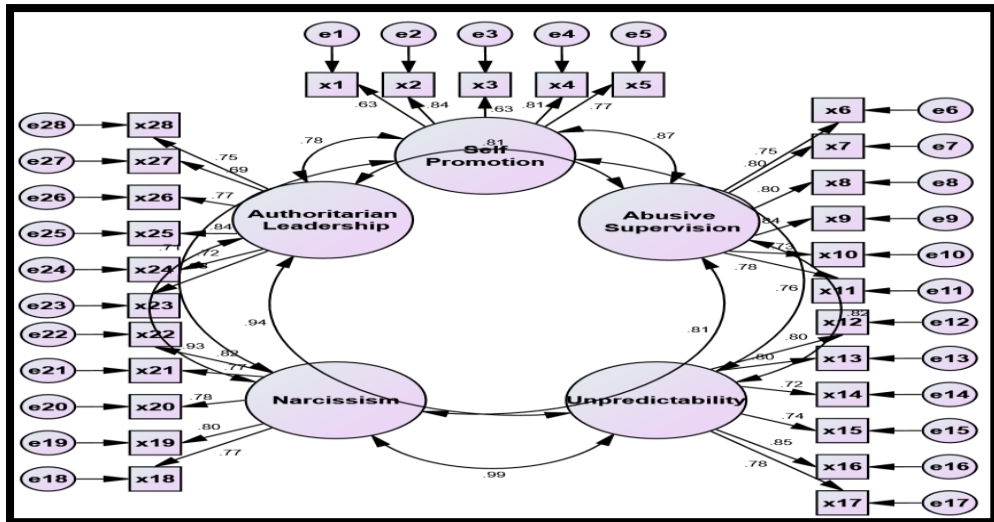


Figure No. (2) Confirmatory factor analysis model for phrases measuring the dimensions of Toxic Leadership

Source: Results of statistical analysis of the AMOS program.

It is clear from the above that all the values of the standard regression coefficients were higher than 0.3 while keeping the rest of the significant expressions true. For further clarification, Table (4) Indicators for judging the quality of fit of the confirmatory factor analysis model for the Toxic Leadership scale:

Table no. (4) Indicators for judging the quality of fit of the confirmatory factor analysis model for the Toxic Leadership scale.

Index	Normative value	Indicator value
Normed Chi-square (CMIN/DF)	Less than or equal to 3	2.745
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	0.069
Goodness of Fit Index (GFI)	The closer its value is to the correct one, the better the model matches the data of the research sample	0.978
Comparative Fit Index (CFI)		0.936
Normed of Fit Index (NFI)		0.941
Tucker-Lewis Index (TLI)		0.920

Source: Results of statistical analysis of the AMOS program.

It is clear from the previous table that all indicators of judging the quality of Tawfiq Confirmatory Factor Analysis model for the Toxic Leadership scale are statistically acceptable.

As shown in Table (5) Reliability and Validity for Toxic Leadership dimensional scales:

Table no. (5) Reliability and validity coefficients for measures of Toxic Leadership dimensions

Dimensions of Toxic Leadership	Number of statements	Transactions	
		Cronbach's alpha coefficient	Self-honesty coefficient
Self-Promotion	5	0.791	0.889
Abusive Supervision	6	0.810	0.900
Unpredictability	6	0.804	0.897
Narcissism	5	0.824	0.908
Authoritarian Leadership	6	0.829	0.910
Total The Toxic Leadership	28	0.847	0.920

Source: The results of the statistical analysis of the SPSS program.

It is clear from the previous table that the values of the Cronbach's alpha reliability coefficient range between 0.791 and 0.829 (that is, each of them is more than 0.7), which

confirms the internal consistency of the statements of the Toxic Leadership dimensions scale. The validity coefficient values range between 0.889 and 0.910, which confirms that the statements measuring the dimensions of Toxic Leadership actually measure the dimension they were designed to measure.

9.1.2 Results of confirmatory factor analysis of Organizational Performance

Confirmatory factor analysis was conducted for all 34 statements or items of the Organizational Performance scale. The results of the initial Confirmatory Factor Analysis showed that there was no decrease in the quality indicators of model matching, due to the absence of a phrase with a low degree of saturation on the respective dimension. So, no phrase will be excluded.

The following table shows the results of Confirmatory Factor Analysis tracks for Organizational Performance dimensional scales phrases by illustrating Unstandardized Coefficients (U.C), Standaradized Coefficients (S.C) ,Standard Error (S.E), T test (C.R), and P value.

Table No. (6) Results of confirmatory factor analysis paths for phrases measuring dimensions of Organizational Performance.

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Y1	The financial aspect of performance is one of the top management priorities.	Financial Perspective	.812	1.000	-	-	-
Y2	The department develops internal and external metrics to determine the extent to which it contributes to the achievement of financial improvements.		.667	.867	.063	13.813	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Y3	Managers provide information on the data that controls the current cash flow in relation to what has been planned.		.828	.848	.046	18.284	***
Y4	The evaluation of the financial aspect has a role in its future financing and is reflected on the performance of the authority.		.657	.809	.060	13.547	***
Y5	Managers study the benefits of monetary value to improve the authority.		.741	.841	.053	15.765	***
Y6	The Department measures the external criteria that determine the current and future position of the authority among its clients.	Customer Perspective	.781	1.000	-	-	-
Y7	The authority focuses on meeting the quality and speed required by customers.		.788	1.016	.063	16.054	***
Y8	The management provides all the services that serve to satisfy customers.		.696	.880	.063	13.891	***
Y9	The Department compares the level of customer satisfaction with the products or services provided to them by other competing companies to the general post authority.		.638	.737	.059	12.568	***
Y10	The authority has Customer Service offices that work positively and efficiently.		.428	.633	.078	8.120	***
Y11	We have a customer guide explaining the services provided by the authority.		.382	.482	.067	7.216	***
Y12	The Department sets internal and external standards to determine the	Internal Process	.456	1.000	-	-	-

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Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
	quality performance procedures for the internal operations of the authority.						
Y13	The management monitors the performance of employees and directs them to the best.		.395	1.251	.333	3.755	***
Y14	The department monitors the progress of operations efficiently and regularly.		.507	1.588	.402	3.953	***
Y15	The management is trying to develop the technologies used in accordance with the developments of the external environment.		.913	4.416	1.051	4.203	***
Y16	The internal operations focus on modern creative aspects in the performance of the authority's work.		.852	3.866	.924	4.186	***
Y17	Internal operations are integrated with other aspects of the organizational performance of the authority.		.836	4.008	.959	4.180	***
Y18	The authority seeks to keep abreast of everything new.	Learning and Growth Perspective	.829	1.000	-	-	-
Y19	In the business world and apply it to its business.		.850	1.055	.051	20.829	***
Y20	The commission updates the methods and means of providing its services.		.529	.571	.052	11.004	***
Y21	There is a manual in the body that specifies the job description of each employee.		.779	1.069	.059	18.191	***
Y22	Assessment of the performance of employees is carried out periodically.		.344	.499	.073	6.819	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Y23	Employee performance assessment helps to improve performance.		.764	1.029	.058	17.675	***
Y24	The authority focuses on the human resource and the development of its performance.		.552	.788	.068	11.566	***
Y25	There is a high effectiveness in achieving internal goals.	Strategic Performance	.549	1.000	-	-	-
Y26	As much as possible, we implement new procedures and/or practices in the services.		.765	1.788	.162	11.045	***
Y27	We retain existing clients and manage to attract new ones.		.507	1.432	.170	8.423	***
Y28	We consider our relations with suppliers to be excellent because we maintain genuine partnerships with them.		.850	1.943	.166	11.689	***
Y29	There is a mutual trust between our company and our suppliers.		.874	2.042	.172	11.858	***
Y30	There is a clear strategy inside the organization to achieve the organizational goals.		.878	2.199	.185	11.885	***
Y31	Our company is able to grasp the right timing for launching new services.	Operational performance	.918	1.000	-	-	-
Y32	Our company is equipped with the ability to develop high- quality new services.		.923	1.021	.033	31.027	***
Y33	The launch speed of new services is faster than other companies in the same industry.		.748	.710	.037	19.155	***

The Impact of Toxic Leadership on the Organizational Performance

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Y34	The degree of automation operation is much higher than other companies in the same industry.		.915	.913	.030	30.209	***

*** Indicates that the calculated value is statistically significant at a significant level of 1%

Source: Results of the statistical analysis of the AMOS program.

