

The Scientific Journal of Business and Finance

<https://caf.journals.ekb.eg>

The effect of Toxic Leadership on Turnover Intentions: The mediating role of Workplace Incivility

Shahesta Elsaid Lebda^a and Mohamed Ahmed Shemeis^b

^a Lecturer of Business Administration, Faculty of Commerce, Kafr El sheikh University, Egypt.

^b Lecturer of Business Administration, Raya High Institute for Management and Foreign Trade, New Damietta, Egypt.

Published online: **June 2024**

To cite this article: . Lebda, Shahesta Elsaid, & Shemeis, Mohamed Ahmed,
The effect of Toxic Leadership on Turnover Intentions: The mediating role of Workplace
Incivility, The Scientific Journal of Business and Finance, 44 (2),**22:46**

DOI: 10.21608/caf.2024.371220

The effect of Toxic Leadership on Turnover Intentions: The mediating role of Workplace Incivility

^a Shahesta Elsaid Lebda

^a Lecturer of Business Administration, Faculty of Commerce, Kafr El sheikh University, Egypt.

^b Mohamed Ahmed Shemeis

^b Lecturer of Business Administration, Raya High Institute for Management and Foreign Trade, New Damietta, Egypt.

Article History

Received 25 April 2024, Accepted 25 May, Available online: June 2024

Abstract:

The purpose of this research is to ascertain how different toxic leadership dimensions such as narcissism, abusive supervision, self-promotion, unpredictability, and authoritarian leadership affect turnover intentions both directly and indirectly. Furthermore, it investigates the possible mediating effect that workplace Incivility which includes hostility, privacy invasions, exclusionary behavior, and gossiping may have in this relationship. A quantitative method was used, with 257 employees of public commercial banks in the Dakahlia Governorate receiving an online questionnaire. The research hypotheses were assessed using structural equation modeling, which was made possible by using Amos v.23 software. Regarding the direct effects, the findings showed that all dimensions of toxic leadership have a direct, significant, and positive impact on turnover intentions except for unpredictability, which had no significant impact on turnover intentions, also the results found that toxic leadership dimensions have a direct, significant, and positive impact on workplace Incivility except for self-promotion had no significant impact on exclusionary behavior and gossiping. Additionally, unpredictability had no significant impact on hostility. Moreover, workplace Incivility dimensions had a direct, significant, and positive impact on turnover intentions except for gossiping, which had no significant impact on turnover intentions. Regarding the indirect impacts, it was discovered that, aside from gossiping, which does not act as a mediator in this relationship, workplace incivility dimensions mediate the relationship between toxic leadership and turnover intentions. Consequently, the study provided partial support for all hypotheses.

Key words: Toxic leadership, Turnover intentions, Workplace incivility, Public Commercial Banks

1-Introduction

Customarily, Leadership styles are typically defined as the actions or procedures that leaders take or engage in to enable remarkable things to be accomplished within or by the organization. To thrive, businesses need personnel that are committed, competent, and skilled (Obiwuru et al.,2011). Positive leadership is a key area of positive organizational studies (Chan,2018). The majority of leadership research to date has focused on finding effective or good leadership. Leadership is a concept that has been extensively examined and investigated across a variety of areas. Positive leadership seeks to significantly improve organizational performance in addition to instilling positive feelings and making people feel joyful (Fredrickson , 2000). The piece that follows, in contrast to this historical precedent, concentrates on the problem of bad leadership.

This type of negative leadership can be referred to by a variety of names, including narcissistic leadership, toxic leadership, abusive supervision or supervisory behaviors, selfish leadership, incompetent leadership, ignorant leadership, and leaders who are reckless, cruel, or even evil (Burns, 2017). It can also result in challenges and problems for the subordinates that eventually lower the performance of the organization (Thoroughgood et al., 2011; Liu et al., 2012); and exploitative leadership (Kiyani et al., 2021).

Researchers have used a variety of terms to describe the same phenomenon that occurs in some organizations, but they all refer to the same thing: it can cause followers to expend physical and psychological energy, change how they are perceived, act in certain ways, and even engage in abusive behavior, which is known as incivility (Chillab & Al-Ghanimi, 2022).

The dark side of leadership is also known as toxic leadership (Heppel, 2011, Craig & Kaiser, 2012, Mathieu et al., 2014). As toxicity develops in leaders, sincere and hardworking subordinates typically leave the toxic environment, which results in higher employee turnover. Toxic leaders also display negative behaviors that erode their followers' motivation, self-esteem, and morale while as toxicity develops in leaders, sincere and hardworking subordinates typically leave the toxic environment, which results in higher employee turnover. Toxic leaders also display negative behaviors that erode their followers' motivation, self-esteem, and morale while imposing unrealistic workload on the followers (Maheshwari et al, 2014).

It is worth mentioning that The essay “Toxic Leadership” published by Military Review in 2004, made the argument that there is no discernible effect of a toxic supervisor on the retention of followers because the armed forces adopted particular military values and tended to overlook toxic behaviors that their supervisors engaged in (Reed & Bullis, 2009).Although they are unable to deal with the toxic leader directly, managers and leaders who are worried about restrictions or the negative impacts they produce might display toxic and negative behavior because there is no consistency in tolerance within organizations (Santiago, 2020).

In light of the aforementioned, Prior research has highlighted the detrimental actions of toxic leaders, which could affect worker performance as well as the organization's overall performance level. Zara and Sepahvand's 2019 study demonstrated how toxic leaders can cause organizational

trauma by fostering an environment of organizational silence. Abugabel (2023) and Kurtulmuş (2020) are two examples of activities, practices, and behaviors that can be detrimental to an organization. However, none of the earlier studies addressed workplace incivility that stems from toxic leadership and influences employees' intention to quit.

Thus, the purpose of this research is to examine toxic leadership and its detrimental impacts on workers' psychological well-being, which incites people to exact unpleasant revenge at work. This is referred described as "workplace incivility," and it eventually results in the desire to quit. In any case, this work makes three contributions and closes a gap in the literature. It first focuses on toxic leadership behaviors that influence an employee's propensity to quit their employment. By mediating workplace incivility at public commercial banks in Dakahlia Governorate, it also aims to ascertain the availability of any study variables and explore the nature of the relationship between toxic leadership and intents to quit. Third, this study examines the experiences of those who currently work or formerly worked for public commercial banks in the Dakahlia Governorate and who feel that their manager's or superior's toxic leadership style has negatively impacted them both emotionally and professionally. The impact of toxic leadership on employees, especially in public commercial banks in the Dakahlia Governorate, has not been extensively studied. Moreover, no study has been conducted in public commercial banks in the Dakahlia Governorate regarding the effect of toxic leadership on workplace incivility. This paper will address this lacuna research.

2-Literature review and hypotheses development

The conceptual model for this research illustrates the relationships between the study's three research constructs: TL, WPI and ITL.

2.1. Toxic Leadership and turnover Intentions:

In recent times, toxic leadership (TL) has gained popularity and is viewed as an unfavorable aspect for both people and enterprises. Many academics now concur that toxic leadership is a complex and challenging phenomenon to study; among the most serious phenomena that are viewed as an emerging and expensive occurrence in businesses nowadays is toxic leadership (TL) (Indradevi, 2016). The practices of toxic leaders can spread from the highest-ranking positions (director, for example) to the lowest-ranking positions (supervisor, for example) (Hattab et al., 2022).

