

THE RELATIONSHIP BETWEEN PERCEIVED TOXIC LEADERSHIP AND WORK
ENGAGEMENT



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PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ABSTRACT

White-collar employees working in the textile industry work in a dynamic, intense and stressful environment that requires effort to present the most accurate and completed work outputs to their internal stakeholders, teams and company. The workload and pressure in this stressful environment require a positive and open-minded leadership style that can motivate and guide textile workers. Based on the stated assumption, the relationship between toxic leadership and work engagement was examined in this study. As a result of the research; it is expected that the toxic leadership behaviors of managers will negatively affect the work engagement of white-collar employees working in the textile industry. Based on this purpose, some hypotheses were developed to investigate the relationship, and data were obtained from 201 white-collar individuals working in the textile sector through an online survey. In order to collect data, the toxic leadership scale and work engagement scale were used together with demographic questions. All data analyzes were performed using the statistical program SPSS. As a result of the analysis of the data, it has been determined that toxic leadership is a type of leadership that negatively affects the work engagement levels of white-collar workers in the textile industry. Since the research was conducted specifically for the textile industry and white-collar workers, it contributes to the literature and is important.

Keywords: Textile industry, toxic leadership, white-collar, work engagement

ÖZET

Tekstil sektöründe çalışan beyaz yakalı çalışanlar, şirket içi paydaşlarına, ekiplere ve şirkete en doğru ve tamamlanmış iş çıktılarını sunmak için çaba gerektiren dinamik, yoğun ve stresli bir ortamda çalışırlar. Bu stres barındıran ortamdaki iş yoğunluğu ve baskı tekstil çalışanlarını motive edebilecek ve rehberlik edebilecek, olumlu ve gelişime açık bir liderlik tarzını gerektirmektedir. Belirtilmiş olan varsayımdan hareketle, bu çalışmada toksik liderlik ve işe bağlılık arasındaki ilişki incelenmiştir. Araştırmanın sonucunda; yöneticilerin toksik liderlik davranışlarının tekstil sektöründe çalışan beyaz yakalı çalışanların işe bağlılıklarını olumsuz yönde etkileyeceği sonucuna ulaşılması beklenmektedir. Bu amaca dayanılarak ilişkiyi araştırmak için bazı hipotezler geliştirilerek, çevrimiçi bir anket yoluyla tekstil sektöründe çalışan 201 beyaz yakalı kişiden veriler elde edilmiştir. Veri toplamak amacıyla demografik sorular ile birlikte toksik liderlik ölçeği ve işe bağlılık ölçeği kullanılmıştır. Tüm veri analizleri, istatistik programı olan SPSS kullanılarak gerçekleştirilmiştir. Verilerin analizi sonucunda, toksik liderliğin tekstil sektöründe çalışan beyaz yakalı çalışanların işe bağlılık düzeylerini olumsuz etkileyen bir liderlik türü olduğu tespit edilmiştir. Araştırma tekstil sektörü ve beyaz yakalı çalışanlara yönelik özel olarak yapıldığından literatüre katkı sağlamaktadır ve önemlidir.

Anahtar Kelimeler: Beyaz yakalı, işe bağlılık, tekstil sektörü, toksik liderlik

In Loving Memory of My Paternal Grandfather Ertan TAMER...

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1. INTRODUCTION

The act of guiding and influencing a group to accomplish its objectives is known as leadership (Robbins & Coulter, 2012). According to this definition, leaders are those who have the skills and traits to influence others' thoughts and behaviors in order to achieve shared goals and get them committed to moving in the same direction (Mills, 2005).

The ability of leaders to lead followers effectively and engage them to remain committed as key partners in the growth of their organization is one of the major issues facing the successful management of corporate entities in the twenty-first century. The management of human capital was very important to modern organizations (Mendes & Stander, 2011). Although it was true that the act or process of leading necessitates leaders, followers, and the environment or situation (Allio, 2013), the leadership conduct becomes increasingly important to manage the workforce. The evolution of organizations may be impacted differently by the various leadership philosophies. Yet, toxic leadership has been identified as a negative tendency that is widespread in many organizations (Tavanti, 2011).

The combination of an egotistical mindset and destructive behavior that has a negative impact on the followers and the organization were known as toxic leadership (Erickson, Shaw, Murray, & Branch, 2015). If unchecked, toxic leadership is poor leadership that will damage the organization's culture and have a negative impact on its personnel (Akça, 2017). Leaders play a crucial role in creating a positive workplace culture that motivates workers to stay on the job (Mendes & Stander, 2011). The premise that leaders' behavior affects employees' intentions to leave the company arises from the notion that workers depart their manager, not the company (Pieterse-Landman, 2012).

In addition, “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” is referred to as work engagement (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). The term engagement “refers to a persistent and pervasive affective–cognitive state that is not focused on any particular object, event, individual, or behavior.” Vigor “is characterized high levels of energy and

mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties." Dedication "is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge." Absorption "is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli & Bakker, 2004). Personal engagement, defined by Kahn (1990) as the harnessing of an organization's members' identities to their professional roles, is when people use and express their bodies, minds, and emotions while acting out their responsibilities.

This study examined the relationship between "PTL" (Perceived Toxic Leadership) and "WE" (Work Engagement). Both of them were written shortly with the name of "Toxic Leadership" and "Work Engagement" in details of thesis. I would like to point out that "toxic leadership" have the same meaning as "perceived toxic leadership" and toxic leadership was mentioned in the context of perceived toxic leadership. In addition, in some parts of the research, different synonyms like "commitment" were used instead of the word "engagement". Contents were divided into six sections. The purpose and importance of the study were emphasized in the first section. Idea of "toxic leadership," along with its definition, subscales, results, causes, studies and more specific information were analyzed in second section. In addition, an interpretation of the term "work engagement," along with its definition, subscales, researches, theories, models, results, and more are offered in second section. Described the study's methodology and scales in the third section. Findings were detailed in fourth section. The discussion were offered in the fifth section and conclusion and final remarks were offered in sixth section.

1.1. The Purpose of the Study

Many studies have been conducted on leadership theory, but only a handful of them have anything to do with modern methods. On the other side, in recent years, topics like work engagement and toxic leadership have become popular. Past studies have revealed that toxic leadership has a strong detrimental impact. Although research on the association between toxic leadership and work engagement style have been published,

they did not specifically target white-collar workers in the textile industry. In light of this, the purpose of this study is to explain how toxic leadership and work engagement are related each other. In addition, this subject is chosen to clarify the importance of the toxic behaviors of leaders effects on white-collar employees' work engagement who works in textile industry. Because, nowadays working standards and working schedules are very hard and long for employees who are working in an industry like textile which continues to produce nonstop. Therefore, understanding employees' emotions are more important than before to sustain employees' productivity and success of both company and employee.

1.2. The Importance of the Study

A deeper comprehension of these connections will advance theory and offer additional details about how toxic leadership affects employee engagement. It will be easier to assess if toxic behaviors have an adverse impact on employee engagement. Importance of this study is that it is a rare study that look at the connection between toxic leadership and work engagement among white-collar employees in the textile sector. Also, another importance of this study is that it is a rare study that examines the differences between men and women in terms of the relationship between toxic leadership and work engagement among white-collar employees in the textile sector. As a result, it makes a significant contribution to the literature in this field. Employees can find the study's findings useful in understanding how toxic leadership styles affect their level of work engagement and in assessing toxic behaviors.

The leader can try to modify their own behavior in a good way by more clearly noticing their own negative and toxic behaviors, and the employees can observe the development of negative emotions and behaviors as a result of the leader's own actions in terms of their work engagement. Also, since modern management and change management are both compressed treatments of the concepts of organizational behavior, leadership behavior, agile management, toxic leadership style, and work engagement, this research can be helpful and valuable for individuals who study or teach these topics.