Figure (3) also shows the confirmatory factor analysis model for the phrases of the dimensions of Organizational Performance:

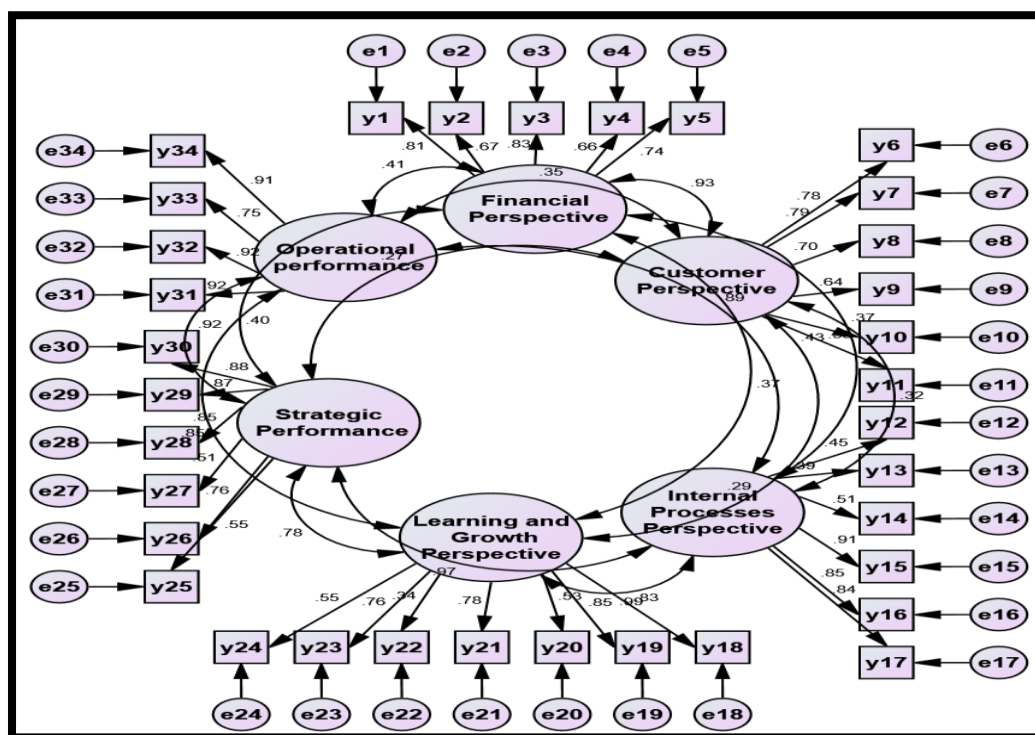


Figure No. (3) Confirmatory factor analysis model for phrases measuring the dimensions of Organizational Performance

Source: Results of statistical analysis of the AMOS program.

It is clear from the above that all the values of the standard regression coefficients were higher than 0.3 while keeping the rest of the significant expressions true. For further clarification. For further clarification, Table (4/8) Indicators for judging the quality of fit of the confirmatory factor analysis model for the Organizational Performance scale:

Table no. (7) Indicators for judging the quality of fit of the confirmatory factor analysis model for the Organizational Performance scale.

Index	Normative value	Indicator value
Normed Chi-square (CMIN/DF)	Less than or equal to 3	2.685
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	0.075
Goodness of Fit Index (GFI)	The closer its value is to the correct one, the better the model matches the data of the research sample	0.941
Comparative Fit Index (CFI)		0.969
Normed of Fit Index (NFI)		0.922
Tucker-Lewis Index (TLI)		0.910

Source: Results of statistical analysis of the AMOS program.

It is clear from the previous table that all indicators of judging the quality of Tawfiq Confirmatory Factor Analysis model for the Organizational Performance scale are statistically acceptable.

As shown in Table (8) Reliability and Validity for Organizational Performance dimensional scales:

Table no. (9) Reliability and validity coefficients for measures of Organizational Performance dimensions

Dimensions of Organizational Performance	Number of statements	Transactions	
		Cronbach's alpha coefficient	Self-honesty coefficient
Financial Perspective	5	0.789	0.888
Customer Perspective	6	0.811	0.901
Internal Processes Perspective	6	0.828	0.910
Learning and Growth Perspective	7	0.833	0.913
Strategic Performance	6	0.809	0.899
Operational performance	4	0.814	0.902
Total The Organizational Performance	34	0.875	0.935

Source: The results of the statistical analysis of the SPSS program.

It is clear from the previous table that the values of the Cronbach's alpha reliability coefficient range between 0.789 and 0.833 (that is, each of them is more than 0.7), which confirms the internal consistency of the statements of the Organizational Performance dimensions scale. The validity coefficient values range between 0.888 and 0.913, which confirms that the phrases measuring the dimensions of Organizational Performance measure that dimension that they were designed to measure.

9.2 Measuring Respondents' Attitudes Toward the Availability of Study Variable Dimensions Among Employees in Pharmaceutical Companies (Business Sector)

Table No. (10): Summary of descriptive statistics for the study variables

Dimensions	Arithmetic mean	Standard deviation	Ranking
Toxic Leadership	4.03	.641	
Self-Promotion	3.88	.749	5
Abusive Supervision	4.06	.738	3
Unpredictability	4.11	.727	2

Dimensions	Arithmetic mean	Standard deviation	Ranking
Narcissism	4.15	.695	1
Authoritarian Leadership	3.93	.687	4
The dependent variable (Organizational Performance)	3.98	.548	
Financial Perspective	3.85	.672	6
Customer Perspective	4.05	.585	2
Internal Processes Perspective	4.12	.577	1
Learning and Growth Perspective	3.90	.542	5
Strategic Performance	3.96	.596	4
Operational performance	3.99	.609	3

Source: Results of statistical analysis of SPSS.

It is clear from the previous table that:

- **Regarding the independent variable, Toxic Leadership:**

The overall level of the independent variable, the Toxic Leadership of employees working in pharmaceutical companies, specifically in the business sector, under study, was characterized by a positive tendency, with a moderate degree of agreement, as the arithmetic mean value reached (4.03) and a standard deviation of (0.641). Which indicates that most of the respondents agreed on that.

- **Regarding the dimensions of the independent variable, Toxic Leadership:**

- It is noted from the previous table (5/4) that the **Self-Promotion** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.88) and a standard deviation of (0.749). The **Self-Promotion** dimension ranks fifth in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted also from the previous table that the **Abusive Supervision** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (4.06) and a standard deviation of (0.738). The **Abusive Supervision** dimension is ranked third

in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.

- It is noted also from the previous table that the **Unpredictability** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (4.11) and a standard deviation of (0.727). The **Unpredictability** dimension is ranked second in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted also from the previous table that the **Narcissism** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (4.15) and a standard deviation of (0.695). The **Narcissism** dimension is ranked first in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted also from the previous table that the **Authoritarian Leadership** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.93) and a standard deviation of (0.687). The **Authoritarian Leadership** dimension is ranked fourth in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.

- **Regarding the dependent variable Organizational Performance:**

The overall level of the dependent variable, the Organizational Performance of employees working in pharmaceutical companies, specifically in the business sector, under study, was characterized by a positive tendency, with a moderate degree of agreement, as the arithmetic mean value reached (3.98) and a standard deviation of (0.548), Which indicates that most of the respondents agreed on that.

- **Regarding the dimensions of the dependent variable, Organizational Performance:**

- It is noted from the previous table (6/4) that the **Financial Perspective** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.85) and a

standard deviation of (0.672). The **Financial Perspective** dimension is ranked sixth in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.

- It is noted also from the previous table that the **Customer Perspective** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (4.05) and a standard deviation of (0.585). The **Customer Perspective** dimension is ranked second in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted from also the previous table that the **Internal Processes Perspective** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (4.12) and a standard deviation of (0.577). The **Internal Processes Perspective** dimension is ranked first in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted from also the previous table that the **Learning and Growth Perspective** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.90) and a standard deviation of (0.542). The **Learning and Growth Perspective** dimension is ranked fifth in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted from also the previous table that the **Strategic Performance** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.96) and a standard deviation of (0.596). The **Strategic Performance** dimension is ranked fourth in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.
- It is noted from also the previous table that the **Operational performance** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.99) and a standard deviation of (0.609). The **Operational performance** dimension is ranked

third in terms of arithmetic mean. Applying to employees working in pharmaceutical companies, specifically in the business sector.