It can be argued that toxic leadership behaviors, such as violating everyone's fundamental human rights, undermining the rule of law, corruption, discrimination, and environmental destruction, cause long-lasting harm to the societies in which they occur because there is no agreed-upon definition of toxic leadership in the literature. It also has an impact on the wellbeing, motivation, and job satisfaction of subordinates. Furthermore, it stifles people's energy, originality, independence, and creative expression, all of which are detrimental to enterprises in the long run (Mergen & Ozbilgin, 2020). Ito et al. demonstrated that the following factors were significant predictors of desire to leave: (1) younger age; (2) less supervisory

support; (3) poorer job satisfaction; and (4) increased perceived danger of assault (Leleh, 2014). During the course of the study (Coomber & Barriball, 2007), it was discovered that factors such as workload, role conflicts, lengthy work hours, shift systems, and leader behaviors are associated with the intention to quit. According to the study by (Hudgins et al. ,2022), toxic leader behaviors particularly cause employees to quit and raise turnover rates.

The literature states that earlier research found a statistically significant and positive correlation between workers' intentions to leave and their opinion of toxic leadership (Akca, 2017). The Egyptian Pharmaceutical Trading Company employees were the subject of a study by (Manaa,2022) that examined two adverse outcomes that may arise from toxic leadership: employee counterproductive work behaviors in their five dimensions (abuse, production deviance, sabotage, theft, withdrawal), and the intention to leave the workplace. The study's findings indicated a positive and significant relationship between toxic leadership and counterproductive behaviors as well as the intention to leave the workplace.

A positive spiritual climate that supports transformational leadership has been shown to reduce nursing burnout and intention to leave in the Jiangsu Province of China, according to (Xiixin et al. ,2020). The results of this study indicate that spiritual climate plays a mediating role in the effects of leadership on burnout and intention to leave. Those who work under supportive leaders, such as transformational leaders, have lower intentions to leave than those who work under leaders who exhibit toxic traits.

Meanwhile, it is possible to observe that the primary issues nurses can encounter are the unwelcoming workplace, emotional distress related to patient care, fatigue, and exhaustion, according to (MacKusick & Minick's, 2010) qualitative study examining the primary reasons why nurses leave their profession and commenting on them. Similarly, the goal of (Tanuwijaya & Jakaria, 2022) was to ascertain how the mediation role in relation to job satisfaction affected both transformative and toxic leadership styles as well as employee retention. The results of the data analysis, which was based on the lecturers and academic staff of a sample size of several universities in Jakarta, indicated that transformational leadership has a greater impact on employee retention than toxic leadership, either directly or indirectly through job satisfaction. Researchers (Amutenya,2019 ; Wijesekara,2023) concur that the presence of toxic leadership behavior lowers employee engagement and heightens employees' intention to quit.

In this research, the academic definition of TL, those who demonstrate 5 dimensions (Schmidt , 2008 , pelletier , 2010 , Kawatra & Bharti , 2016), Self-Promotion , Abuse Supervisions , Unpredictability , Narcissism , Authorization leadership . Self-Promotion, it shows that the leader tries to hide his failure by blaming others and claim all the credit for the accomplishments, Abuse Supervisions indicates that the leader has a strong propensity toward acting aggressively, such as insulting and belittling subordinates , highlighting performance issues , placing constant blame on them , impeding individual initiatives . , Unpredictability indicate that the leader exhibits unanticipated behavioral and emotional swings , becomes irate for no apparent cause , and his psychological condition has an impact on the atmosphere at work , Narcissism that he

think he is superior of others , self-centered , doesn't want to take criticism and he wants to be in charge , Authorization leadership that he disregards the opinions of his subordinates in favor of total authority and control over them .

The researcher anticipated the possibility of such an effect within public commercial banks in Dakahlia Governorate based on the previously mentioned information and in light of prior studies (Akka, 2017, Manaa, 2022, Xiaxin et al., 2020, Amutenya, 2019, Tanuwijaya & Jakaria, 2022, Wijesekara, 2023) that indicated there is positive and significant effect of toxic leadership on intentions to leave work. This will be tested through the first hypothesis of the study:

H1: Toxic leadership has a significant direct impact on turnover intentions

2.2. Toxic Leadership and Workplace Incivility:

According to (Sguera et al. ,2016), workplace incivility (WPI) is a widespread occurrence in the workplace that silently damages many businesses and the individuals who working within them . (WPI) is the manifestation of rudeness toward supervisors or fellow employees (Schilpzand, Pater, & Erez, 2016). People's commitment to their workplaces and institutions is negatively impacted by workplace incivility, which can also lead to people quitting their jobs, experiencing health problems, or even having negative effects on their families (Orunbo & Ibikunle, 2023).

It has been determined that "disrespectful, condescending, and rude behavior" constitutes an incivility perception. According to (Andersson & Pearson ,1999) WPI is characterised as "low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect." Some of the most prevalent acts of uncivil behavior in the world include not saying "please" or "thank you," speaking in a stern tone, cutting meetings short, verbally abusing others, hiding crucial information, starting rumors, taking credit for other people's efforts, and leaving unpleasant messages.

In the workplace, aside from sarcasm (Felblinger, 2008; Pearson et al., 2005; Namin et al., 2022). Examples of uncivil actions include talking, snatching at coworkers, leaving a jammed printer, and not turning off cell phones during meetings (Johnson & Indvik, 2001, Loh & Loi, 2018).

Prior research on toxic leadership has shown detrimental effects on employee behaviors. (Hoel et al. ,2010) recommends looking at the correlation between claims of seeing bullying at work and how their immediate superiors' conduct is rated by their subordinates. It has been noticed that the best indicator of bullying that has been seen is autocratic leadership. According to (Dobbs, 2014) toxic leadership is a concoction of various elements predicated on subpar supervision, such as narcissism, authoritarianism, self-promotion, and unpredictability, which have a detrimental impact on task performance, followers, and the organization.

According to (Orunbon & Ibikunle ,2023), there is a link between toxic leadership and (WPI) among teachers in particular public senior secondary schools located in Lagos, Nigeria. The

results of the study, which used a sample of 196 vice-principals and 980 teachers chosen from a total population of 20,243, showed that toxic leadership is to blame for the mistreatment of teachers at Lagos State's public senior secondary schools. But still. Furthermore, other studies have demonstrated and supported the relationship and causality between WPI (through its four dimensions of hostility, invasion of privacy, gossip, and withdrawal behavior) and toxic leadership (through its five dimensions of abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability) for a sample of teachers in the private schools in the Al-Qadisiya Governorate. The study's findings demonstrated a clear morally significant relationship between the alienation at work and the toxic leadership variable. This indicates that a high degree of workplace incivility is a reflection of toxic leadership in private schools (Chillab & Al-Ghanimi, 2022). The study (Alghnimi,2022) aims to investigate the moderating role of passion for work among a sample of teaching and educational staff members in private schools in the Diwanayah Governorate Center in order to test the correlational and influential relationship between toxic leadership and incivility at work. However, it also found that the presence of a toxic leader led to the creation of negative and deviant behaviors among individuals.

It is represented by incivility at work, and when these individuals have levels of passion for work, this passion will contribute to reducing the impact of the toxic leadership variable on incivility behaviors at work.

Moreover, the goal of (Anjum et al., 2018) is to draw attention to the various toxic workplace conditions and the negative effects they have, such as high job burnout and low productivity. Workplace toxicity and job productivity are considered to be mediated by job fatigue. Our findings unequivocally demonstrate that an employee's job productivity is directly and significantly impacted by a toxic workplace. Furthermore, as per (Thomas ,1991) researchers have identified six domains in which a manager's unfavorable actions can trigger deviant behavior in their employees. These domains include the remuneration and reward structure; adherence to social norms; job or performance evaluation; the existence of trust; partiality; and breaching promises.