2. LITERATURE REVIEW

2.1. Definition of Leadership

Although the word leadership was used in the international literature in XIV. Although it was introduced in the last century, it has been used frequently in the last two centuries. Researchers have defined the definition of leadership in more detail based on personal perspectives and important facts. However, the points where the different definitions meet in common are often the same. These similarities are; the existence of a particular group of people and the existence of an individual who can lead this community (Zel, 2001, p. 90-91).

Throughout history, people have either directed their society in the direction they want or been guided by others. Because people feel obliged to act together with other people in order to meet their needs and achieve their personal goals. Therefore, leadership was born from the idea that communities should be managed as a result of living together. In that case, the concept of leadership can be defined as the process of directing the activities of others and activating them in order to achieve the goals of the group under certain conditions (Deitzer, Shillif, & Jucius, 1979, p. 196).

The process by which an individual or individuals influence and direct their efforts in order to attain individual or collective goals under certain circumstances is referred to as leadership (Koçel, 2015, p. 667).

Leadership is a cultural phenomenon. Well; It is a concept that is shaped by the culture that changes from society to society in the social sense, but it is also a concept that adds new meanings to its own cultural environment individually. A leader is a person who both represents the culture he is in and keeps his own cultural environment alive and influencing him. Leadership is also a concept that needs to be open to different cultures. Because the globalization of organizations requires knowing and understanding effective leadership methods in different cultures (Ercan & Sığrı, 2016, p. 99)

There will always be a need for leaders and managers to organize, govern, and direct these communities since humans are social beings who exist and must live in

communities. Leadership is the capacity of a group of individuals to coordinate certain aims and objectives and to inspire others to achieve objectives (Eren, 2015, p. 435).

2.2. The Dark Side of Leadership

Conger and Kanungo (1994) provided some of the earliest analyses on the dark side of leadership. Conger and Kanungo (1994) asserts that traits that set leaders apart from ordinary managers, such as strategic vision, excellent communication abilities, and impression management, can have unfavorable effects on the business and its workers. The emergence of various issues may be unintentionally sparked by a leader who integrates his personality with the organization's guiding principles and vision, ignores any potential flaws in these principles and vision, and persuades his followers to believe in them through effective communication. Again, some followers may feel lonely as a result of the forceful management style used by some charismatic leaders. Such circumstances, in Conger and Kanungo (1994) opinion, represent the dark side of leadership.

McIntosh and Rima (1997) researched the dysfunctional behaviors that might be brought on by the leader's dark side of personality, and these behaviors emerged as a result of the examination; Dark leadership types were defined and categorized under five criteria; “narcissistic leadership, paranoid leadership, emotionally dependent leadership, coercive leadership and passive-aggressive leadership.”

In addition, dark or harmful styles of leadership have been labeled by researches in recent years as abusive supervision (Tepper, 2000), tyranny (Ashfort, 1994), unethical or bad (Kellerman, 2004), toxic (Lipman-Blumen, 2005; Pelletier, 2010) and destructive leadership behavior (Einarsen, Aasland, & Skogstad, 2007).

It is argued that leaders who exhibit dark leadership behavior may provide the opportunity to achieve success in the short term, but when they experience certain problems in the long term and go to extremes with poor performance, they may lead to the emergence of toxic behaviors that harm their ability to work together in the organization (Benson & Hogan, 2008).

2.2.1. Definition of toxic leadership

According to Schmidt (2008, p. 1), every person has worked with a bad leader and everyone can understand the difficulties of working with them. However, in recent years, many authors have suggested a more unique, more insidious type of dysfunctional leadership, particularly in the popular media. This leadership style is a “toxic leadership” style, which carries all the negative aspects of leadership, especially for subordinates and organizations.

Pelletier (2009) compares toxicity with bullying and argues that people who exhibit toxic behavior differ in terms of weakness or subordination and prefer the use of mental and physical violence in bullying.

Whicker (1996) is where the term “toxic leader” was first used in, but there is still no accepted standardized definition of this term. A type of bad leadership that has the potential to harm businesses and their personnel is toxic leadership, according to some.

Flynn (1999) defines toxic leaders as those who bully, swear, shout, have volatile moods, cause their employees to gossip in secluded corners, disparage their subordinates, belittle them, have poor interpersonal relationships, and make erroneous decisions.

According to Wilson-Starks (2003, p. 2), Toxic leaders spread their poison through excessive control and define leadership as control.

According to Appelbaum and Roy Girard (2007, p. 20), toxic management approach in an organization becomes the most important actor in spreading many negative situations and emotions such as unhappiness, reluctance, resentment, demoralization, and communication disorder throughout the organization.

Also, Hitchcock (2015, p. 18) states that all bad, toxic, abusive, destructive, incompetent (inadequate) and unethical behaviors are included in the concept of toxic leadership.

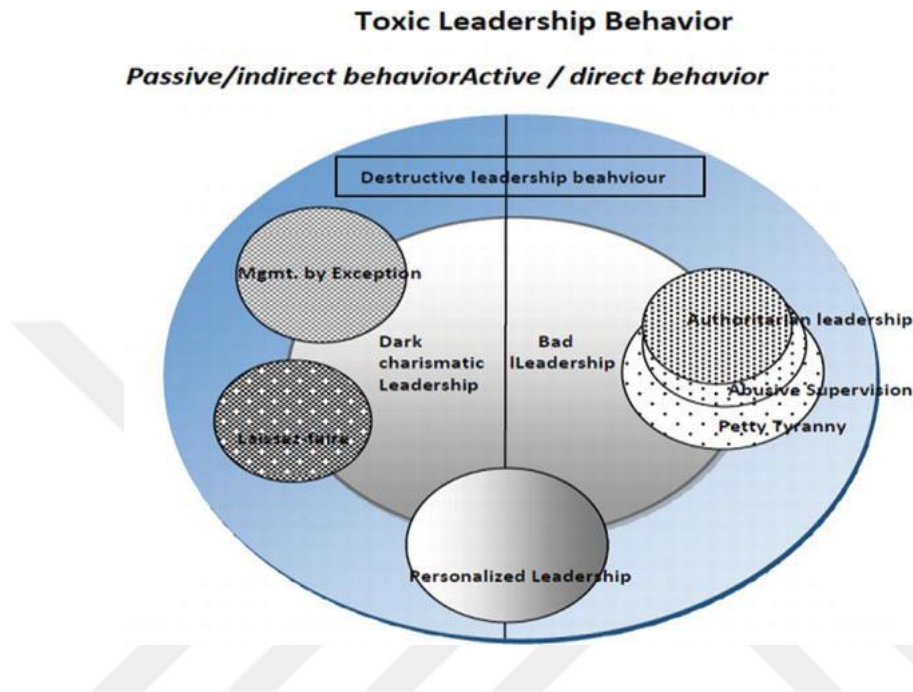
Abusive supervision behaviors (Tepper, 2000) may be significant aspects of toxic leadership in terms of including hostility and intention; however, abusive supervision concept may differ from toxic leadership in terms of not directly addressing narcissism

and authority, so toxic leadership may be considered as a more expanded approach even including the abusive supervision behaviors (Schmidt, 2008).

2.2.2. Mapping the origins

Although the presence of the dark side of leadership may be pursued to human civilization, the word leadership has always been linked to virtue. There haven't been many studies that have looked into the shadow side of leadership in depth yet. The military has been the main area of research for the build up until the last 10 years. Although this idea has been developing, it is still vague. Undoubtedly, authors do not provide a clear picture of it and use various terms to describe this negative aspect (Singh, Sengupta, & Dev, 2018): destructive (Padilla, Hogan, & Kaiser, 2007), bad (Kellerman, 2004), evil (Bostock, 2010), charismatic (Sankowski, 1995), narcissist (Maccoby, 2000), aversive (Bligh, Kohles, Pearce, Justin & Stovall, 2007), bullying (Hogan & Hogan, 2001), abusive (Tepper, 2000) and toxic (Lipman-Blumen, 2005; Pelletier, 2010).