9.3 Correlation Matrix:

The following Table shows the correlation Matrix between the variables of study.

Table (11): Correlation Matrix

Self-Promotion	1												
Abusive Supervision	.772**	1											
Unpredictability	.644**	.757**	1										
Narcissism	.604**	.737**	.885**	1									
Authoritarian Leadership	.673**	.726**	.834**	.817**	1								
Financial Perspective	.773**	.791**	.796**	.755**	.875**	1							
Customer Perspective	.720**	.797**	.861**	.854**	.880**	.856**	1						
Internal Processes Perspective	.686**	.774**	.850**	.882**	.823**	.815**	.858**	1					
Learning and Growth Perspective	.630**	.653**	.594**	.610**	.654**	.695**	.666**	.836**	1				
Strategic Performance	.667**	.685**	.665**	.699**	.695**	.704**	.710**	.888**	.914**	1			
Operational performance	.733**	.763**	.761**	.754**	.748**	.794**	.762**	.904**	.878**	.903**	1		
Toxic Leadership	.833**	.898**	.922**	.903**	.905**	.894**	.920**	.899**	.704**	.765**	.843**	1	
Organizational Performance	.767**	.813**	.825**	.828**	.852**	.889**	.883**	.961**	.900**	.925**	.950**	.915**	1

**Indicates that the calculated value is statistically significant at the 1% significance level.

Source: Results of statistical analysis of SPSS

It is clear from the results of table (11) that:

- There is a bilateral correlation between the variables of the study, as it was shown that there is a positive, statistically significant correlation between the independent variable, Toxic Leadership, and the dependent variable, Organizational Performance, and all the axes of the independent variable, Toxic Leadership, individually, each axis separately (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership), as well as the dimensions of the dependent variable, Organizational Performance (Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance).
- The high values of correlation coefficients between Toxic Leadership individually and as a whole and the dependent variable, Organizational Performance individually and as a whole, indicate the presence of a positive, statistically significant correlation between the axis of Self-Promotion and the dependent variable, Organizational Performance, at a significance level of (0.01). The correlation coefficient between the axis of Self-Promotion and Organizational Performance (.767**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Abusive Supervision axis at a significance level of (0.05), where the correlation coefficient between it and Abusive Supervision axis reached (.813**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Unpredictability axis at a significance level (0.05), where the correlation coefficient between it and Unpredictability axis reached (.825**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Narcissism axis at a significance level of (0.05), where the correlation coefficient between it and Narcissism axis reached (.828**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Authoritarian Leadership axis at a significance level of

(0.05), where the correlation coefficient between it and Authoritarian Leadership axis reached (.852**).

- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Financial Perspective axis at a significance level of (0.05), where the correlation coefficient between it and Financial Perspective axis reached (.889**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Customer Perspective axis at a significance level of (0.05), where the correlation coefficient between it and Customer Perspective axis reached (.883**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Internal Processes Perspective axis at a significance level of (0.05), where the correlation coefficient between it and Internal Processes Perspective axis reached (.961**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Learning and Growth Perspective axis at a significance level of (0.05), where the correlation coefficient between it and Learning and Growth Perspective axis reached (.900**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Strategic Performance axis at a significance level of (0.05), where the correlation coefficient between it and Strategic Performance axis reached (.925**).
- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and Operational performance axis at a significance level of (0.05), where the correlation coefficient between it and Operational performance axis reached (.950**).

- There is a positive, statistically significant relationship between the dependent variable, Organizational Performance, and the independent variable, Toxic Leadership, at a significance level of (0.05), where the correlation coefficient between it and the independent variable, Toxic Leadership, reached (.915**).
- There is a bilateral correlation between the variables of the study, as it was shown that there is a positive, statistically significant correlation between the independent variable, Toxic Leadership, and all its dimensions (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership), and between each other, and it is clear There is a positive, significant, moderate and above average bilateral correlation between all dimensions of Toxic Leadership.
- There is a bilateral correlation between the variables of the study, as it was shown that there is a positive, statistically significant correlation between the dependent variable, Organizational Performance, and all of its dimensions (Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance), and between each other. It is clear from this that there is a positive, significant, moderate and above-average bilateral correlation between all of them. Dimensions of Organizational Performance.
- High values of correlation coefficients between the dimensions of Organizational Performance individually and as a whole, indicating the presence of a high positive correlation with statistical significance between Organizational Performance and all its effects at the level of significance (0.01), where the correlation coefficient reached (.772**) between the Organizational Performance axis and Abusive Supervision axis, The correlation coefficient reached (.644**) between the Organizational Performance axis and Unpredictability axis, where the correlation coefficient reached (.604**) between the Organizational Performance axis and Narcissism axis, where the correlation coefficient reached (.673**) between the Organizational Performance axis and Authoritarian Leadership axis, where the positive correlation coefficient reached (.773**) between the

Organizational Performance axis and Financial Perspective axis, where the positive correlation coefficient reached (.720**) between the Organizational Performance axis and Customer Perspective axis, where the positive correlation coefficient reached (.686**) between the Organizational Performance axis and Internal Processes Perspective axis, where the positive correlation coefficient reached (.630**) between the Organizational Performance axis and Learning and Growth Perspective axis, where the positive correlation coefficient reached (.667**) between the Organizational Performance axis and Strategic Performance axis, where the positive correlation coefficient reached (.733**) between the Organizational Performance axis and Operational performance axis, where the positive correlation coefficient reached (.833**) between the Organizational Performance axis and Toxic Leadership axis.

- The correlation coefficients between the various detailed dimensions of the study variables indicate that their positive relationship between the independent variable, Toxic Leadership, and all of its axes individually, and their relationship with the dependent variable, Organizational Performance, did not exceed their limit (.767**, .961**) so that there would not be a high correlation between them. This necessitated integrating some variables with each other, and this enhances the degree of assurance that the variables are independent and do not interfere with each other.

These findings strongly suggest the presence of significant, positive relationships between toxic leadership (both overall and across its dimensions) and organizational performance (overall and across its dimensions). The patterns of correlation confirm the theoretical linkage proposed in the study model and justify further inferential analysis to test causal hypotheses.

9.4 Multiple regression analysis:

"There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the organizational performance with its dimension (Financial

Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance) in pharmaceutical companies in Egypt. From this hypothesis the following sub-hypotheses:

- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Financial Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Customer Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Internal Processes Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Learning and Growth Perspective** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the **Strategic Performance** as a dimension of organizational performance in pharmaceutical companies in Egypt.
- There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership)

on the **Operational performance** as a dimension of organizational performance in pharmaceutical companies in Egypt.

9.4.1 the main hypothesis test:

In light of the relationship of the correlation between Toxic Leadership in total on Organizational Performance, the impact of Toxic Leadership on Organizational Performance was measured using (Simple Regression Analysis) and the results came as shown in the following table (12):

Table (12) Simple linear regression model between Toxic Leadership on Organizational Performance

Independent Variable	R	R Square	B	Beta	T-Test		F-Test	
					T	Sig.	F	Sig.
Constant	.915 ^a	.838	.827		11.387	.000***	1926.079	.000***
Toxic Leadership			.782	.915	43.887	.000***		

Source: The results of the statistical analysis of the SPSS program.

***** Statistically significant at the significance level (0.001) **Statistically significant at the significance level (0.01)**

Through Table (12), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variable explains (83.8%) of the total dependent variable (Organizational Performance), and the rest of the percentage (16.2%) may be due to random error in the equation, or perhaps not including other independent variables that should have been included in the model. or because the regression model differs from the linear model. Which means (as the researcher believes) that approximately 85% of Organizational Performance behaviors in employees working in pharmaceutical companies, specifically in the business sector are the result of Toxic Leadership.

- **Testing the significance of the independent variable:**

The T-test indicates that the independent variable (Toxic Leadership) is significant in the Simple linear regression model at a significance level less than (0.05).

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the model variables as a whole, the F-tset test was conducted, and the “F” value was (1926.079), which is statistically significant at a significance level less than (0.05), which indicates that the Toxic Leadership variable as an independent variable has a statistically significant positive effect on increasing performance. Organizational as a dependent variable.