However, contrary to popular opinion, research-identified TL does not always lead to employees engaging in deviant behavior (Mitchell & Ambrose, 2007) or followers taking revenge (Tripp et al., 2002). A toxic leader to one individual may occasionally be a hero to another. Certain actions of toxic leaders may be viewed as positive and valued by their followers, while other behaviors may be seen as powerful and self-sufficient (Lipman-Blumen, 2005). The study (Acuña & Male, 2022) verifies the existence of toxic leadership in the nation's universities and evaluates its influence on academics' work engagement. A cross-sectional quantitative study was carried out with a sample of 592 academics who willingly answered two validated scales from two separate universities in Chile: The following dimensions of toxic leadership can be used to measure it: unpredictability, narcissism, abusive supervision, self-promotion, authoritarian leadership, and vigor, absorption, and devotion. Surprisingly, the results validated the existence of toxic leadership in the consulted institutions. This implies that, despite the

participants' awareness of toxic leadership, their level of involvement at work was not always impacted by their leader's actions.

In this research, the academic definition of WI, those who demonstrate 4 dimensions (Martin & Hine, 2005 , Hughes & Jex, , 2022), namely , Hostility (e.g., hostility (e.g., rolling your eyes or raising your voice) , Privacy Invasion (seeing or obtaining personal information from another, (e.g., tampering with one's desk or belongings) , Exclusionary Behavior exclusionary behavior that conduct that excludes or forgets someone else , (e.g., neglecting to notify or consult an employee) , Gossiping that disseminates untruthful or damaging information about another person, (e.g., chatting behind their back).

The researchers expected the possibility of such an effect within public commercial banks in Dakahlia Governorate based on studies mentioned in previous literature that demonstrated connections between TL and WPI (Hoel et al., 2010, Mitchell & Ambrose,2007, Chillab & Al-Ghanimi,2022, Acuña & Male,2022, Orunbo & Ibikunle, 2023). This hypothesis will be tested through the second research hypothesis:

H2: toxic leadership has a significant direct impact on workplace incivility

2.3. Workplace Incivility and turnover Intentions

According to (Price & Mueller ,1981; Asegid et al. ,2014), "an employee's expressed intention of leaving their current job in the near future" is the definition of intention to leave (ITL). According to (Basak et al.,2014), "conscious and deliberate willfulness to leave the organization" is also referred to as "intention to leave" (ITL). Numerous academics have contended that several scholars that the behavioral (ILT) is known as turnover intention (Wen et al., 2018).

Important findings from a number of studies show how workplace incivility affects employees' intentions to quit. For instance (Rahim & Cosby,2016) discovered that when workers experienced a high degree of workplace incivility, they would have high levels of saturation, poor performance, and a high intention to leave. Furthermore, (Torkelson et al., 2016) sought to investigate the connections between well-being and incivility—both experienced and observed—as well as incited incivility in a Swedish setting. The results demonstrated that rudeness may therefore help to undermine workplace norms. Stated differently, workplace incivility could be a contributing factor to a reciprocal social process that modifies the organizational social environment and increases the prevalence of uncivil behavior. Negative effects including decreased well-being and incited workplace incivility are intimately linked to workplace incivility. In a similar vein, it has been observed (Lim, S., Cortina, & Magley, 2008) that unpleasant experiences have a positive correlation with the desire to quit the company. The study found that an obsession with one's work was associated with a higher likelihood of inciting workplace incivility, despite (Taheri et al. ,2020) arguing that work holism is one of the most significant precursors of workplace incivility.

Together with this, (Tricahyadinata et al.,2022) discovered that employees' intentions to quit were positively correlated with how rude they thought their workplace was; in other words, employees typically have fewer intentions to stay on the job as a result of workplace incivility.

Furthermore, data from public and private electronic media companies in Lahore were gathered for the study by (Manzoor et al., 2020) to investigate the effects of workplace incivility on three aspects of turnover intentions: intentions to resign, job search behavior, and intentions to stay. The study's conclusions showed a positive correlation between workplace incivility and plans to leave.

The researcher relied on a scale (bothma & roodt,2013) on turnover intentions, additionally , The researchers anticipated the possibility of such an effect within public commercial banks in Dakahlia Governorate based on previous studies (Rahim & Cosby, 2016, Torkelson et al., 2016, Lim, S., Cortina, & Magley, 2008, Tricahyadinata et al., 2022, Taheri & Shahhosseini, 2020, Manzoor et al., 2020). This will be investigated through the third research hypothesis:

H3: Workplace incivility has a significant direct impact on turnover intentions.

2.4. Mediating Role of workplace incivility between Toxic Leadership and turnover intentions

The goal of this study was to determine whether workplace incivility moderates the association between turnover intention and toxic leadership. Toxic leadership has been linked to a variety of outcomes, including workplace incivility (Chillab & Al-Ghanimi, 2022) and turnover intention (Naeem & Khurram, 2020). In contrast, incivility entails being impolite and disparaging people. Furthermore, studies show that unfriendly behavior at work is caused by toxic leadership (Orunbon & Ibikunle, 2023),In a similar vein, researchers discovered that toxic leadership contributes to the development of negative affectivity, which is a component of incivility (Dobbs & DO, 2018). Conversely, people who exhibit high levels of negative affectivity frequently focus on their flaws and may engage in abusive behavior (Harris et al., 2010).

rudeness at work the complicated problem of workplace incivility (WPI) has drawn a lot of attention in recent years. It was intended that when workplace rudeness increases, so will the degree of intention to quit (Gadi et al., 2022). Thus, this study demonstrates that a desire to resign is caused by employee rudeness at work as a result of toxic leadership. which the fourth research hypothesis, which will be tested, is:

H4: Workplace incivility mediating the relationship between toxic leadership and turnover intentions.

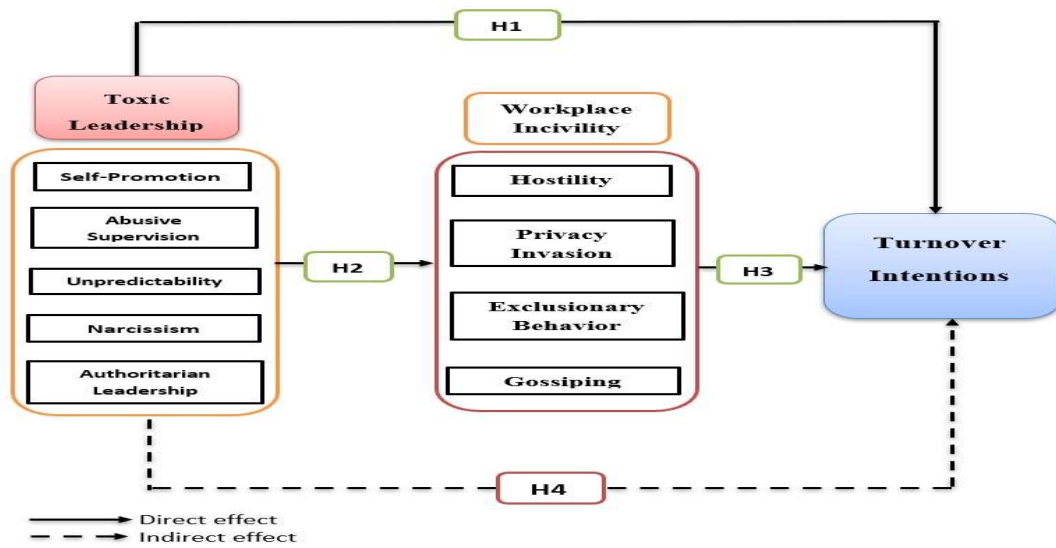


Figure 1. : Research Model

3. Research Methodology

Sample and data collection

The research population comprises 1260 employee across various employment levels and grades who work for the public commercial banks in the Dakahlia Governorate divided into three main banks with a total number of 37 branches, according to a report from the central bank of Egypt. The researchers used a systematic random sampling of employees from public commercial banks in the Dakahlia Governorate as their source for the research sample. They were computed using the Sample Size Calculator website and numbered (295). Following the distribution of the questionnaires, the researchers obtained 257 error-free questionnaires with a response rate of 87.3% that were appropriate for statistical analysis. The following table shows the research population