There are many different types of toxic leaders; it mostly depends on how people see them rather than just what they are in reality. They could be toxic to some people while being a charming hero to others (Lipman-Blumen, 2005). It may be difficult to tell the difference between bad leaders who are actually toxic, bad leaders who lack poisonous attributes but are just incapable of performing administrative duties, leaders who suffer from mental diseases, and good leaders who are evil people. A summary of the current state of research on the related concepts in dark leadership is shown in Figure 1, it says that the term “toxic leadership” refers to all other types of dark leadership and is all-inclusive (Singh, Sengupta, & Dev, 2018).

Figure 1*Toxic Leadership Behavior*

Note: Research on related constructs under the umbrella of toxic leadership is illustrated.

Source: Adapted from Thoroughgood et al., (2012).

Much earlier, Reed (2004) examined the symptoms to determine whether subordinates feel humiliated or depleted following interpersonal interactions, and whether the weaker are more frequently victims than the stronger. Both of the symptoms of toxic leadership's followers were supported by the study. The strategy was described as the “kiss up and kick down tendency,” where the toxic leader conducts poorly with his own subordinates while portraying himself as a responsible and responsive follower to his superiors.

According to Lipman-Blumen’s (2005) analysis, toxic leadership has detrimental long-term effects as opposed to immediate ones. Their outgoing nature may temporarily disguise their malicious goal, but in the long run, they hurt both the person and the company. It's not easy to spot a poisonous leader. Instead of focusing on the leader's influence on the follower's transitional effects, one must assess the consequences. These

ideas are also supported by recent research by Singh, Sengupta and Dev (2017) and Mehta and Maheshwari (2014).

2.2.3. Dimensions of toxic leadership

When reviewing the relevant literature, various characteristics and dimensions of toxic leadership are found to be. For example, Schmidt (2008) dealt with toxic leadership in five dimensions, these are; “abusive supervision”, “authoritarian leadership”, “narcissism”, “self-promotion”, and “unpredictability”.

In this study, toxic leadership is discussed under four main dimensions as “ungratefulness”, “sordidness”, “selfishness”, and “negative mood”, in parallel with Çelebi, Güner and Yıldız’s (2015) study.

2.2.3.1. Ungratefulness

When the behavior of toxic leaders is examined, it is seen that they are not prone to change themselves. In an organization, managers can change the rules as they wish in a way that they do not respect the employees. It can be said that the managers scare employees in order to protect their authorities and try to manage the organization in this way (Bitirim & Eğinli, 2008, p. 124). According to Wilson-Starks (2003), if the thoughts of individuals working in a toxic environment and the thoughts of toxic leaders are parallel to each other, the employees are rewarded and employees are punished if they have different thoughts. Individuals who approve all the actions of the toxic leader in the organization and fulfill the demands of the toxic leader without objection are easily promoted and can take part in good positions within the company. On the other hand, individuals who question the actions of toxic leaders and sometimes criticize the toxic leader do not get the promotions they deserve and cannot make the progress they expect. The toxic leader can negatively affect the environment he is in. For this reason, it can be said that in an environment where a toxic leader is present, the rate of work quitting is high and the production is very limited (Goldman, 2006, p. 733).

2.2.3.2. Sordidness

Sordidness; It shows its effect with behaviors such as disrespectful behavior towards other individuals, humiliation and contempt for other individuals, as well as

dissatisfaction and reluctance towards work. In addition, behaviors such as trying to direct and suppress people with a sense of fear, threatening employees, exerting emotional pressure, and not paying attention to the thoughts of the other person appear in the dimension of self-interest (Lester, 2013).

2.2.3.3. *Selfishness*

It can be said that toxic managers often prefer the expression ‘‘I’’ and do not see the success achieved as an achievement of the organization. Toxic leaders are not constructive. They always aim to satisfy their own egos with some negative messages. It can be said that toxic managers use the feeling of fear towards the employees and do not act with love in the organization. It is seen that toxic leaders demand the employees to show respect towards their position (Henley, 2003, p. 571).

If the managers in an institution engage in toxic behaviors, strong or weak toxic characteristics may be effective in the institution. Leaders who think only of themselves, do not attach importance to the thoughts of their employees and exhibit selfish behaviors will not be able to fulfill their main responsibilities and establish a healthy working environment in the institution. To enable employees to work more efficiently within the organization, making them an important part of the organization will be possible by getting rid of the toxic behaviors of the leaders. The ability of leaders to get rid of toxic features requires a personal and institutional effort (Bitirim & Eğinli, 2008, p. 132).

According to Whicker (1996), a toxic leader is not a good-intentioned and incompatible leader. Leaders of this type consider rising as a success by using the efforts of others and exhibit egocentric attitudes.

2.2.3.4. *Negative Mood*

Kellerman (2004) characterizes toxic leaders as malicious, narrow-minded, harsh, and corrupting behaviors in order to express the destructive behaviors of toxic leaders in relation to negative mental state. Cold behaviors can be seen in toxic leaders, also with the effect of insensitivity, and some unstable movements can be encountered in bilateral relations. The behavior of toxic leaders is often destructive. When the toxic behavior of the leaders is examined, it can be said that he first fascinated the other party, then

manipulated and finally undermined the other party. Such behaviors of toxic leaders can be directed towards both an institution and an individual. It can be said that these behaviors cause destructive results in terms of corporate culture and bilateral relations.

Appelbaum and Roy-Girard (2007, p. 17) state that a desire to have everything under their control is effective in leaders who exhibit negative mental states. In potential problems, toxic leaders prefer to blame others.

2.2.4. Studies related with toxic leadership

Malik, Sattar, Younas, and Nawaz (2018) investigated the relationship between toxic leadership and emotional exhaustion. 262 people working in a textile factory in Pakistan participated in the research. As a result of the research, it was determined that toxic leadership behaviors cause emotional exhaustion in employees.

Uzunbacak and Uzun (2019) discussed the relationship between toxic leadership, which causes negative effects, and burnout in their study called “The effect of toxic leadership on burnout levels of employees” 241 blue-collar employees working in three textile companies operating in Denizli province were included in the research. A relationship was found between the abusive leader and autocratic leadership dimension, which is considered to be directly related to the toxic leadership style, and burnout perceptions. Consequently, employees' levels of burnout also rise if employees sense that their leaders behave negatively and if leaders show practice highly authoritarian management.

In the study conducted by İzgüden, Eroymak, and Erdem (2016), it was tried to determine which toxic leadership behaviors employees are more exposed to. The participants of the study consisted of the employees at the Süleyman Demirel University Hospital in Isparta. In the findings, it was concluded that the toxic leadership type is narcissistic leadership, but the level of toxic leadership behavior is generally low.

Çelebi, Güner, and Yıldız (2015) developed a toxic leadership scale based on teacher perceptions in their research "Developing Toxic Leadership Scale". This scale consists of 30 items and 4 (ungratefulness, sordidness, selfishness and negative mood)

dimensions. According to the results of confirmatory analysis, they concluded that the toxic leadership scale is a reliable and valid measurement tool for practice.

Chua and Murray (2015) investigated whether gender-based information processing differences would affect the perception of toxic leaders. According to the findings of the research, the majority of the participants perceived the leader negatively; regardless of the gender of the leaders, women were found to perceive toxic leaders significantly more negatively than men. In addition, it has also been noted that men are more likely to be associated with a toxic leader than women. It was observed that the participants were more attuned to the negative messages and behaviors of a same-sex leader. In this sense; Examining the effect of age and cultural differences and structuring a more effective intra-organizational communication were also suggested as a result of the researched study.