Based on the above, the regression equation can be formulated as follows:

$$\text{Organizational Performance} = 0.827 + 0.782 \text{ Toxic Leadership}$$

Predictive Power of the Regression Model:

Based on the previously established regression model, it is possible to predict the overall level of **Organizational Performance** by assessing the degree of **Toxic Leadership**. According to the results, an increase of one unit in the level of Toxic Leadership is associated with an increase of **0.782 units** in Organizational Performance among employees working in **pharmaceutical companies**, particularly within the **business sector**.

This outcome underscores the **statistical significance and practical influence** of Toxic Leadership on Organizational Performance. It suggests that Toxic Leadership, despite its inherently negative connotations, may—under specific organizational or cultural conditions—contribute to enhancing employee performance outcomes. This paradoxical finding highlights the complex dynamics that may exist within leadership behaviors and organizational contexts.

Consequently, this result **supports the main hypothesis of the study**, which posits that:

“There is a significant effect of Toxic Leadership on Organizational Performance.”

The researcher also tested the effect of Toxic Leadership separate dimensions on Organizational Performance dimensions in total. The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (13) Multiple linear regression model to determine the dimensions of Toxic Leadership that most influence the dependent variable (Organizational Performance) as a whole.

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Organizational Performance	Constant	.919 ^a	.844	.805		11.113	.000***	399.113	.000b
	Self-Promotion			.166	.227	6.727	.000***		
	Abusive Supervision			.134	.180	4.604	.000***		
	Unpredictability			.045	.059	1.193	.234		
	Narcissism			.194	.246	5.207	.000***		
	Authoritarian Leadership			.254	.318	7.719	.000***		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (13), the following indicators are identified:

- Coefficient of determination (R²):

According to the coefficient of determination R², the independent variables explain (84.4%) of the total dependent variable (the dependent variable Organizational Performance as a whole), and the rest of the percentage (15.6%) may be due to random error in the equation or perhaps not including other independent variables that should

have been included. Within the model or because the regression model differs from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are four dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001), and it emerged from the dimensional model (Unpredictability) because it is not significant.

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (399.113), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on the dependent variable (Organizational Performance) as a whole.

Based on the above, the regression equation can be formulated as follows:

Dependent variable (Organizational Performance) as a whole = 0.805 + 0.166 Self-Promotion + 0.134 Abusive Supervision + 0.194 Narcissism + 0.254 Authoritarian Leadership

The Predictive Role of Toxic Leadership Dimensions on Organizational Performance:

Based on the results of the regression model, it is possible to predict the overall scores of the dependent variable—**Organizational Performance**—through the measurement of the various dimensions of **Toxic Leadership**. By applying the regression equation, the following relationships were identified:

- An increase of one unit in **Self-Promotion** leads to an increase of **0.166 units** in Organizational Performance.
- An increase of one unit in **Abusive Supervision** leads to an increase of **0.134 units** in Organizational Performance.

- An increase of one unit in **Narcissism** leads to an increase of **0.194 units** in Organizational Performance.
- An increase of one unit in **Authoritarian Leadership** leads to an increase of **0.254 units** in Organizational Performance.

The analysis of the estimated parameters further reveals that the **most influential dimensions** of Toxic Leadership on Organizational Performance, in descending order of impact, are:

Authoritarian Leadership, followed by **Narcissism**, then **Self-Promotion**, and finally **Abusive Supervision**.

These findings indicate that the dimensions of Toxic Leadership—despite their negative nature—collectively play a **significant role in enhancing** overall Organizational Performance within the pharmaceutical business sector. This underscores the complexity of leadership dynamics and highlights the potential for certain toxic behaviors to drive performance under specific organizational conditions.

Interpretation of the Result:

The results derived from the regression model indicate a **positive relationship** between the dimensions of **Toxic Leadership** (Self-Promotion, Abusive Supervision, Narcissism, and Authoritarian Leadership) and **Organizational Performance** in pharmaceutical production companies, particularly within the business sector. In other words, an increase in the scores of each dimension of toxic leadership leads to an **improvement in overall organizational performance**, albeit to varying degrees.

Implications of the Result:

- **Behavioral and Managerial Paradox:**
- Although toxic leadership is traditionally classified as a negative managerial behavior with destructive consequences for individuals and organizations, the current findings suggest that **certain toxic behaviors may—unexpectedly—contribute to enhanced**

performance, possibly due to organizational cultures that tolerate or even encourage aggressive or authoritative leadership styles, especially when focused on results.

- **Most Influential Dimension: Authoritarian Leadership:**
- Authoritarian leadership emerged as the most impactful dimension on organizational performance (0.254), indicating that **strict control, discipline, and authority enforcement** may be perceived as necessary mechanisms in some organizations—particularly in the pharmaceutical sector—for ensuring quality control and operational efficiency.
- **Least Influential Dimension: Abusive Supervision:**
- Although this dimension inherently carries a strongly negative connotation, it still showed a positive—albeit weak—effect (0.134). This may reflect situations in which **high-pressure environments and fear-based supervision** temporarily push employees to perform better in order to avoid criticism or punishment.
- **Practical Significance:**
- These results highlight the importance of **re-evaluating toxic leadership as a nuanced concept**, distinguishing between its short-term potentially motivating effects and its long-term detrimental consequences on job satisfaction, employee retention, and psychological well-being.
- **Support for the Main Hypothesis:**
- The findings offer strong empirical support for the study's main hypothesis, which states that there is a **significant effect of Toxic Leadership on Organizational Performance**, and they underscore the need for deeper investigations into the contextual and cultural factors that shape this relationship

9.4.1.1 The first sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Financial Perspective

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (14) results of multiple regression analysis models for the effects of Toxic Leadership in Financial Perspective

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Financial Perspective	Constant	.917 ^a	.840	.107		1.193	.234	387.268	.000 ^b
	Self-Promotion			.213	.237	6.956	.000***		
	Abusive Supervision			.154	.169	4.267	.000***		
	Unpredictability			.101	.109	2.157	.032*		
	Narcissism			-.054	-.056	1.180	.239		
	Authoritarian Leadership			.535	.547	13.102	.000***		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (13), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (84%) of the total dependent variable (Financial Perspective), and the rest of the percentage (16%) may be due to random error in the equation or perhaps not including other independent

variables that should have been included in the model or because of a different model. Regression from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are four dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Unpredictability, Authoritarian Leadership) at a significance level of less than (0.001), and it emerged from the dimensional model (Narcissism) because it is not significant.

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (387.268), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Financial Perspective.

Based on the above, the regression equation can be formulated as follows:

$$\text{Financial Perspective} = 0.107 + 0.213 \text{ Self-Promotion} + 0.154 \text{ Abusive Supervision} + 0.101 \text{ Unpredictability} + 0.535 \text{ Authoritarian Leadership}$$

Based on the results of the regression analysis, it is possible to predict the level of the **Financial Perspective**—as one of the dimensions of **Organizational Performance**—through the measurement of the various dimensions of **Toxic Leadership**. By applying the regression equation, the following relationships were identified:

- An increase of one unit in **Self-Promotion** leads to an increase of **0.213 units** in the Financial Perspective.
- An increase of one unit in **Abusive Supervision** leads to an increase of **0.154 units** in the Financial Perspective.
- An increase of one unit in **Unpredictability** leads to an increase of **0.101 units** in the Financial Perspective.
- An increase of one unit in **Authoritarian Leadership** leads to an increase of **0.535 units** in the Financial Perspective.

The estimated regression coefficients further reveal that the **most influential dimensions** of Toxic Leadership on the Financial Perspective are ranked as follows: **Authoritarian Leadership**, followed by **Self-Promotion**, **Abusive Supervision**, and finally **Unpredictability**.

This finding underscores the **notable impact** of certain toxic leadership behaviors—particularly **Authoritarian Leadership**—on financial-related performance outcomes, such as profitability, cost-efficiency, and return on investment.

Accordingly, it can be concluded that the **first sub-hypothesis** of the study has been **partially supported**, meaning that **there is a statistically significant effect of the dimensions of Toxic Leadership on the Financial Perspective**, as one of the key components of Organizational Performance.

Interpretation of the Result:

The results suggest that **Authoritarian Leadership** exerts the strongest influence on financial performance, which may be due to its focus on control, structure, and discipline—factors that are often linked to cost containment and operational efficiency in business environments.

Similarly, **Self-Promotion** and **Abusive Supervision** also show positive relationships, possibly reflecting environments where dominant or forceful leadership styles drive short-term financial gains, even at the expense of employee morale or well-being.