Table 1. : Research population

Bank Name	Employees number
The National Bank of Egypt	427
Misr Bank	509
Cairo Bank	324
Total	1260

Source: From employees' affairs of the studied banks

The following table 2 shows the distribution of the sample between the studied banks, also, the percentage of respondents

Table 2.: Distribution of sample among the research population and response rate

The Bank	Employees number	Percentage	Sample size	Correct questionnaires	Response rate
The National Bank of Egypt	427	33.9%	100	86	86%
Misr Bank	509	40.4%	119	103	86.5%
Cairo Bank	324	25.7%	76	68	89.5%
Total	1260	100%	295	257	87.3%

Source: Prepared by the researchers

Measures

Every measuring scale was taken from earlier research. The questionnaire was divided into two sections: questions about the major study constructs were included in the first section, and questions about the respondent's demographics were included in the second. A 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5), was used to measure each item. The researchers used 15 items version of Schmidt's (2008) toxic leadership scale. 20 items from Wilson & Holmvail (2013) and Martin & Hine (2005) were used to measure workplace incivility. Lastly, 4 items from the Bothma & Roodt (2013) scale were used to measure the intention to leave the job.

4. Data analysis and results

4.1. Descriptive Statistics:

Table 3 .: Summary of demographic profile of respondents

Demographic variables		Frequency	Valid Percent (%)
Gender	Male	166	64.5%
	Female	91	35.5%
Age	Less than 30	32	12.5%
	From 30: less than 40 years	74	28.8%
	From 40: less than 50 years	98	38.1%
	50 years and above	53	20.6%
Qualification	Bachelor	189	73.5%
	Postgraduate	68	33.5%
Experience Years	Less than 5 years	28	10.9%
	From 5: less than 10 years	63	24.5%
	From 10: less than 15 years	71	27.6%
	15 years and above	95	37%

Source: From the results of statistical analysis

According to Table 3, the percentage of men was higher than that of women (64.5% vs. 35.5%). In terms of age, 38.1% of the sample as a whole belonged to the group "From 40: less than 50

years." With a percentage of 73.5%, the bachelor's degree was the highest level of education, followed by the postgraduate level with 33.5%. With a percentage of 37%, the group with the most experience years was the one with 15 years and above.

4.2.Measurement Model Assessment:

In addition to ensuring the validity of the model prior to conducting the hypothesis test, the structural equation model was used to verify the structural validity of the scale. This was done by calculating the model fit indices, measuring the convergent and discriminant validity, calculating composite reliability (CR), and calculating loading factor reliability.

Table 4 .: Mean, standard deviation, loading Factors, cronbach’s Alpha, CR and AVE for all variables

Variables	Dimensions	Items	Loading Factor	Mean	S. D	α	CR	AVE
Toxic Leadership	Self-Promotion	SP.1	0.531	4.21	0.632	0.882	0.889	0.591
		SP.2	0.622					
		SP.3	0.596					
	Abusive Supervision	AS.1	0.664	4.18	0.423	0.791	0.811	0.614
		AS.2	0.603					
		AS.3	0.581					
	Unpredictability	UP.1	0.711	3.94	0.557	0.846	0.856	0.717
		UP.2	0.682					
		UP.3	0.694					
	Narcissism	NC.1	0.518	4.08	0.604	0.808	0.819	0.544
		NC.2	0.588					
		NC.3	0.602					
Authoritarian Leadership	AL.1	0.703	3.91	0.681	0.872	0.883	0.624	
	AL.2	0.671						
	AL.3	0.614						
Workplace Incivility	Hostility	HS.1	0.552	4.10	0.585	0.767	0.774	0.607
		HS.2	0.594					
		HS.3	0.422					
		HS.4	0.627					
	Privacy Invasion	PI.1	0.734	4.06	0.483	0.855	0.862	0.663
		PI.2	0.702					
		PI.3	0.677					
		PI.4	0.588					
		PI.5	0.403					
	Exclusionary Behavior	EB.1	0.771	3.96	0.718	0.894	0.899	0.708
		EB.2	0.714					
		EB.3	0.677					
		EB.4	0.324					
		EB.5	0.571					
		EB.6	0.311					
EB.7		0.668						
GP.1	0.588							

	Gossiping	GP.2	0.278	3.81	0.824	0.743	0.751	0.686
		GP.3	0.682					
		GP.4	0.743					
Turnover Intentions	—	TI.1	0.824	3.64	0.502	0.814	0.820	0.691
		TI.2	0.722					
		TI.3	0.768					
		TI.4	0.802					

Source: From the results of statistical analysis

Table 4 shows that loading factors were approved for all items because their scores were greater than 0.50, with the exception of five items (HS.3, PI.5, EB.4, EB.6, and GP.2) whose values were less than 0.50. These items were therefore eliminated, as demonstrated by Hair et al. (2014). The dependability of the internal consistency of the scale was assessed using CR and α estimations. Based on the table's results, it can be seen that all variables' values were accepted since the CR and α values met Hair et al. (2014)'s criteria and were more than 0.70.

As seen in the table, all AVE values exceeded 0.50, indicating that all values were accepted. AVE was used to measure convergent validity, and its value should be higher than 0.50 for all variables (Hair et al., 2014).

Table 5.: Results of discriminant validity by Fornell-Larcker criterion

Variables	Toxic Leadership	Workplace Incivility	Turnover Intention
Toxic Leadership	0.841		
Workplace Incivility	0.620	0.792	
Turnover Intention	0.542	0.424	0.853

Source: From the results of statistical analysis

The degree to which one variable differs from another is known as discriminant validity. The square root of AVE is used to calculate it. According to Hair et al. (2016), the value of each variable must be bigger than the relationship with other variables. Table 5 demonstrates that each variable's square root of AVE is bigger than the associations of the other variables, indicating a high level of consistency across the board for the scale.