Dobbs and Do (2019) examined the relationship between toxic leadership perception and organizational cynicism in military education institutions in the USA. At the end of the research, a positive and significant relationship was found between organizational cynicism and toxic leadership. It was observed that as the participants' toxic leadership perceptions increased, their perceptions of organizational cynicism also increased.

In the study conducted by Hitchcock (2015), it was aimed to examine the relationship between toxic leadership, organizational citizenship and turnover behaviors. According to the analysis; toxic leadership, the impact on people's long-term health and well-being is associated with negative consequences, and the destructive leader's style harms the employee's mission, success, and organization; It has been observed that employees tend to make efforts to protect themselves and survive and develop behaviors that are compatible with this.

Çetinkaya (2017) conducted a study aiming to examine the relationship between school administrators' toxic (toxic) leadership behaviors and teachers' burnout levels. According to the results of the study, teachers do not think that their administrators exhibit toxic behaviors, they rarely experience emotional deprivation and a decrease in

their sense of personal accomplishment, but they never experience depersonalization. In the study, a low-level significant relationship emerged between all sub-dimensions of burnout and the ungratefulness sub-dimension of toxic leadership. Also, a low-level significant relationship emerged between all sub-dimensions of burnout and the general of toxic leadership. The highest correlation was found between the sub-dimensions of depersonalization (burnout) and sordidness (toxic leadership).

2.2.5. Features and behaviors that make a leader toxic

Aggression against the personalities and skills of one's employees is a sign of toxic leadership (Chua & Murray, 2015). If a leader causes substantial, long-lasting harm to their employees, such person is regarded as toxic (Pelletier, 2012).

Regrettably, as Green's (2012) study demonstrates, some CEOs let their current moods determine the culture of their company. Ethics failure, incompetence, and neurotic are just a few of the traits that are frequently present in such leaders.

In his study, Kellerman (2004) ranked the actions of poor leaders on a continuum from ineffective/incompetent to unethical/evil. Toxic leaders—those who take pride in abusing others and exercising complete control—can be notably effective when they accept leadership. Despite some short-term advantages, toxic CEOs are highly malign and endanger the performance and survival of the firm, according to a number of recent studies.

Green (2012) stressed the shift in effective leadership from a dependence on power to a reliance on trust while contrasting old and new leadership. Risk is necessary for learning to occur. Without trust, taking chances becomes uncommon. Because they are lacking in interpersonal abilities and emotional intelligence, toxic leaders can occasionally be self-destructive. Unbelievably, they are also hoarders. In order to retain tight-lipped control over their subordinates, they dig out knowledge, resources, and tasks for them. Their operating method is a culture of dread. Threatening the subordinates with negative outcomes may appear appealing at times as a simple, straightforward method of accomplishing the task, but it poisons the workplace environment.

2.2.6. Causes of toxic leadership

Two distinct hypotheses—the social interactionist hypothesis and the frustration-aggression hypothesis—were put forth by Einarsen, Raknes and Matthiesen (1994). The frustration-aggression theory describes how leaders' violence is a result of their anger at having to operate in such a demanding atmosphere. The social interactionist concept alludes to a dysfunctional workplace with working conditions that might encourage unacceptable organizational culture infractions by stressed out personnel, creating the impression of weakness.

These hypotheses were approved by other authors, who discovered that abusive leaders frequently deemphasize organizational citizenship in order to build an environment that creates toxic leadership (Zellars, Tepper & Duffy, 2002). Toxic leaders, however, appeared to be prompted by organizational citizenship conduct, creating a chance for a toxic event (Adams, 2014).

Iftikhar, Qureshi and Imran (2014) investigated the relationship between workplace bullying, organizational culture, and workers' well-being at 17 third level education institutions in Pakistan. Writers discovered that tyranny in job had a mediating effect on both organizational culture and workers' wellbeing, with the organizational culture that encouraged workplace bullying contributing to workers' bad health. Iftikhar et al., (2014) used the Cronbach coefficient alpha scores and the AMOS software to show how poorly an organizational atmosphere promoted employee well-being.

When a workplace is at its ideal state, it is suggested to provide the majority of workers who feel gratification in their jobs (Hillebrandt, 2008). Hillebrandt (2008) described work stress as a negative response to what an individual goes through as a result of demanding or seemingly unattainable tasks associated with their career. While not every stress connected to work was harmful, it is crucial to emphasize that the impacts on the individual were. This term applied to managers who had to fulfill deadlines, discipline staff, and reorganize teams. Stress can show up in unfavorable ways, like the emergence of harmful behaviors. In extreme circumstances, the stress associated with toxic events may cause physical problems in both leaders and personnel (Hillebrandt, 2008).

According to Qureshi, Rasli, and Zaman (2014), interpersonal conflict, social climate, and leader personality are all relationship-based variables that are powerful free determinants of a toxic incidents. The correlations between task-based variables and harmful events were significant but weaker. These variables included decision authority and job demands. Conflict, according to Clarke (2014), is characterized by contrary wishes, inconsistencies, ambiguity, drop-dead dates, prints, inconsistent aims, unease, and tensivity.

Other authors identified personality disorders, place of employment stress, inadequate leadership development, and inadequate leadership techniques as the root causes of toxic leadership (Astrauskaite, Kern, & Notelaers, 2014). Writers sought to comprehend the factors that contribute to toxic leadership situations. The research provided a thorough grasp of several psychologic elements due to social lifestyle, family background, sense of belonging, superiority, and inferiority domains. Being spoiled or ignored as a kid, as well as being more aggressive and having a poor sense of self, were major contributing factors. The authors discovered that a number of psychological characteristics affected toxic leadership (Astrauskaite et al., 2014).

Aggressive leadership, according to Cornelius (2006), is a result of stress-related anger, discontent, and disagreement at work. Also, a worker who is too pressured may accomplish duties quickly, try to satisfy multiple people at once, skip breaks and lunch and working from home, which leaves fewer time to unwind or relief, and possibly turn down vacations or holiday for the benefit of job (Chan, 2007).

A stressor-emotion model was created by Mackay, Carey and Stevens (2011) to clarify the idea of tyranny in the place of business. According to this paradigm, tensions cause managers to have unpleasant emotions (Omizo, Omizo, Baxa, & Miyose, 2006) .

Forced cooperation, boring activities, unclear goals, and a heavy workload were other contributing factors to workplace bullying and toxic leadership (Mackay et al., 2011). All of these antecedents were believed to result in organizational tension and may have a direct impact on leaders' stress levels, creating the toxic environment. The formation of negative emotions was fostered by stress, and these feelings were the root

reasons of bullying. Also, the above listed antecedents may result in interpersonal conflict. Conflict like this breeds bad conduct, which fuels toxic leadership and workplace bullying (Mackay et al., 2011).

According to Mackay et al., (2011), the process of stress triggering emotions that precede toxic action depends on whether people believe their leaders are in control of the issue, causing or provoking the sensation of stress. This aggressive involvement was the result of this process. According to research Omizo et al., (2006), elements including decision maker, role uncertainty, role disagreement, and interpersonal disagreement all contributed to bullying incidents. A trickle-down impact on numerous leaders may result from the organizational atmosphere, where one toxic leader may breed more toxic leaders as they unload their resentment or stress on one another (Hoobler & Hu, 2013).

2.2.7. Promoted organizational toxicity and coping with it

According to Frost (2003, p. 13), organizational toxicity is “a situation that causes employees to suffer and have problems, reduces interest in their jobs by negatively affecting their morale and motivation,” and “pains that destroy employees' self-confidence and dignity at work.”

According to Maitlis (2008, p. 1), organizational toxicity is “common, intense, and energy-consuming negative emotions that isolate people from their jobs, coworkers, and workplace.”