Unpredictability, while having the weakest effect, still contributes positively—indicating that in some dynamic environments, erratic or inconsistent leadership may stimulate reactive financial performance strategies, albeit in less stable forms.

These findings invite deeper analysis into **why and how toxic leadership behaviors may yield short-term financial benefits**, and caution against interpreting such effects as inherently sustainable or desirable in the long term.

9.4.1.2 The second sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Customer Perspective

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (15) results of multiple regression analysis models for the effects of Toxic Leadership in Customer Perspective

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Customer Perspective	Constant	0.929	0.862	.648		8.904	.000** *	461.319	.000 ^b
	Self-Promotion			.087	.111	3.494	.001**		
	Abusive Supervision			.117	.148	4.012	.000** *		
	Unpredictability			.133	.165	3.521	.000** *		
	Narcissism			.188	.224	5.048	.000** *		
	Authoritarian Leadership			.321	.377	9.732	.000** *		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (15), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (86.2%) of the total dependent variable (Customer Perspective), and the rest of the

percentage (13.8%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are all dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001).

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (461.319), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Customer Perspective.

Based on the above, the regression equation can be formulated as follows:

$$\text{Customer Perspective} = 0.648 + 0.087 \text{ Self-Promotion} + 0.117 \text{ Abusive Supervision} + 0.133 \text{ Unpredictability} + 0.188 \text{ Narcissism} + 0.321 \text{ Authoritarian Leadership}$$

Based on the regression analysis, it is possible to predict the level of the **Customer Perspective**—as one of the dimensions of **Organizational Performance**—by measuring the various dimensions of **Toxic Leadership**. The regression model reveals the following results:

- A one-unit increase in **Self-Promotion** leads to an increase of **0.087 units** in the Customer Perspective.
- A one-unit increase in **Abusive Supervision** leads to an increase of **0.117 units** in the Customer Perspective.
- A one-unit increase in **Unpredictability** leads to an increase of **0.133 units** in the Customer Perspective.

- A one-unit increase in **Narcissism** leads to an increase of **0.188 units** in the Customer Perspective.
- A one-unit increase in **Authoritarian Leadership** leads to an increase of **0.321 units** in the Customer Perspective.

These results demonstrate that the most influential dimensions of Toxic Leadership on the Customer Perspective are ranked as follows: **Authoritarian Leadership**, followed by **Narcissism**, **Unpredictability**, **Abusive Supervision**, and **Self-Promotion**.

This confirms the **significant role** that toxic leadership behaviors—particularly authoritarianism and narcissism—can play in shaping how organizations are perceived and valued by their customers.

Consequently, the results provide **full support for the second sub-hypothesis**, which states that:

“There is a significant effect of the dimensions of Toxic Leadership on the Customer Perspective as one of the dimensions of Organizational Performance.”

Interpretation of the Result:

The findings indicate that **Authoritarian Leadership** has the most substantial positive effect on the Customer Perspective. This may reflect the perception that strict leadership helps enforce high standards, discipline, and consistency in service delivery—factors which often lead to greater customer satisfaction or trust in regulated industries such as pharmaceuticals.

The **Narcissism** dimension also shows a relatively strong impact, suggesting that narcissistic leaders—often charismatic and self-focused—may contribute to building a positive public image or brand reputation, which can influence customer perceptions.

Unpredictability and **Abusive Supervision**, although traditionally seen as negative traits, show moderate positive effects. This could imply that in some settings, these traits drive urgency, responsiveness, or aggressive market behavior that indirectly enhances customer outcomes.

Self-Promotion has the weakest effect, but still a positive one, possibly due to the leader's efforts to market the organization or highlight achievements that attract customer attention.

Collectively, these results suggest that certain **toxic leadership behaviors**, under specific contextual conditions, may drive improvements in **customer-facing outcomes**, even if such effects may not be sustainable in the long run. It highlights the importance of further research into the **dual nature** of toxic leadership—its potential short-term benefits and long-term risks.

9.4.1.3 The third sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Internal Processes Perspective

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (16) results of multiple regression analysis models for the effects of Toxic Leadership in Internal Processes Perspective

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Internal Processes Perspective	Constant	.914 ^a	.835	.795		10.114	.000***	372.123	.000 ^b
	Self-Promotion			.087	.113	3.250	.001**		
	Abusive Supervision			.092	.118	2.918	.004**		
	Unpredictability			.097	.122	2.377	.018*		
	Narcissism			.403	.485	9.993	.000***		
	Authoritarian Leadership			.138	.164	3.855	.000***		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (16), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (83.5%) of the total dependent variable (Internal Processes Perspective), and the rest of the percentage (16.5%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are all dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001).

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (372.123), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Internal Processes Perspective.

Based on the above, the regression equation can be formulated as follows:

$$\text{Internal Processes Perspective} = 0.795 + 0.087 \text{ Self-Promotion} + 0.092 \text{ Abusive Supervision} + 0.097 \text{ Unpredictability} + 0.403 \text{ Narcissism} + 0.138 \text{ Authoritarian Leadership}$$

According to the results of the regression model, the **Internal Processes Perspective**—as a key component of **Organizational Performance**—can be predicted through the measurement of the various **dimensions of Toxic Leadership**. The regression coefficients indicate the following relationships:

- A one-unit increase in **Self-Promotion** leads to an increase of **0.087 units** in the Internal Processes Perspective.

- A one-unit increase in **Abusive Supervision** leads to an increase of **0.092 units** in the Internal Processes Perspective.
- A one-unit increase in **Unpredictability** leads to an increase of **0.097 units** in the Internal Processes Perspective.
- A one-unit increase in **Narcissism** leads to an increase of **0.403 units** in the Internal Processes Perspective.
- A one-unit increase in **Authoritarian Leadership** leads to an increase of **0.138 units** in the Internal Processes Perspective.

The estimated parameters reveal that the most influential toxic leadership dimensions on the Internal Processes Perspective are ranked as follows: **Narcissism**, followed by **Authoritarian Leadership**, **Unpredictability**, **Abusive Supervision**, and finally **Self-Promotion**.

These findings emphasize the significant role that toxic leadership behaviors play in shaping internal operational processes, with **Narcissism** being the most impactful.

Based on the statistical evidence, the **third sub-hypothesis** has been **fully supported**, confirming that:

“There is a significant effect of the dimensions of Toxic Leadership on the Internal Processes Perspective, as one of the dimensions of Organizational Performance.”

Interpretation of the Result:

The findings suggest that **Narcissism** is the most influential toxic leadership dimension affecting internal operations. This may be due to narcissistic leaders' intense focus on image, control, and achievement, which could lead to greater attention to internal process optimization, innovation, and competitiveness—albeit for self-serving reasons.

Authoritarian Leadership also shows a notable positive impact, indicating that firm and hierarchical control may improve procedural efficiency and task execution within structured or regulated industries like pharmaceuticals.

Meanwhile, **Unpredictability** and **Abusive Supervision**, although traditionally negative, show moderate positive effects—possibly due to the pressure they impose, which may force teams to operate under high alertness and strict compliance, thereby enhancing short-term process performance.

Self-Promotion, while contributing the least, may still have a positive effect by drawing internal attention to goals or metrics tied to the leader's self-image, indirectly benefiting internal processes.

Overall, these results confirm that while toxic leadership behaviors are generally undesirable, under specific conditions they may **stimulate improvements in internal processes**, particularly when driven by the leader's desire for recognition, control, or performance demonstration.

9.4.1.4 The fourth sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Learning and Growth Perspective

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (17) results of multiple regression analysis models for the effects of Toxic Leadership in Learning and Growth Perspective

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Learning and Growth Perspective	Constant	.720 ^a	.518	1.480		11.743	.000***	79.225	.000 ^b
	Self-Promotion			.167	.231	3.894	.000***		
	Abusive Supervision			.168	.228	3.316	.001**		
	Unpredictability			- .099-	- .133-	- 1.515-	.131		
	Narcissism			.136	.174	2.096	.037*		
	Authoritarian Leadership			.237	.301	4.148	.000***		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (17), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (51.8%) of the total dependent variable (Learning and Growth Perspective), and the rest of the percentage (48.2%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are four dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001), and it emerged from the dimensional model (Unpredictability) because it is not significant.

● **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (79.225), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Learning and Growth Perspective.