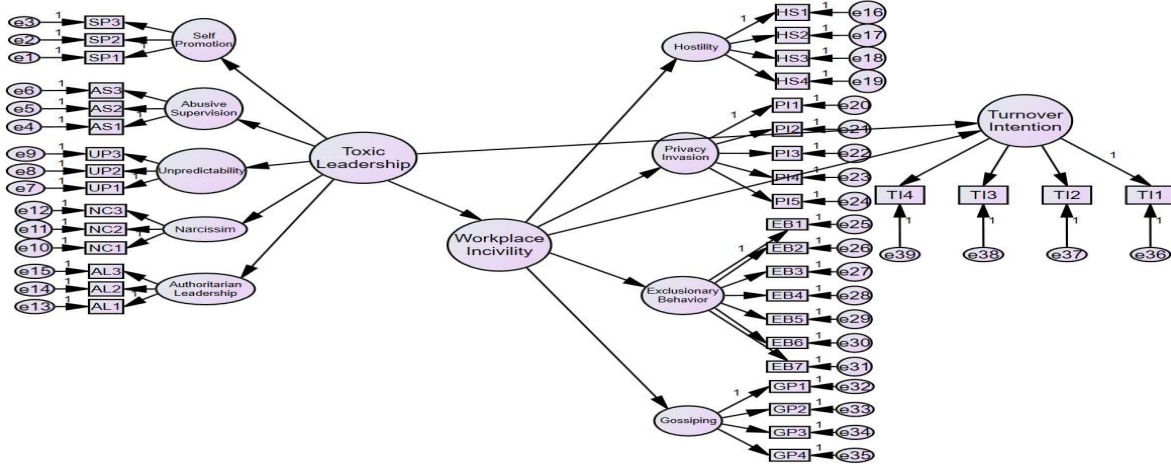
Table 6 .: Model Fit Indices

Indices	Symbol	Acceptance Index	Result
Goodness of Fit Index	GFI	> 0.90	0.92
Root Mean Square Residual	RMR	The closer to zero	0.071
Comparative Fit Index	CFI	> 0.95	0.97
Root Mean Square Error of Approximation	RMSEA	< 0.08	0.052

Source: From the results of statistical analysis

As shown in Table 6, all indices fall in the acceptance area. Therefore, all indices were accepted, therefore the model is fit.

4.3. Structural Model Assessment:



4.4. Hypotheses Tests:

Table 7.: Hypotheses testing results (Direct Effects)

Hypotheses	Path Coff	f^2	P-Value	Result
H1a: Self-Promotion → Turnover Intention	0.213**	0.27	0.00	Supported
H1b: Abusive Supervision → Turnover Intention	0.184*	0.21	0.031	Supported
H1c: Unpredictability → Turnover Intention	0.062	0.02	0.142	Not Supported
H1d: Narcissism → Turnover Intention	0.130*	0.19	0.029	Supported
H1e: Authoritarian Leadership → Turnover Intention	0.176**	0.26	0.00	Supported
H2a: Self-Promotion → Hostility	0.224**	0.23	0.00	Supported
H2b: Self-Promotion → Privacy Invasion	0.208***	0.28	0.000	Supported
H2c: Self-Promotion → Exclusionary Behavior	0.041	0.01	0.189	Not Supported
H2d: Self-Promotion → Gossiping	0.033	0.03	0.161	Not Supported
H2e: Abusive Supervision → Hostility	0.294**	0.31	0.00	Supported
H2f: Abusive Supervision → Privacy Invasion	0.193***	0.36	0.000	Supported
H2g: Abusive Supervision → Exclusionary Behavior	0.211**	0.29	0.00	Supported
H2h: Abusive Supervision → Gossiping	0.118*	0.16	0.041	Supported

H2i: Unpredictability → Hostility	0.014	0.02	0.208	Not Supported
H2j: Unpredictability → Privacy Invasion	0.119*	0.14	0.039	Supported
H2k: Unpredictability → Exclusionary Behavior	0.020	0.01	0.102	Not Supported
H2l: Unpredictability → Gossiping	0.117*	0.11	0.040	Supported
H2m: Narcissism → Hostility	0.307***	0.38	0.000	Supported
H2n: Narcissism → Privacy Invasion	0.284**	0.36	0.00	Supported
H2o: Narcissism → Exclusionary Behavior	0.311***	0.31	0.000	Supported
H2p: Narcissism → Gossiping	0.262**	0.27	0.00	Supported
H2q: Authoritarian Leadership → Hostility	0.152*	0.18	0.031	Supported
H2r: Authoritarian Leadership → Privacy Invasion	0.187**	0.38	0.00	Supported
H2s: Authoritarian Leadership → Exclusionary Behavior	0.129**	0.14	0.00	Supported
H2t: Authoritarian Leadership → Gossiping	0.277***	0.41	0.000	Supported
H3a: Hostility → Turnover Intention	0.241**	0.22	0.00	Supported
H3b: Privacy Invasion → Turnover Intention	0.328**	0.39	0.00	Supported
H3c: Exclusionary Behavior → Turnover Intention	0.206*	0.13	0.038	Supported
H3d: Gossiping → Turnover Intention	0.027	0.01	0.144	Not Supported

Source: From the results of statistical analysis

The direct impacts are presented in Table 7. According to H1 testing, Turnover Intention is directly and significantly positively impacted by Self-Promotion ($\beta = 0.213$, $p = 0.00$, $f^2 = 0.17$), supporting H1a. The impact of abusive supervision on turnover intention is directly significant, positive, and medium ($\beta = 0.184$, $p = 0.031$, $f^2 = 0.21$), supporting H1b. H1c is not supported since unpredictability has no discernible impact on turnover intention ($\beta = 0.062$, $p = 0.142$, $f^2 = 0.02$). H1d is supported since narcissism has a direct, significant, positive, and medium effect on turnover intention ($\beta = 0.130$, $p = 0.029$, $f^2 = 0.19$). H1e is supported since there is a direct, substantial, positive, and medium influence of authoritarian leadership on turnover intention ($\beta = 0.176$, $p = 0.00$, $f^2 = 0.26$).

According to the H2 testing results, workplace incivility dimensions are directly, significantly, and favorably impacted by toxic leadership dimensions; however, self-promotion has no discernible impact on exclusionary behavior and gossip, hence H2c and H2d are not supported. Furthermore, H2i and H2k are not supported since Unpredictability has no discernible impact on Hostility and Exclusionary Behavior. Only H3d is not supported because H3 testing showed that workplace incivility dimensions—aside from gossiping—have a positive, significant effect on turnover intention.

Table 8.: Hypotheses testing results (Indirect Effects)

Hypotheses	Direct Path Coff	Indirect Path Coff	Total Path Coff	P- Value	Mediation Type	Result
H4a: Toxic Leadership → Hostility → Turnover Intention	0.157	0.121	0.174	0.00	Partial Mediation	Supported
H4b: Toxic Leadership → Privacy Invasion → Turnover Intention	0.097	0.051	0.191	0.00	Partial Mediation	Supported
H4c: Toxic Leadership → Exclusionary Behavior → Turnover Intention	0.119	0.107	0.214	0.00	Partial Mediation	Supported
H4d: Toxic Leadership → Gossiping → Turnover Intention	0.054	0.031	0.103	0.164	No Mediation	Not Supported

Source: From the results of statistical analysis

Table 8 displays the results, which reveal that the association between toxic leadership and turnover intention is mediated by workplace incivility. However, the relationship between toxic leadership and turnover intention is not mediated by gossip. As a result, only H4d is unsupported.

5. Discussion

5.1. Summary of findings

The researchers studied the direct and indirect effect of toxic leadership on turnover intentions of employees in public commercial banks in Dakahlia Governorate by mediating workplace incivility. The researchers created a research model that includes three variables that were not studied together in previous studies. The first hypothesis relates to the toxic leadership and its dimensions which influence on turnover intentions, the results of the research found that toxic leadership except unpredictability have a direct, significant, and positive effect on turnover intentions , This is partly consistent with the study (Bell, 2017) ,in contrary to our hypothesis (Schmidt,2014) which found that unpredictability would have greater impact ,while on our research ,self-promotion as one of the five toxic leadership dimensions, was the best predictor of turnover intentions .thus, the results were ($\beta = 0.213$, $p = 0.00$), that explained the fact when a leader has toxic traits , it becomes harder for staff members to stay , which heightens their desire to quit their position.