Kusy and Holloway (2009, p. 71) identified six factors that contribute to organizational toxicity:

- a) If the structure of the organization changes, it adapts to the toxic personality.
- b) If the toxic individual is fruitful, only then does the organization tolerate toxicity.
- c) If the toxic individual impacts the organization's team climate in a negative way.
- d) If leaders in the organization are ignorant or unaware of the toxic person; prefers not to receive feedback on toxic behavior.

- e) If unproductive team meetings are tolerated.
- f) If the organization supports the toxic person to engage in counterproductive behavior.

Toxic conduct within the organization will be reduced by providing value integrity in practical ways, identifying acceptable and unacceptable behavior and being conscious of the repercussions of value infringement (Kusy & Holloway, 2009, p. 83).

Toxic Organization Change System (TOCS) is shown in Figure 2 below.

Figure 2

Toxic Organization Change System (TOCS)



Note: Michael Kusy and Elizabeth Holloway, 2009, Toxic Workplaces.

According to Kusy and Holloway (2009, p. 11), toxic persons have detrimental long-term effects on people, teams, and organizations. They created the Toxic Organization Change System (TOCS), a paradigm that emphasizes structure, teamwork, and individual development, in order to prevent this. By taking measures and fostering principles, this approach aims to lessen hazardous workplaces, eliminate toxicity, and save injured workers who are under the effect of toxicity.

- i. *Organizational Strategies:* Organizational policy, performance reviews, leadership development programs, 360-degree feedback systems, and skip level evaluations are the main five themes that are examined.

ii. *Team Strategies*: The two main categories are proactive and reactive. Proactive team techniques include choosing the right team members, educating team members about the organization's values, integrating team values by leaders, and reviewing through a 360-degree value team assessment. Reactive team techniques include the identification of toxic protectors, exit interviews, and a 360-degree team feedback system.

iii. *Individual Strategies*: Focuses on four main areas: targeted feedback, performance evaluation, instructorship, and desistence (Kusy & Holloway, 2009, p. 87-92).

2.2.8. Results of toxic leader behavior

At the organizational and subordinate level, toxic, destructive leadership actions have a wide range of negative effects. Researchers have seen rises in workplace deviation by subordinates who report working for abusive supervisors at the organizational level (Mitchell & Ambrose, 2007). Negative reciprocity, or the employee's attempt to “balance the scale” of perceived injustice by doing harm to the organization, is typically blamed for these counterproductive acts. Sabotaging operations, giving false or misleading information, and refusing to support a coworker who has sought for help are examples of retaliatory acts (Aquino, Tripp, & Bies, 2001; Bies and Tripp, 1996; Tripp, Bies, & Aquino, 2002). The ability of a company to recruit qualified ethical candidates or its bottom line might both suffer from the publicizing of toxic activities (Sutton, 2007).

In a military setting, toxic leaders deflate esprit de corps and weaken unit cohesion, according to Reed (2004), who first described these effects. According to studies, abusive leadership has a negative impact on affective and continuous commitment, job and life satisfaction, and a favorable impact on turnover intentions and psychological suffering at the individual level (Rayner & Cooper, 1997; Tepper, 2000). Also, workers who are subjected to bosses who belittle their worth often experience poor self-worth and a lower feeling of self-efficacy (Kusy & Holloway, 2009), which can impair performance and morale.

2.2.9. Reduction of toxic leadership

According to Hicks and Caroline (2007), while under excessive work-related stress, individuals reacted by masking their actions so that their leadership wouldn't notice. According to Segal, Smith, Robinson and Segal (2011), this conduct can take many different forms and end up doing more harm to the person and the organization. Both the leader's and the subordinate's health suffered greatly as a result of the stress the leader was under.

Almost all leaders' levels of stress changed depending on where they were in the organizational structure (Hicks & Caroline, 2007). Instead than allowing stress to emerge as poisonous habits, it's critical to deal with stress by pinpointing its roots. Unmanaged stress can also impair performance and ultimately result in other issues, such as health problems (Aniței, Burtăverde, Mihăilă, Chraif, & Georgiana, 2014).

Leaders can lessen workplace stress by taking time off. When tension arises, it will take some time for the leader to decompress and regain control (Hicks & Caroline, 2007). If taking time off from work is not an option, taking a break during the workday to unwind will frequently lessen mental exhaustion and the risk of engaging in harmful conduct. If these methods are unsuccessful, asking a supervisor or coworker for aid may be able to reduce tension and any potential negative effects (Olafsson & Johannsdottir, 2004). According to Collins and Jackson (2015), a leader's responsibility is to take a rational effort to resolve circumstances where stress is the root cause of an action, especially when the leader is the source of the stress. In many cases, leaders who express their concerns with their supervisors and take time off from their tasks to address the issue can typically deal with work-related stress (Hillebrandt, 2008).

The prevalence of bullying in the global workforce was noted by Harvey, Treadway and Heames (2006) in their report on a variety of bullying occurrences and their investigations in various nations. The study found that international organizations must comprehend how to deal with the serious issues caused by bullying behaviors across cultural boundaries. The study's findings prompted international organizations to consider ideas like the following: leaders with potentially toxic behaviors not suggested to be put in positions with ambiguous roles and responsibilities; witnesses who easily submit to

toxic leaders may enable the existence and growth of toxic events; and organizations' denial or ignorance of toxic leaders may encourage the behavior, foster the growth of toxic leaders, and result in more toxic events (Harvey et al., 2006).

Yang and Salmivalli (2015) examined the success of a bullying prevention program in Finnish schools to support the link between stress and toxic leadership. Focusing on individual case studies to improve student comprehension and reception of anti-bullying activities, the program used universal targeting approaches and suggested actions to sensitize and educate students on different forms of bullying while giving intervention measures for victims.

Collins and Jackson (2015) created a leadership process model to assess leaders' abilities to prevent bullying. Collins and Jackson (2015) compared task difficulty levels and their correlation with bullying characteristics in 161 leaders using the model.

Strategies for enhancing leadership are available. An improved self-regulation method may persuade leaders to become workplace facilitators rather than bullies, in their opinion (Collins & Jackson, 2015).

Some employees who are under toxic leadership may have a decrease in bullying brought on by stress as a result of improved job satisfaction and less burnout. In a study, empowerment was found to lessen workplace rudeness and exhaustion (Laschinger, Wong, Cummings, & Grau, 2014).

To summarize the section on toxic leadership, personality disorders, work-related stress, inadequate leadership development, and ineffective leadership techniques are some of the reasons of toxic leadership (Astrauskaite et al., 2014). Workers are less satisfied, perform worse, and are less productive under toxic leadership (Xu, Loi & Lam, 2015). Witnesses of toxic leadership are important because they provide the essential evidence to direct appropriate authorities in lowering toxic events or eliminating toxic leaders (McKay, 2011). Victims (Chua & Murray, 2015) and witnesses (Kerzner, 2013) have distinct perspectives on toxic leadership.

2.3. Definition of Work Engagement

Work engagement is characterized as positive behavior or a positive mental state at work that produces favorable results in terms of the workplace (Seligman & Csikszentmihalyi, 2000).

Allport (1943) defines work engagement as the degree to which an employee's needs such as involvement, prestige, self-esteem and autonomy are met in his job.

According to Bass (1965), a high level of work engagement creates a feeling of being able to make business decisions easily and to be autonomous.

Blau and Boal (1987) define work engagement as an individual's making his job the center, focus and part of his identity.

In addition, the three sub-dimensions of “energy,” “involvement,” and “efficacy” were taken into account when determining work engagement (Maslach & Leiter, 1997; Maslach, Schaufeli, & Leiter, 2001). In the regard of this approach, work engagement was explored as the opposing notion of sub-dimensions of the burnout: “exhaustion”, “cynicism”, and “ineffectiveness”.