Based on the above, the regression equation can be formulated as follows:

$$\text{Learning and Growth Perspective} = 1.480 + 0.167 \text{ Self-Promotion} + 0.168 \text{ Abusive Supervision} + 0.136 \text{ Narcissism} + 0.237 \text{ Authoritarian Leadership}$$

According to the results of the regression model, it is possible to predict the scores of the **Learning and Growth Perspective**—as one of the fundamental dimensions of **Organizational Performance**—by assessing the various dimensions of **Toxic Leadership**. The regression equation yielded the following results:

- A one-unit increase in **Self-Promotion** leads to an increase of **0.167 units** in the Learning and Growth Perspective.
- A one-unit increase in **Abusive Supervision** leads to an increase of **0.168 units** in the Learning and Growth Perspective.
- A one-unit increase in **Narcissism** leads to an increase of **0.136 units** in the Learning and Growth Perspective.
- A one-unit increase in **Authoritarian Leadership** leads to an increase of **0.237 units** in the Learning and Growth Perspective.

From the estimated parameter values, it is evident that the most influential dimensions of Toxic Leadership on the Learning and Growth Perspective are ranked in the following order:

Authoritarian Leadership, followed by **Abusive Supervision**, **Self-Promotion**, and finally **Narcissism**.

These findings emphasize the considerable impact of certain toxic leadership behaviors—especially authoritarianism—on learning, development, innovation, and employee growth within organizations.

Based on this analysis, it can be concluded that the **fourth sub-hypothesis** has been **partially supported**, indicating that:

“There is a significant effect of the dimensions of Toxic Leadership on the Learning and Growth Perspective as one of the dimensions of Organizational Performance.”

Interpretation of the Result:

The regression analysis reveals that **Authoritarian Leadership** exerts the strongest influence on the Learning and Growth Perspective. This may be attributed to the structured and disciplined environment imposed by authoritarian leaders, which can create clear pathways for skill acquisition and development, particularly in formal or hierarchical organizations like pharmaceutical firms.

Abusive Supervision also demonstrates a relatively strong impact. Although typically viewed as destructive, in some cases this leadership style may push employees to work harder, upskill rapidly, or meet development targets to avoid conflict—though such effects are likely to be unsustainable or harmful over the long term.

Self-Promotion may contribute to learning and growth through a leader’s drive to showcase results, potentially encouraging team members to pursue training or development initiatives that align with performance visibility.

Narcissism, while the least influential among the studied dimensions, may still play a role through the leader’s desire for organizational success, indirectly supporting innovation or learning as a means of self-glorification.

Overall, these findings suggest that **certain toxic leadership traits may, paradoxically, stimulate learning and development activities** within organizations—especially when they align with performance-driven or high-pressure environments.

However, caution must be taken when interpreting these results, as such effects may be **short-term or superficial**, and may come at the expense of employee well-being and long-term organizational sustainability.

9.4.1.5 The Fifth sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Strategic Performance

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (18) results of multiple regression analysis models for the effects of Toxic Leadership in Strategic Performance

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Strategic Performance	Constant	.775 ^a	.600	1.044		8.273	.000** *	110.408	.000 ^b
	Self-Promotion			.214	.269	4.985	.000** *		
	Abusive Supervision			.118	.146	2.325	.021*		
	Unpredictability			-.076	-.093	1.164	.245		
	Narcissism			.295	.344	4.555	.000** *		
	Authoritarian Leadership			.177	.204	3.082	.002**		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (18), the following indicators are identified:

- **Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (60%) of the total dependent variable (Strategic Performance), and the rest of the percentage (40%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

- **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are four dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001), and it emerged from the dimensional model (Unpredictability) because it is not significant.

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (110.408), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Strategic Performance.

Based on the above, the regression equation can be formulated as follows:

$$\text{Strategic Performance} = 1.044 + 0.214 \text{ Self-Promotion} + 0.118 \text{ Abusive Supervision} + 0.295 \text{ Narcissism} + 0.177 \text{ Authoritarian Leadership}$$

Based on the regression model, it is possible to predict the level of **Strategic Performance**—as one of the essential dimensions of **Organizational Performance**—by measuring the various **dimensions of Toxic Leadership**. The regression coefficients revealed the following relationships:

- A one-unit increase in **Self-Promotion** leads to an increase of **0.214 units** in Strategic Performance.

- A one-unit increase in **Abusive Supervision** leads to an increase of **0.118 units** in Strategic Performance.
- A one-unit increase in **Narcissism** leads to an increase of **0.295 units** in Strategic Performance.
- A one-unit increase in **Authoritarian Leadership** leads to an increase of **0.177 units** in Strategic Performance.

From the estimated values, the most influential dimensions of Toxic Leadership on Strategic Performance are ranked as follows:

Narcissism, followed by **Self-Promotion**, **Authoritarian Leadership**, and then **Abusive Supervision**.

These findings underscore the prominent role that certain toxic leadership behaviors, particularly **narcissism**, may play in shaping strategic direction, long-term planning, and competitive positioning within organizations.

Accordingly, the **fifth sub-hypothesis** has been **partially supported**, indicating that:

“There is a significant effect of the dimensions of Toxic Leadership on Strategic Performance as one of the dimensions of Organizational Performance.”

Interpretation of the Result:

The results reveal that **Narcissism** is the most influential toxic leadership trait affecting Strategic Performance. This may be due to narcissistic leaders' tendency to pursue bold, high-impact initiatives that elevate their status and legacy, which often aligns with strategic objectives like innovation, market expansion, or aggressive growth.

Self-Promotion also shows a strong positive effect, possibly because such leaders are motivated to demonstrate strategic success and are therefore highly driven to meet performance goals that reinforce their personal image.

Authoritarian Leadership contributes moderately to strategic outcomes, likely through disciplined planning, centralized decision-making, and clear goal enforcement—factors that can improve strategy execution under certain organizational cultures.

While **Abusive Supervision** has the lowest effect among the studied dimensions, it still shows a positive relationship, which may reflect environments where aggressive management styles pressure employees to conform quickly to strategic directives, though potentially at the cost of long-term engagement and sustainability.

In summary, these findings suggest that **certain dimensions of toxic leadership may exert significant influence on strategic outcomes**, particularly when the organization is highly performance-driven or leader-centric. However, the **partial support** for the hypothesis also implies that not all toxic behaviors equally affect strategic performance, and that the long-term consequences of such leadership styles should be carefully considered.

9.4.1.6 The sixth sub-hypothesis of the main hypothesis: The impact of the dimensions of Toxic Leadership in Operational performance

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on dependent variable, and the results are shown in the following table:

Table (19) results of multiple regression analysis models for the effects of Toxic Leadership in Operational performance

Dependent Variable	Independent Variables	R	R Square	B	Beta	T-Test		F-Test	
						t	Sig.	F	Sig.
Operational performance	Constant	.846 ^a	.715	.755		6.935	.000***	184.633	.000 ^b
	Self-Promotion			.228	.280	6.133	.000***		
	Abusive Supervision			.154	.187	3.529	.000***		
	Unpredictability			.114	.136	2.015	.045*		
	Narcissism			.194	.221	3.462	.001**		
	Authoritarian Leadership			.115	.130	2.328	.020*		

*** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (19), the following indicators are identified:

- Coefficient of determination (R²):**

According to the coefficient of determination R², the independent variables explain (71.5%) of the total dependent variable (Operational performance), and the rest of the percentage (28.5%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

- Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are all dimensions of Toxic Leadership (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) at a significance level of less than (0.001).

- **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the “F” value was (184.633), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of Toxic Leadership have an impact on Operational performance.

Based on the above, the regression equation can be formulated as follows:

$$\text{Operational performance} = 0.755 + 0.228 \text{ Self-Promotion} + 0.154 \text{ Abusive Supervision} + 0.114 \text{ Unpredictability} + 0.194 \text{ Narcissism} + 0.115 \text{ Authoritarian Leadership}$$

According to the results of the regression analysis, the **Operational Performance**—as a key component of **Organizational Performance**—can be predicted by measuring the various **dimensions of Toxic Leadership**. The regression model indicates the following relationships:

- A one-unit increase in **Self-Promotion** leads to an increase of **0.228 units** in Operational Performance.
- A one-unit increase in **Abusive Supervision** leads to an increase of **0.154 units** in Operational Performance.
- A one-unit increase in **Unpredictability** leads to an increase of **0.114 units** in Operational Performance.
- A one-unit increase in **Narcissism** leads to an increase of **0.194 units** in Operational Performance.
- A one-unit increase in **Authoritarian Leadership** leads to an increase of **0.115 units** in Operational Performance.