Regarding the second hypothesis, that toxic leadership dimensions achieved an effect in all workplace incivility dimensions, it was clear that toxic leadership influence directly, significantly, and positively effect on workplace incivility, excluding Self-promotion hasn't any significant effect on exclusionary behavior and gossip (dimensions of workplace incivility). meanwhile , unpredictability haven't any significant effect on hostility and exclusionary behavior (dimensions of workplace incivility) , This finding is consistent with previous literature that has examined the impact of workplace incivility caused by toxic leadership (Chillab et al., 2022 ;Orunbon & Ibikunle ,2023), the most influential dimension of toxic leadership is abusive supervision, especially on hostility, where the results were ($\beta = 0.294$, $p = 0.00$), This explained

that Subordinates often behave aggressively against their coworkers, corporate property, and assets, engaging in theft, sabotage, when toxic leadership occurs abusive, humiliating or unproductive actions against them, therefore, it should treating compassion with employees to motivate them to exhibit good behaviors at work to feel appreciated, trusted, and crucial to the organization.

According to the third hypothesis, the effect of the dimensions of workplace incivility on employee turnover intentions, that all dimensions of workplace incivility except (gossip) had a direct, positive and significant effect on employees' turnover intentions. furthermore, privacy invasion was the greatest influence dimension on employees' turnover intentions, as record the results ($\beta = 0.328$, $p = 0.00$), and this result partly agrees with the results of studies (Riadi & Tricahyadinata,2019;Namin et al.,2021), this result is explained by where that workplace incivility was one of the most significant influencing factors of turnover intention, and increase the intention to look for another position, thus the less exposure to workplace incivility may lead to a decrease in the turnover intention.

As for the fourth hypothesis, which relates to indirect effect of toxic leadership on employee turnover intentions through mediating the workplace incivility, the results of the current research found that all dimensions of workplace incivility except (gossip) have a mediating effect on the relationship between toxic leadership and employee turnover intentions, and this result is explained the importance of workplace incivility as a mediator between toxic leadership and employee turnover intentions. This result explains that workplace incivility increases the employee's attitude towards leaving his job.

5.2.Theoretical Implications

The theoretical underpinnings of toxic leadership and its effect on employees' intentions to quit, including those of all public commercial bank employees in the Dakahlia Governorate, are established by this research. First, the findings indicate a positive correlation between employee turnover intentions and toxic leadership. On the one hand, a number of research have demonstrated that toxic behavior can significantly affect the intention of turnover. For instance, the study conducted by Khuram and Naeem (2020) corroborated their results that toxic leadership in Pakistan's banking industry increased employee turnover intentions and had a detrimental effect on both mental health and employee engagement. and (Ofei et al.,2023) highlight that when toxic leadership behavior happens more frequently, nurses' job satisfaction decreases. A drop in job satisfaction is followed by the intention to leave.

Second, the findings suggested that the impact of toxic leadership on intentions to leave the company is mediated by workplace rudeness. According to the aforementioned study (Orunbon & Ibikunle, 2023), which looked at the connection between rude behavior in the workplace and toxic leadership, toxic leaders in schools need to be replaced with modern leadership approaches that promote collaboration and teamwork among educators and enable participation in decision-making.

As a type of harmful leadership, toxic leadership causes a variety of employee reactions, such as workplace incivility, or the breaking of societal standards pertaining to respect for one another. Additionally, a thorough analysis of the body of research on the topic revealed that toxic leadership contributes to an unproductive and ineffectual work environment. Toxic Leadership Leaders that act destructively can have a negative impact on lower-level employees. This could result in an unfriendly work environment, which could harm relationships, interpersonal communications, productivity, job satisfaction, and organizational commitment.

This is in line with our study's findings, which show that workers under toxic managers are more likely to experience workplace rudeness and engage in rude behavior themselves. Our further analysis confirms the findings of Sliter et al. (2012) that employee withdrawal actions are positively correlated with being treated rudely.

Lastly, in order for employees to thrive and provide their best effort, organizations need to take action to get rid of toxic leadership practices and foster a positive work environment. This can be accomplished by putting in place programs for developing leaders, encouraging open communication, and realizing that management action is necessary to stop the escalation of responses to rudeness. Organizations that wish to reduce detrimental effects like employee attrition must assist staff members who have been subjected to abusive or poisonous leadership.

5.3. Managerial implications:

The current study was built on a body of research that focused on the impact of toxic leadership on employees' inclinations to leave public commercial banks in the Dakahlia Governorate. The current study's findings have the following managerial ramifications for customers:

1. Encouraging employees to completely comprehend the reasons that influence their intents to leave, which are exemplified by toxic leadership and uncivility in the workplace.
2. The findings indicated that rudeness at work and toxic leadership have an impact on employees' desire to leave. As a result, senior management ought to make an effort to reduce rudeness at work and toxic leadership.
3. The findings demonstrated that workplace rudeness mediates the relationship between turnover intentions and toxic leadership, highlighting the significance of this variable as one of the most critical unfavorable factors about which management should be cautious due to its detrimental effects on attaining organizational objectives.

6. Limitations and Future Research Directions:

The goal of the current study was to offer a model that, through mediating workplace incivility, illustrates how toxic leadership affects turnover intentions. Notwithstanding the theoretical advances the current study makes in light of the hypothesis findings test, it has several limitations that may inspire researchers to suggest new lines of inquiry. These limitations are outlined as follows:

1) The current study only looked at how turnover intentions were impacted by rude and toxic leadership. Future studies can therefore examine the impact of additional variables, such as the work environment, relationships among coworkers, job satisfaction, organizational commitment, and job insecurity, on turnover intentions.

2) The relationship between turnover intentions and toxic leadership was examined in the current study using workplace incivility as a mediator. Future research can examine other variables, such as organizational justice, reputation, and perceived support, as mediators in this relationship.

Based on the previous points, the researchers can suggest some future research titles as follows:

1. The effect of coworker relationships and job satisfaction on turnover intentions.
2. The effect of organizational justice and organizational reputation on turnover intentions.
3. The mediating role of job insecurity in the relationship between toxic leadership and turnover intention.
4. Perceived organizational support as a moderator in the relationship between organizational justice and turnover intentions.
5. The effect of job happiness on turnover intentions: organizational commitment as a mediator.
6. The effect of toxic leadership on organizational climate.