The most widely accepted and cited definition of work engagement is noted as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74).

According to Schaufeli et al., (2002), work engagement is also characterized as a more consistent and affectively cognitive state as opposed to a fleeting, transient, instantaneous, or more specific state. In this sense, it is not founded and concentrated on any more particular person, circumstance, or event.

2.3.1. Dimensions of work engagement

The notion of work engagement is said to be composed of three dimensions: “vigor”, “dedication”, and “absorption”, according to Schaufeli et al., (2002).

2.3.1.1. Vigor

The ability to use a lot of energy and mental fortitude while working, to put up the effort necessary to complete a task, and to persevere through setbacks are all examples of vigor (Schaufeli et al., 2002).

In addition, vigor is a high level of physical and mental stamina, as well as a willingness to put up the necessary effort to perform one's job well (Hakanen, Perhoniemi, & Toppinen-Tanner, 2008, p. 79), it denotes that the worker is tenacious and does not give up quickly in the face of challenges (Storm & Rothmann, 2003, p. 63).

Vigor, which describes the degree of motivation connected to one's job, is a determinant of many organizational outcomes, including an improvement in performance, extra work, the disclosure of organizational behaviors outside of the role, welfare level, and “engagement to work” Employees can display a positive attitude about their work, do their obligations gladly, and create dedication by concentrating on their work with vigor, which increases employee motivation (Kanten & Kanten, 2016, p. 109).

Vitality or vigor refers to an employee's capacity for mental flexibility while performing their duties and to her willingness and even tenacity in the face of adversity (Salanova, Agut, & Peiro, 2005, p. 1218).

2.3.1.2. Dedication

A sense of importance, eagerness, clairvoyance, elation, and defying are characteristics of dedication (Schaufeli et al., 2002, p. 74).

In addition, those who are dedicated are deeply engaged in their work, feeling a sense of purpose, and being enthusiastic about it (Brummelhuis & Bakker, 2012). An employee who is dedicated to his work experiences a feeling of purpose in his work. Committed workers experience enthusiasm, inspiration, and pride in their profession (Rothmann, 2002, p. 12).

Because of their high levels of commitment to their jobs, employees are more motivated at work and more committed to the company as a whole. Work commitment

leads a person to believe that his involvement in the organization has value for his personal life, and this perception has the impact of boosting organizational performance (Judge, Erez, Bono, & Thoresen, 2003; Sulaiman & Zahoni, 2016, p. 672).

The sense of importance, excitement, clairvoyance, elation, and defying that an employee experiences at work defined dedication (Salanova et al., 2005, p. 1218). A dedication is a firm devotion to one's work or studies. Those who are committed to their work consider it to be engaging, challenging, carried out in accordance with a predetermined aim, and significant. Committed workers perform their duties with pride and enthusiasm, and they are motivated by their work (Turgut, 2011, p. 156).

2.3.1.3. Absorption

The state of absorption is defined by intense concentration on one's job, which makes time fly by and makes it difficult to step away from work (Schaufeli et al., 2002, p. 75).

In addition, the term “absorption” refers to a worker's complete focus on and immersion in his task while experiencing sentiments of joy and contentment. Time flies by swiftly for the person who is experiencing these emotions, and he does not consider quitting his job (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007, p. 274).

Absorption is the cognitive process where people give their full attention to something and are very focused on what they are doing (Coetzee & Villiers, 2010, p. 31).

It entails commitment or attention, high concentration, being content and finding it difficult to focus on work, as well as giving up on work to the point where you lose track of time (Salanova et al., 2005, p. 1218). Concentration is demonstrated by a person's integration with their work, which involves losing track of time and refraining from even considering leaving their position (Koyuncu, Burke, & Fiksenbaum, 2006, p. 300).

2.3.2. Studies related with work engagement

Yavan (2016) dealt with the subject of dedication theoretically in his research, it examined the elements, dimensions, importance, and situations of devotion that reveal and increase devotion.

Schaufeli, Bakker, and Salanova (2006) examined the relationship between work engagement and burnout with 14.521 people in 10 different countries.

Kahn (1990) made an effort to develop a theoretical framework for comprehending the self-roles and processes of people.

Randall (1987) examined the positive and negative consequences of engagement in the changing world for both employees and the organization.

Satır (2019) examined the concept of work engagement and burnout in his research among healthcare professionals. Negative and significant relationship between the two concepts are determined by Satır (2019).

Mizrahi and Özmutaf (2018) examined the effect of gender on work engagement in the context of accounting professional groups in their study named “The Effect of Job Satisfaction on Work Engagement in the Context of Gender in Accounting Professions Groups”. For this purpose, a questionnaire was applied to 111 accounting employees in İzmir. As a result of the study, it was determined that the organizational environment and managerial contributions had a positive effect on increasing the level of work engagement by affecting the “job satisfaction”. Also, it was determined that the offer of support and training opportunities was effective for female accountants. As a result of this, it has been determined that the managerial contribution is effective in providing job satisfaction and increasing the level of work engagement of female employees.

On the other hand, Algan Atabay (2019) carried out research to ascertain the impact of employees' personality factors on their degrees of work engagement and burnout behaviors. As a result of the research, employees with high level of work dedication was concluded that emotional exhaustion and depersonalization levels were

low. In addition, it was determined that employees who are open to development, disciplined, extroverted and compatible have higher levels of engagement.

The relationship between the y generation's feeling of self-efficacy and work dedication in family companies was explored by Keleş (2014). It has been educed that the traits of self-assurance, effort, and assertiveness have an impact on Y generation individuals' emotional, physical, and cognitive engagement (Keleş, 2014).

Özyılmaz and Süner (2015) examined the effect of engagement on workplace attitudes. The study's findings led to the conclusion that engagement has a positive and significant impact on work satisfaction and organizational commitment, and a negative and significant impact on leaving intentions.

Işık and Kama (2018) investigated whether work engagement has a mediating role in the effect of perceived organizational support on employee performance. As a result of the research, it was concluded that there is a positive and significant relationship between organizational support and work engagement. In addition, positive and significant relationships were found between the dimensions of work dedication and employee performance. From this vantage point, it is expected that a person who is highly engaged to their work will perform better.

2.3.3. Theories explaining the concepts of work engagement

In the literature, it can be shown that there are various viewpoints on the idea of work engagement, and these viewpoints mostly attempt to be explained by three theories. These theories include the burnout theory, the social transformation theory, and Kahn's psychological existence approach. The social identity theory also appears to attempt to explain work engagement (Kanten & Kanten, 2016, p. 79).

2.3.3.1. *Kahn's psychological theory of presence*

Kahn who conducted the first significant research on the idea of work commitment, asserts that work dedication, which she views as a psychological state, represents the way an individual is feeling in an organization or in their daily work life (Kanten & Kanten, 2016, p. 79).

The role theory approach serves as the theoretical cornerstone of psychological life. According to the role theory approach, persons who are committed to their responsibilities will differ in how they focus their attention and energy on their tasks. According to this perspective, hard labor ensures that individuals develop integrity in their professions. In addition, he/she makes the case that a person will demonstrate their commitment to their work when they exert their mental, physical, and emotional resources in carrying out their duties. There are three fundamental prerequisites, in Kahn's view, for the development of work engagement. These three requirements are relevance, trust, and significance. What a person does to fulfill the organizational roles that represent the value of the work is what they accomplish meaningfully. The keys to success in this process are trust, working in safe, risk-free environments, positive (trust-based) social relationships, and business outcomes. Also, it receives continual support from management and friends alike. Contrarily, conformity is a set of qualities that helps people succeed in their careers by helping them fit in with their roles (Kanten & Kanten, 2016, p. 80).