The analysis of the estimated coefficients shows that the most influential toxic leadership dimensions on Operational Performance are ranked as follows: **Self-Promotion**, followed by **Narcissism**, **Abusive Supervision**, **Authoritarian Leadership**, and finally **Unpredictability**.

These results highlight the **significant predictive power** of toxic leadership traits—especially Self-Promotion and Narcissism—in shaping operational outcomes such as productivity, efficiency, process quality, and task execution.

Thus, the findings provide **full support for the sixth sub-hypothesis**, confirming that:

“There is a significant effect of the dimensions of Toxic Leadership on Operational Performance as one of the dimensions of Organizational Performance.”

Interpretation of the Result:

The regression output clearly shows that **Self-Promotion** is the most influential toxic leadership trait on operational performance. This may reflect a leader's drive to demonstrate efficiency, productivity, and success to enhance personal visibility or status, which can push teams to meet or exceed operational targets—though often through pressure or image-driven performance tactics.

Narcissism follows closely, potentially because narcissistic leaders tend to enforce high standards and ambitious goals to reflect their superiority, which can result in enhanced operational focus and task precision.

Abusive Supervision also shows a positive effect, suggesting that fear-based motivation or strict control can—at least in the short term—improve employee discipline and adherence to operational protocols.

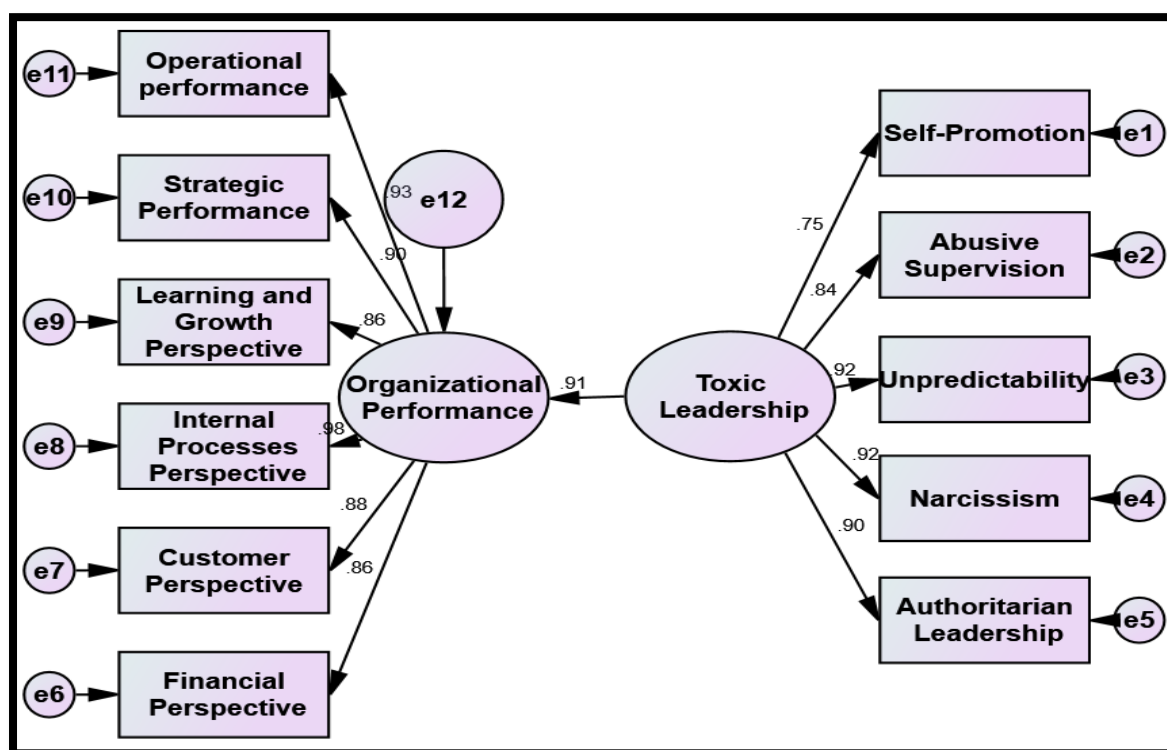
Interestingly, **Authoritarian Leadership** and **Unpredictability** appear to have relatively modest but still positive effects. These may reflect structured environments where centralized control and dynamic responses can occasionally contribute to quicker decision-making or process optimization.

Overall, these findings point to a **complex dynamic** in which toxic leadership, despite its negative connotation, can sometimes **stimulate operational performance improvements**—particularly in high-pressure, result-oriented settings. However, these outcomes should be viewed with caution, as they may come at the expense of employee satisfaction, long-term retention, or organizational sustainability.

9.4.2 developing the structural model of research variables

Path analysis is one of the basic forms of structural modeling next to the confirmatory analysis, although the difference between them is that in the path analysis the overall-dimensional variables that were previously treated in the confirmatory factor analysis are treated as latent variables as observational variables (Birick & Kelloway, 2019). Path analysis is flexible, as it can include multiple independent variables and multiple dependent variables, and this is not available in the regression analysis model, which allows only one dependent variable (Awad, 2019: 172). The following figure shows the structural or structural model of the paths of the research variables:

Figure (4) The structural model of the paths of the research variables



Source: Results of statistical analysis of the AMOS program.

The following table shows the results of the Path analysis test for variables:

Table (20) The Path Analysis

The Path		(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Independent Variables	Dependent Variable					
The overall measure of Toxic Leadership	Self-Promotion	.747	1.000	—	—	—
	Abusive Supervision	.838	1.107	.065	17.127	***
	Unpredictability	.921	1.197	.063	19.141	***
	Narcissism	.916	1.139	.060	19.020	***
	Authoritarian Leadership	.895	1.100	.059	18.502	***
	The overall measure of Organizational Performance	.913	.969	.058	16.673	***
The overall measure of Organizational Performance	Financial Perspective	.856	1.000	—	—	—
	Customer Perspective	.876	.892	.038	23.326	***
	Internal Processes Perspective	.975	.979	.033	29.438	***
	Learning and Growth Perspective	.862	.812	.036	22.600	***
	Strategic Performance	.904	.937	.038	24.857	***
	Operational performance	.934	.989	.037	26.646	***

*** Indicates that the calculated value is significant at the 1% level of significance.

Source: Results of AMOS statistical analysis.

It is clear from the previous table that all standard regression coefficients are significant at the 1% level of significance.

There is a significant, positive direct effect of the independent variable (Toxic Leadership) on the dependent variable, Organizational Performance, as the value of the path coefficient reached (0.91).

The following table shows the indicators for judging the goodness of fit of the structural model for the paths of the research variables:

Table No. (21) Indicators for judging the quality of fit of the structural model to the paths of the research variables.

Index	Normative value	Indicator value
Normed Chi-square (CMIN/DF)	Less than or equal to 3	2.745
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	0.075
Goodness of Fit Index (GFI)	The closer its value is to the correct one, this indicates a better match of the model with the data of the research sample	0.934
Comparative Fit Index (CFI)		0.960
Normed of Fit Index (NFI)		0.941
Tucker-Lewis Index (TLI)		0.910

source: Results of AMOS statistical analysis.

It is clear from the previous table that all indicators for judging the goodness of fit of the structural model for the paths of the research variables are statistically acceptable.

10. Conclusions

10.1 General Conclusions

The findings of the current study reveal a paradoxical yet statistically significant positive relationship between toxic leadership and organizational performance across all measured dimensions (financial, customer, internal processes, learning and growth, strategic, and operational). While traditionally, toxic leadership—characterized by traits such as authoritarianism, narcissism, unpredictability, self-promotion, and abusive supervision—has been associated with negative outcomes like diminished morale, increased turnover intentions, and weakened organizational culture (e.g., Tepper, 2000; Einarsen et al., 2007), recent literature has started to acknowledge its complex and context-dependent nature.

These results partially align with those of previous research by Schilling (2009), who emphasized that certain toxic traits, especially authoritarian and narcissistic behaviors, may temporarily enhance efficiency and discipline in high-stakes, regulated industries. Similarly, Padilla et al. (2007) proposed the "toxic triangle" theory, noting that toxic leadership may

thrive—and even appear effective—within conducive organizational environments characterized by follower complicity and cultural tolerance for control-based management.