References

- Abugabel, A. H. A. (2023). The Mediating Role of Organizational Anomie in the Relationship between Toxic Leadership and Counterproductive Work Behaviors: An Empirical Study, *Scientific Journal for Financial and Commercial Studies and Research, Faculty of Commerce, Damietta University*, 4(2)1, 207- 263.
- Acuña, Klahn, B., & Male, T. (2022). Toxic leadership and academics' work engagement in higher education: A cross-sectional study from Chile. *Educational Management Administration & Leadership*, 0(0). <https://doi.org/10.1177/17411432221084474>
- Akca, M. (2017). The impact of toxic leadership on intention to leave of employees. *International Journal of Economics, Business and Management Research*, 1(4), 285-298.
- Alghnimi ,Asmaa Abdulwahid Malik (2022) Toxic leadership and its effect on Incivility behavior at work: The Moderator role of work passion , A Dissertation Submitted , To the Council of Administration and Economics College Al-Qadisiya University, in a partial Fulfillment of the Requirements for the degree of Doctor of Philosophy in Business Administration (Arabic).
- Amutenya, L. N. (2019). The relationship between toxic leadership, employee engagement and the intention to leave. Unpublished Master's thesis). Stellenbosch University, South Africa.
- Andersson , Lynne ., Pearson Christine M., (1999). Tit for Tat? The Spiraling Effect of Incivility in the Workplace, *Academy of Management Review* 24(3):452-471, DOI:10.2307/259136
- Anjum, Amna, Ming, Xu, Siddiqi, Ahmed Faisal., & Rasool., Samma Faiz., (2018). An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments , 24 March, *Int. J. Environ. Res. Public Health* , <http://www.mdpi.com/journal/ijerph>
- Asegid, A., Belachew, T., & Yimam, E. (2014). Factors influencing job satisfaction and anticipated turnover among nurses in Sidama zone public health facilities, South Ethiopia. *Nursing Research and Practice*, 2014, 1-27. doi:10.1155/2014/909768
- Basak, E., Ekmekci, E., Bayram, Y., & Bas, Y. (2013, October). Analysis of factors that affect the intention to leave of white-collar employees in Turkey using structural equation modelling. In *Proceedings of the world congress on engineering and computer science* (Vol. 2, No. 1, pp. 1-3)., Vol. II, 23-25 October 2013, San Francisco, USA.
- Burns, Wallace A., Jr. Jun (2017). A descriptive Literature Review of Harmful Leadership Styles: Definitions, Commonalities, Measurements, Negative Impacts, and Ways to Improve These Harmful Leadership Styles, *Creighton Journal of Interdisciplinary Leadership*, v3 n1 p33-52.
- Chan, L. (2018). Positive organizational leadership: Some recent findings in positive organizational scholarship.

- Chillab, ihsan dahash & Al-Ghanimi asmaa abdul-wahid malik,(2022) . Effect of Toxic Leadership on Workplace Incivility Analytical Study for Sampled Teaching Staff in Private Schools in Al-Qadisiya Governorate, Iraq , Al-Qadisiyah Journal for Administrative and Economic Sciences ISSNOnline : 2312-9883, QJAE, Volume 24, Issue 3.
- Coomber Billie , Barriball K. Louise ,(2007) . Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature, International Journal of Nursing Studies , Volume 44, Issue 2, February 2007, Pages 297-314
- Dobbs JM, Do JJ. (2019) .The Impact of Perceived Toxic Leadership on Cynicism in Officer Candidates. Armed Forces Society. 2019;45(1):3-26. doi:10.1177/0095327x17747204
- Dobbs, James M., (2014), The Relationship between Perceived Toxic Leadership Styles, Leader Effectiveness, and Organizational Cynicism, Dissertations. 854. <https://digital.sandiego.edu/dissertations/854>
- Farjam, zare ,Reza, sepahvand (2019) .Examination of the role of toxic leadership style on organizational trauma by considering the role of mediator of organizational silence Document Type : Research Paper , <http://jedu.miau.ac.ir>
- Felblinger, D.M., (2008). Incivility and bullying in the workplace and nurses' shame responses. J. Obstet. Gynecol. Neonatal Nurs. Mar-Apr;37(2):234-41; quiz 241-2.doi: 10.1111/j.1552-6909.2008.00227.
- Fredrickson, B. L. (2000). Why positive emotions matter in organizations: Lessons from the broaden-and-build model. The Psychologist-Manager Journal, 4(2), 131.
- Hughes, I. M., & Jex, S. M. (2022). Individual differences, job demands and job resources as boundary conditions for relations between experienced incivility and forms of instigated incivility. International Journal of Conflict Management, 33(5), 909-932.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). 2nd ed. SAGE Publications
- Hair, Jr, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I–method. European business review, 28(1), 63-76.
- Hattab Syahrudin , Wirawan Hillman , Salam Rudi , Daswati Daswati & Niswaty Risma , (2022). The effect of toxic leadership on turnover intention and counterproductive work behaviour in Indonesia public organisations", international Journal of PublicSector Management© Emerald Publishing Limited0951-3558DOI 10.1108/IJPSM-06-2021-0142, <https://www.emerald.com/insight/0951-3558.htm>

- Heppel, timphy . Toxic leadership : applying the lipman- blumen model to political leadership , (2011) . Pages 241-249 | Published online: 19 Sep 2011 , Journal of Representative Democracy , Volume 47, 2011 - Issue 3 .
- Hoel , Helge. , Glas, Lars. , Hetland, Jørn. , Cooper, Cary L. , Einarsen, Ståle.,(2010) . Leadership Styles as Predictors of Self-reported and Observed Workplace Bullying, British Journal of Management, 25 May, Vol. 21, 453–468 (2010), DOI: 10.1111/j.1467-8551.2009.00664.
- Hudgins Tracy , Brown Kimberly D , Layne Diana & Stephens Teresa Maggard , (2022). The Effect of Academic Nurse Leaders' Toxic Behaviors , Journal of Nursing Education ;61(2):88–92 , DOI: 10.3928/01484834-20211213-02
- Indradevi, R., (2016). Toxic Leadership over the Years – A Review , Vol. 9 No. 1 (2016): Purushartha : a journal of management , Ethics & spirituality .
- Johnson, P. R., & Indvik, J. (2001). Slings and arrows of rudeness: Incivility in the workplace. Journal of Management Development, 20(8), 705–714. <https://doi.org/10.1108/EUM0000000005829>
- Kayani, M., Alasan, I. I., Ali, W., & Hassan, S. (2021). Employees Working Behavior under Different Shades of Destructive Leadership. Estudios De Economía Aplicada, 39(10)10.25115/eea.v39i10.5821
- Kurtuluş, BekirEmre,(2020). Toxic Leadership and Workplace Bullying: The Role of Followers and Possible Coping Strategies , under exclusive licence to Springer Nature Switzerland AG2020 S. Dhiman (ed.),The Palgrave Handbook of Workplace Well-Being, https://doi.org/10.1007/978-3-030-02470-3_24-1
- Leleh, L. A. (2015). The factors influencing employee intention to leave at PT. BRI (PERSERO) Tbk. Unit Sam Ratulangi Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(4).
- Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and workgroup incivility: Impact on work and health outcomes. *Journal of Applied Psychology*, 93(1), 95- 107. <http://dx.doi.org/10.1037/0021-9010.93.1.95>.
- Lipman-Blumen, J. (2005). Toxic leadership: When grand illusions masquerade as noble visions. *Leader to Leader*, 2005(36), 29-36. <https://doi.org/10.1002/ltl.125>
- Liu, D., Liao, H., & Loi, R., (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of Management Journal*, 55, 1187–1212.