Psychological existence is defined as an experience-based environment that allows people of the organization to deeply explore their personal interests, such as expressing their emotions, challenging presumptions, and coming up with new ideas (Kahn, 1992, p. 321).

2.3.3.2. Social exchange theory

A mutual exchange action between at least two people, whether real or intangible, with more or less gain or cost, is known as a social exchange (Cook & Rice, 2003, p. 54).

According to social exchange theory, individuals will only participate in an exchange if there is a potential payoff for the sacrifices they have made. The major distinction between “economic exchange” and “social exchange”, the payoff for the expenditure incurred does not always guaranteed in social exchange and social exchange does have no norms or agreements in place (Yıldız, 2017, p. 108).

Social transformation is envisioned as the collaborative effort of two or more people who have diverse ideals. Change's express or implied goal is to bring about a

twofold benefit by carrying out an activity that these actors are unable to carry out on their own (Lawler, 2001, p. 322).

Organizations, their managers, employees, clients or suppliers, and even labor unions can be parties to a social exchange. The aforementioned parties tenders two distinct outputs—economic and socioemotional—in the course of their interaction. The ones related to economics have a tangible quality. They are usually short-term and relate to financial outputs. On the other hand, socio-emotional ones are more long-term and answer people's social requirements (Cihangiroğlu & Şahin, 2010, p.5; Cropanzano & Mitchell, 2005).

In terms of employee and organizational relations, the social exchange theory stands out as a major fabrication. Also, it is significant for illuminating the relationships of reciprocal exchange inside organizations (Anafarta, 2015, p. 114; Cropanzano & Mitchell, 2005, p. 876). Indeed, Karagonlar, Öztürk and Özmen (2015, p. 425) have demonstrated that there is a favorable and significant association between social exchange and work engagement in their empirical investigation.

2.3.3.3. *Social identity theory*

Social identity is described as the sense of unity created when multiple people come together (Ashforth & Mael, 1989, p. 20). Self-categorization and social comparison are two crucial processes in the development of social identity. The outcome of categorizing oneself is to highlight the similarities between the person and the group members while highlighting the differences with those outside the group; in other words, social comparison is the first step in the process. Social comparison is defined as a process that influences people to view members of their own group positively and members of other groups or formations negatively (Stets & Burke, 2000, p. 225). The social world is perceptually divided into groups or prototypes through the process of social categorization. The attitudes, feelings, and behaviors that define a group and set it apart from other groups are described and prescribed by these prototypes (Hogg, 2001, p. 187).

Henri Tajfel, who put forward the theory in the 1970s, he notes that while interpersonal interaction occurs on the one hand, it has a broad framework that extends to intergroup communication on the other side (Hornsey, 2008, p. 206). The theory holds that individuals categorize themselves as members of the group they identify with by identifying themselves inside a particular group perception. Hence, people ponder “Who am I?” when they unveil their social identities. The response they provide in response to a query like this reveals the structure of social identity theory (Tokgöz & Seymen, 2013, p. 63).

The social identity theory aims to explain how a person's views and attitudes are influenced by their social group membership. The idea contends that people act more tolerantly toward groups they identify with because they believe the differences between them and other groups are greater than they actually are (Greene, 2004, p. 137). People reflect the characteristics of the group they belong to as they form their own social identities in the society in which they live, and they are influenced by traits like emotions, behaviors, attitudes, and attitudes that set them apart from other people (Çakınberk, Derin, & Demirel, 2011, p. 92).

2.3.4. Work engagement models

The first is Kahn's (1990) model, the second is Schaufeli, Bakker, Leiter and Taris (2008) work engagement model, the third is Maslach et al.'s (2001) work engagement model, and the fourth is Macey and Schneider's (2008) work engagement model.

2.3.4.1. Kahn's work engagement model

Kahn (1990) defined engagement as self-dedication to one's task on a physical, cognitive, and emotional level. Kahn (1990) came to the conclusion that for employees to devote themselves to their work, they must find their work interesting, have faith in it, and the person doing the work must be compatible with them. His study focused on architects and consultants. The three dimensions of involvement in the approach are “physical”, “cognitive”, and “emotional”. Individuals dedicate themselves in three different ways to their work when it is harmonious, safe, and important to them (Algan Atabay, 2019, p. 32).

Physical engagement: This refers to an employee's capacity to devote herself physically to her work while working.

Cognitive engagement: This is the capacity of the worker to mentally gather all of his information and focus and apply it to his activity.

Emotional engagement: This is the term used to describe how happy employees are with the work they do, how emotionally attached they are to it, and how proud they are of it.

2.3.4.2. *Schaufeli's work engagement model*

The “vigor”, “dedication”, and “absorption” elements of the work engagement model developed by Schaufeli et al., (2008) comprise a psychologically focused motivational state known as engagement.

Vigor: It means dedicating oneself to one's work, feeling energized, and it is a passionate commitment to one's work by actively pursuing answers to issues.

Dedication: It is the attitude that an employee has when they are fully focused on their work. Commitment is demonstrated by enthusiasm for your work and a sense of inspiration. High energy, enthusiasm, and a willingness to put in long hours are all characteristics of engaged workers (Schaufeli et al., 2008, p. 188)

Absorption: The capacity of the worker to commit his full attention to his work, which expresses the capacity for (Yavan, 2016, p. 281). Because of their tremendous vitality, employees find it simpler to relate to their work. The two models mentioned have something in common. The antithesis of exhaustion and cynicism is dedication.

Exhaustion: Mental load which employees perceive job related thing as excessive, along with physical fatigue, means that they experience difficulties in adapting to change.

In cynicism, employees think that their businesses are not reliable, negative strong emotions and critical behavior tendencies are observed (Koçel, 2015, p. 532-536; Ergun Özler, 2015, p. 271).

2.3.4.3. *Maslach's work engagement model*

In his research on burnout, Maslach, Schaufeli and Leiter (2001) distinguished three dimensions namely; “exhaustion”, “cynicism” and “inefficiency”. The idea of engagement that has a place in positive psychology is the antithesis of the idea of burnout. “Energy”, “involvement”, and “efficacy” have been described as the three elements of work engagement (Maslach et al., 2001, p. 416).

Energy dimension: Employees want to be resilient to challenging circumstances and give their all to their work. High-commitment workers are frequently energetic.

Involvement is the antithesis of cynicism and refers to an employee's identification of his or her own characteristic with his/her job.

Efficacy and efficiency demonstrates a worker's proficiency for the position (Algan Atabay, 2019, p. 33). Also, Maslach and Leiter (1997) state that efficacy is the opposite of lack of professional efficacy.

2.3.4.4. *Macey and Schneider's work engagement model*

Macey and Schneider's (2008) work engagement model; it consists of three dimensions: “trait”, “state”, “behavioral”.

Trait Engagement: It refers to having positive life and business views, being prepared for any setback, honesty and idealistic personality. It is anticipated that the engagement of employees with these qualifications will also be high

State Engagement: The condition of feeling energetic, satisfied, interested and connected, and being physically and psychologically strong.

Behavioral Engagement: Workers develop corporate citizenship behaviors and adjust to the company and their jobs. State that they demonstrate a behavior of taking responsibility when required (Algan Atabay, 2019, p. 34).