In the current study's context—pharmaceutical companies in Egypt—organizational culture and regulatory demands may create an environment where strict control, compliance enforcement, and aggressive goal-setting (features associated with toxic leadership) contribute to short-term performance improvements. This partially explains why Authoritarian Leadership and Narcissism emerged as the most influential dimensions on performance metrics such as strategic orientation, internal processes, and financial outcomes.

However, unlike most previous studies that emphasized only the detrimental outcomes of toxic leadership, the present findings provide a more nuanced interpretation: that some toxic traits might act as performance accelerators in highly structured, efficiency-driven sectors—albeit possibly at the cost of long-term employee well-being. Therefore, while these results support the main hypothesis and provide novel empirical insights, they also underscore the importance of further longitudinal and sector-specific investigations to differentiate between short-term productivity gains and long-term organizational health under toxic leadership dynamics.

10.2 Conclusions Theoretical

- **The theoretical conclusions can be summarized as follows:**
- **Toxic Leadership as a Multidimensional Construct with Strategic Relevance**
The study demonstrates that toxic leadership is not a singular phenomenon, but a **multidimensional construct** with distinct behavioral manifestations. Each of its dimensions exerts a **measurable and statistically significant** impact on organizational performance dimensions, suggesting that toxic leadership must be **re-theorized** not only as a threat to organizations but as a force with potential **strategic and performance-related implications**—especially in high-pressure, result-driven environments.
- **Paradox of Performance Under Toxic Leadership**
Contrary to prevailing theoretical assumptions that toxic leadership leads exclusively to

negative outcomes, the findings reveal a **paradox**: certain toxic leadership behaviors may yield **positive short-term performance gains**. Dimensions such as **Authoritarian Leadership and Narcissism** consistently showed strong positive relationships with financial, strategic, and internal process perspectives. This raises important theoretical questions about **contextual contingencies**—i.e., when, where, and how toxic leadership may function as a performance enhancer rather than a detractor.

- **Differentiated Impact of Toxic Leadership Dimensions**

The regression models revealed **differentiated effects** across the toxic leadership dimensions. For example, **Self-Promotion** emerged as the strongest predictor of **Operational Performance**, whereas **Narcissism** had the greatest influence on **Strategic and Internal Processes Perspectives**. **Authoritarian Leadership** played a central role in shaping **Customer and Learning & Growth Perspectives**. These differences suggest the need for **theoretical models that treat toxic leadership as a set of independent but interrelated behaviors**, rather than a unified construct with uniform effects.

- **Toxic Leadership as a Driver of Functional Efficiency**

The findings imply that toxic leadership—particularly in the forms of **discipline, control, and result orientation**—may drive **functional efficiency** in some organizational contexts. This is particularly evident in sectors such as pharmaceutical production, where compliance, precision, and hierarchy are paramount. These results contribute to the emerging theoretical notion that toxic leadership, under certain structural and cultural conditions, may be **instrumental rather than purely dysfunctional**.

- **Need for Longitudinal and Context-Sensitive Theorizing**

The current study highlights the **importance of temporality and context** in leadership theories. While toxic behaviors may enhance organizational outcomes in the short run, they may still carry **long-term costs** such as burnout, turnover, and loss of innovation. Hence, any theoretical model of toxic leadership should integrate **time-sensitive dynamics** and be **sensitive to organizational culture, industry type, and leadership context**.

10.3 Hypothesis test results

The following table shows the summary of the hypotheses test:

Table no. (22) summary of the hypotheses test

Hypotheses	Testing the validity of hypotheses	The result
The main hypothesis	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the organizational performance with its dimension (Financial Perspective, Customer Perspective, Internal Processes Perspective, Learning and Growth Perspective, Strategic Performance, Operational performance) in pharmaceutical companies in Egypt.	Acceptance
The first sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Financial Perspective as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven
The second sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Customer Perspective as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven
The third sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Internal Processes Perspective as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven
The Fourth sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Learning and Growth Perspective as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven
The Fifth sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Strategic Performance as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven
The six sub-hypotheses	There is a statistically significant effect of toxic leadership with its dimension (Self-Promotion, Abusive Supervision, Unpredictability, Narcissism, Authoritarian Leadership) on the Operational performance as a dimension of organizational performance in pharmaceutical companies in Egypt.	has been partially proven

Source: Researcher preparation

11. Recommendations

11.1 Recommendations for the companies under study

In light of the theoretical and practical part of the study, which dealt with The impact of toxic leadership dimensions on Organizational performance " An applied study, and in light of the results reached: The following recommendations can be made:

Table (22) Proposed recommendations for implementation

Proposed recommendations for implementation	Implementation mechanism	Implementation responsibility	Required	Estimated cost	Implementation difficulties	How to overcome implementation difficulties
1. Establish a leadership assessment system to identify toxic behaviors.	Develop 360-degree feedback tools and leadership diagnostic metrics.	HR Department & Organizational Development Unit	Software tools, psychological	Moderate	Resistance from leaders fearing exposure	Ensure anonymity and focus on development rather than punishment
2. Design training programs for leadership behavior modification.	Conduct regular leadership coaching and workshops targeting toxic traits.	Training & Development Unit	External consultants,	High	Lack of engagement from leaders	Link training to performance appraisals and career advancement
3. Integrate toxic leadership indicators into performance evaluations.	Revise appraisal forms to include behavioral dimensions	HR Department	Policy revision, management approval	Low	Organizational inertia; opposition from management	Pilot implementation in select departments before full rollout

Proposed recommendations for implementation	Implementation mechanism	Implementation responsibility	Required	Estimated cost	Implementation difficulties	How to overcome implementation difficulties
4. Create a confidential employee reporting and support system.	Set up anonymous reporting hotlines and support counseling.	Compliance Office & HR	IT infrastructure, legal	Moderate	Fear of retaliation by employees	Implement strong confidentiality and whistleblower protections
5. Foster a positive organizational culture that discourages toxic traits.	Promote ethical leadership, team collaboration, and transparent communication.	Top Management & Internal Communications	Cultural audit tools,	Moderate to High	Entrenched cultural norms	Long-term cultural change strategy and leadership role modeling
6. Conduct periodic audits on leadership practices and their effect on KPIs.	Align toxic leadership tracking with operational and strategic KPIs.	Quality Assurance & Strategy Unit	KPI monitoring systems,	Moderate	Data collection complexity	Automate data collection and integrate into existing dashboards

Source: Researcher preparation

11.2 Recommendations for future studies

- **Expand to Other Sectors and Industries** As the current study focused on the **pharmaceutical business sector**, future research could examine whether the relationships found between toxic leadership and performance persist in **other industries** (e.g., education, banking, technology, or healthcare). Sector-specific cultures may moderate the effects of toxic leadership traits.
- **Investigate Mediating and Moderating Variables** Future studies should explore **mediating factors** (e.g., employee engagement, psychological safety, organizational culture) and **moderating variables** (e.g., gender, age, tenure, organizational structure)

that could influence the strength or direction of the relationship between toxic leadership and organizational performance.

- **Conduct Cross-Cultural Comparative Studies** Toxic leadership perceptions and impacts may vary across **different cultural or national contexts**. Comparative studies between Eastern and Western leadership models can shed light on how cultural values shape leader-follower dynamics and their outcomes.
- **Include Employee Well-being and Psychological Outcomes** Future research should consider measuring **employee mental health, job satisfaction, emotional exhaustion, and work-life balance** as additional dependent variables to provide a more comprehensive understanding of toxic leadership's effects.
- **Explore the Role of Virtual and Remote Work Settings** With the rise of **remote and hybrid work models**, future studies can examine how toxic leadership manifests in **virtual environments**, and whether its effects differ from those observed in face-to-face organizational settings.
- **Develop and Validate Local Measurement Tools** Future researchers are encouraged to **develop or adapt measurement instruments** for toxic leadership dimensions and organizational performance to better suit local cultural and linguistic contexts, thereby improving **reliability and validity**.
- **Examine the Interaction between Positive and Toxic Leadership Styles** It would be valuable to investigate how **transformational or servant leadership** interacts or coexists with toxic leadership traits, and whether certain positive leadership behaviors can **mitigate the harmful impacts** of toxic traits.

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