- Loh, J. M., & Loi, N. (2018). Tit for tat: burnout as a mediator workplace incivility and instigated workplace incivility. *Asia-Pacific Journal of Business Administration*, 10(1), 100-111. <https://doi.org/10.1108/APJBA-11-2017-0132>
- MacKusick, C. I., & Minick, P. (2010). Why are nurses leaving? Findings from an initial qualitative study on nursing attrition. *wileyonlinelibrary.com/journal/jonm* , MEDSURG Nursing, 19(6), 335-340.
- Maheshwari , greesh, , Mehta , sunita & Suryakant ,Sharma, (2014) . Role of leadership in leading successful change : an empirical study , Article in Contemporary Management Research , September , Available at: <https://www.researchgate.net/publication/344889486>
- Manaa, Youssef H.,(2022) . The Effect of Toxic Leadership on Counter-Productive Work Behaviors and Intention to Leave: An Empirical Study , October , International Business Research 15(11):1,DOI:10.5539/ibr.v15n11p1 , License ,CC BY 4.0
- Manzoor, M.T., Manzoor, T. and Khan, M. (2020). “Workplace incivility: a cynicism booster leading to turnover intentions”, *Decision*, Vol. 47 No. 1, pp. 91-99.
- Mathieu,C.,Neumann,C.S.,Hare,R.D.,&Babiak,P.,(2014), A dark side of leadership: corporate psychopathy and it influence on employee well-being and job satisfaction”, *Personality and Individual Differences*,Vol.59No.1,pp.83-88,doi:10.1016/j.paid.2013.11.010.
- Mergen, Aybike & Ozbilgin, Mustafa F. (2020). Understanding the followers of toxic leaders: Toxic illuio and personal uncertainty. September, *International Journal of Management Reviews*
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159–1168. <https://doi.org/10.1037/0021-9010.92.4.1159>
- Naeem Fizza., Khurram, Sobia,, (2020) . Influence of Toxic Leadership on Turnover Intention: The Mediating Role of Psychological Wellbeing and Employee Engagement , *Pakistan Journal of Commerce and Social Sciences*, 30 Sept, Vol. 14 (3), 682-713
- Namin , BoshraH., Marnburg Einar., & Dagsland , Åse Helene Bakkevig (2022). Frontline Service Employees’ Profiles: Exploring Individual Differences in Perceptions of and Reactions to Workplace Incivility , *Norwegian School of Hotel Management, University of Stavanger*, 4021Stavanger,Norway, <https://doi.org/10.3390/bs12030076>
- Ofei, A.M.A., Poku, C.A., Paarima, Y. *et al.* Toxic leadership behaviour of nurse managers and turnover intentions: the mediating role of job satisfaction. *BMC Nurs* 22, 374 (2023). <https://doi.org/10.1186/s12912-023-01539-8>
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-

- Ketu council development area of Lagos State, Nigeria. *Australian journal of business and management research*, 1(7), 100.
- Orunbon, Nurudeen Olalekan., Ibikunle , Ganiyu Abiona., (2023). Principals' Toxic Leadership Behaviour and Teachers' Workplace Incivility in Public Senior Secondary Schools, Lagos State, Nigeria , *Journal of Education and Learning Innovation* , Vol. 3 No. 2 , <https://doi.org/10.35877/454RI.eduline1717>
- Pearson, C. M., Andersson, L. M., & Porath, C. L. (2005). Workplace Incivility. In S. Fox, & P. Spector (Eds.), *Counterproductive Work Behaviour: Investigations of Actors and Targets* (pp. 177-200). Washington DC: American Psychological Association. <http://dx.doi.org/10.1037/10893-008>
- Price, James L., & Mueller , Charles W., (1981). A Causal Model of Turnover for Nurses, September, *The Academy of Management Journal*, pp. 543-565 (23 pages), <https://doi.org/10.2307/255574>
- Rahim, A., & Cosby, D. M. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *Journal of Management Development*, 35(10), 12551265. <https://doi.org/10.1108/JMD-09-2015-0138>
- Rumsey, M. G. (Ed.). (2013). *The Oxford handbook of leadership*. Oxford University Press.
- Reed, G.E., & Bullis, R.C., (2009). The impact of destructive leadership on senior military officers and civilian employees”, *Armed Forces and Society*, Vol. 36 No. 1, pp. 5-18.
- Salancik, G. J., & Pfeffer, J. (1978). A social information processing approach to attitudes and task design. *Administrative Science Quarterly*, 23, 224–253
- Santiago , Felix, (2020). Case Studies on the Effects of Toxic Leadership on Diversity and Inclusion in the Workplace Within the Latin American and Caribbean Regions, First Online: 01 April , *Diversity and Inclusion in Latin American and Caribbean Workplaces* .pp 113–127 .
- Schilpzand, P., De Pater, I. E., & Erez, A. (2016). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational Behavior*, 37(Suppl 1), S57–S88. <https://doi.org/10.1002/job.1976>
- Sguera , Francesco., Bagozzi , Richard P., Huy , Quy N., Boss , R. Wayne & Boss , David S.,(2016) . Curtailing the harmful effects of workplace incivility: The role of structural demands and organization-provided resources , *Journal of Vocational Behavior* , Volumes 95–96, August–October 2016, Pages 115-127
- Taheri , F., Asarian , M., & Shahhosseini, P. (2020). Workaholism and workplace incivility : the role of work-family enrichment . EMERALD GROUP PUBLISHING LIMITED; Emerald Group , Volume 59 Issue 2 , DOI: 10.1108/MD-08-2019-1035

- Tanuwijaya Justine & Jakaria Jakaria ,(2022) . The transformational and toxic leadership effect on employee retention ,Feb 26, Jurnal Manajemen dan Pemasaran Jasa, Vol. 15No.1 Maret :123-134, Doi: <http://dx.doi.org/10.25105/jmpj.v15i1.13348>
- Tepper,B.J.(2000).Consequencesofabusivesupervision”,AcademyofManagementJournal,Vol.43 No.2,pp.178-190,doi:10.2307/1556375.
- Thomas, J. (1991). Prosecution of white-collar crime rising, available at: http://articles.chicagotribune.com/1991-06-10/news/9102210633_1_white-collar-certified-fraud-examiners-embezzlement (accessed 25 June 2013) .
- Thoroughgood , Christian N., Hunter , Samuel T., & Sawyer, Katina B.,(2011) . Bad apples , Bad barrels , and broken followers ? An empirical examination of contextual influences on follower perceptions and reaction to aversive leadership , Journal of Business Ethics , 100:647–672 , DOI10.1007/s10551-010-0702-z.
- Torkelson E, Holm K, Bäckström M & Schad E. (2016). Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others. *Work Stress*.Apr 2;30(2):115-131. doi: 10.1080/02678373.2016.1175524.
- Tricahyadinata, I., Hendryadi, Suryani, Zainurossalamia ZA, S., & Riadi, S. S. (2020). Workplace incivility, Work Engagement, and Turnover Intentions: Multi-group Analysis. *Cogent Psychology*, 7(1), 1743627.
- Tripp, T.M., Bies, R.J. & Aquino, K. (2002). Poetic justice or petty jealousy? The aesthetics of revenge ,*Organizational Behavior and Human Decision Processes*, Vol.89 No.1,pp.966-984.
- Wen, Tong ., Zhang, Yan ., Wang, Xue & Tang, Guo., (2018) . Factors influencing turnover intention among primary care doctors: a cross-sectional study in Chongqing, China, *Human Resources for Health*, volume 16, Article number: 10 .
- Wijesekara, Mohanthi, (2023) . The Impact of Job Satisfaction on Employee Turnover Intention: With Special Reference to PVC Water Pipes Manufacturing Industries in Sri Lanka
- Xiixin Wu RN, Mark Hayter PhD, Yuan Yuan RN, Shuang Li RN, Yaxin Bi RN, Lu Zhang RN, Chaoyu Cao RN, Weijuan Gong PhD, Yu Zhang RN, (2020) . Positive spiritual climate supports transformational leadership as means to reduce nursing burnout and intent to leave, march , *journal of nursing management* , <https://doi.org/10.1111/jonm.12994>