2.3.5. The importance of work engagement

Businesses that can't adapt to the changes brought about by constantly shifting conditions eventually go out of business. There is a need for qualified personnel who are

committed to their profession and organization for organizational sustainability in today's competitive business environment. The importance of people in success cannot be overstated. High-engagement workers believe their work is significant, challenging, and serves a purpose. They also believe their employment needs effort. They put their all into what they do and take pride in what they do (Çalışkan, 2015, p. 370). The quality of an employee's work will depend on their own positive moods and emotions. It will therefore reflect positively on the workplace (Şahinbaş, 2018, p. 39-40). Employees that are emotionally, cognitively, and physically invested in the company are able to express themselves there. When an employee finds a place at work where he can express himself, he adopts it and is content with it, which allows him to engage. The distinction between a regular employee and an engaged employee is that the latter is enthusiastic, emotionally invested, more communicative, and problem-solving oriented. Those who are not engaged are people who are disenchanted with their jobs, perform poorly, do not share the organization's goals and values, and plan to leave. Involvement is directly tied to the organization's existence, continuity, and effectiveness (Yavan, 2016, p. 283). We can state that business management, through its practices in business interaction, can play a supportive and progressive role in this process. These behaviors include being relevant to the employee, organizing activities that will aid in their training and growth, and respecting their opinions. For the motivation and enjoyment of Y-Z generation workers in the active population, high salaries, expansive workplaces, and prestigious titles are no longer adequate. Workers want to feel that their work is important, that they have excellent coworkers and a decent boss, that their working hours are reasonable, and that their employers are interested in their opinions (Türkmenoğlu, 2017, p. 22-23).

2.3.6. Strategic consequences of work engagement

The following areas will see benefits as a result of improved employee commitment;

- I. Productivity
- II. Service Quality
- III. Innovation
- IV. Customer Happiness

In this way, strategic outputs will cause to long term financial consequences. The main objective of employee engagement is organizational effectiveness in the majority of businesses. As a result, the organization serves as the main analytical unit for employee engagement. On the other hand, research data on employees can be combined in any significant unit above the individual level when taking into account the relationships between employee engagement and strategic outcomes. For instance, in the department, business unit, workgroup, and so forth. By doing this, the focus become “assessment of the devotional unit.” How individual commitment feelings and behaviors will show up in order to form organizational success needs to be questioned (Castellano, 2016, p. 140).

2.3.7. Financial consequences of work engagement

A dedicated workforce that demonstrates committed behaviors helps organizations achieve strategic outcomes that contribute to their long-term financial success with the increase in the following criteria (Castellano, 2016, p. 141).

- I. Revenues
- II. Profits
- III. Market Cap

Both psychological state and behavioral commitment at the level of organizational analysis (Schneider, Macey, Barbera, & Martin, 2009, p. 22-27);

- I. Organization level customer satisfaction (cash flow and brand equity indicators)
- II. Asset return
- III. Profits
- IV. It is positively correlated with shareholder value and there is evidence that all of these are significantly associated with competitive advantage

2.3.8. The relationship between toxic leadership and work engagement

Toxic leadership is a leadership style that poisons people's excitement, creativity, autonomy, and innovative expression, harming them—and eventually the firm as well.

Leaders that are toxic spread their poison by exercising excessive control. Being in charge is how they define leadership. (Wilson-Starks, 2003).

People are rewarded for agreeing with the boss and penalized for holding opposing views in a toxic leadership environment. Those who say “yes” more often are rewarded and elevated to leadership positions in toxic leadership environments, whereas those who use their mental faculties more completely, engage in critical analysis, and ask more probing questions are excluded from decision-making and positions of power (Wilson-Starks, 2003).

The number of studies on work engagement has steadily expanded during the last 20 years. Work engagement is a condition of high energy, high motivation, high degrees of dedication, and intense concentration on one's task (Schaufeli & Bakker, 2010). Employee engagement is greatly desired in modern public and commercial businesses as it has been linked to high levels of innovation, task performance, corporate citizenship behavior, and client happiness (Bakker, Demerouti, & Sanz-Vergel, 2014).

The toxic leadership scale consists of four subscales (ungratefulness, selfishness, negative mood and sordidness). The scale of work engagement consists of three subscales (vigor, dedication and absorption). As a result of an analysis, toxic leadership scales were shown same but work engagement scales are grouped under a factor.

The following hypotheses have been developed to examine the relationship between toxic leadership and work engagement, which is mentioned in detail in the literature.

H1: There is a negative and significant relationship between Toxic Leadership and Work Engagement.

H2: There is a difference between men and women (in the Textile Industry) in their relationship between Toxic Leadership and Work Engagement.

3. METHODOLOGY

The sample, scope, model, research design, research model, procedure, measurement instruments and statistical analysis will all be covered in this section of the study.

3.1. Sample

Data for this study collected from persons with white-collar who work for several organizations within the textile sector.

The people from whom the data were collected are white-collar employees working in companies operating in the textile sector in Istanbul, mainly on the European side of Istanbul. The questionnaire was conveyed to the relevant people through the managers and employees that the researcher had a connection with.

Data were collected by “Snowball Sampling” method where the research participants were asked to assist the researcher in identifying other potential subjects among their acquaintances. A total of 234 surveys were distributed and 201 were collected (return rate of % 86). It was possible to analyze the developed hypotheses using 201 questionnaires. The anonymity and the confidentiality of the answers were ensured before the application of the questionnaire.

3.2. Scope

The scope of the research consists of white-collar employees working in the textile sector in 2022-2023. Within the scope of the research, answers were received to questions such as gender, marital status, age, educational status and working time in the institution. Based on the answers, all of the demographic questions will be evaluated, but the differences between genders will be evaluated more because it is preferred to be examined within the scope of the research.

3.3. Model

Questionnaires were sent to a large number of people working in different institutions, and 201 of the questionnaires were answered.

The research was carried out in accordance with the following constraints;

1. Only white-collar employees participated in the research, blue-collar employees were not included in the research.
2. Persons working in any sector other than the textile sector were not included in the study.
3. The research consists of demographic questions and only the toxic leadership and work engagement scale and were limited to these questions.
4. Employees who do not want to participate in the research are not included in the research.

The assumptions regarding participation in the research are as follows;

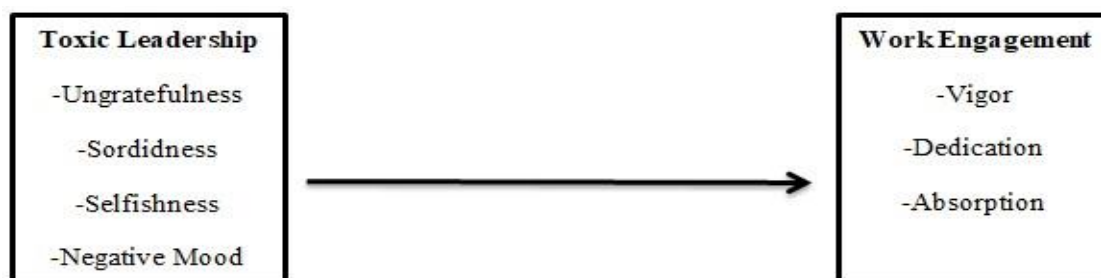
1. All employees participating in the survey voluntarily participated in the survey and surveys were conducted based on verbal approval.
2. All participants answered all questions in the questionnaire honestly, realistically and completely.

3.4. Research Design

This thesis research is a hypothesis- testing study with regard to the purpose of the study. Time horizon is cross sectional and it is a correlational study employed in the field with respect to the research setting.

3.5. Research Model

In the current study, research model is consisted of Toxic Leadership (TL) as an independent variable, Work Engagement as a dependent variable as shown in Figure 3 below:

Figure 3*Research Model of the Study***3.6. Procedure**

Online questionnaire method was used to collect data about the variables in the research model.

The surveys were carried out in the form of online surveys via the “Google Forms” application, necessary information was given and systematic rules were defined to fill in all the data completely.

All participants were completed the survey online. The link of the survey form was sent to the participants via e-mail and message via different platforms. The answers given by the participants were translated into the required format via Spreadsheets. The total number of answered questionnaires were 201. No missing data were found while collecting the data. The gathering of the data took three months. In total, surveys were sent to 234 employees, and 201 answers from employees were obtained. Return percentage is 86%.

3.7. Measurement Instruments

The research instrument consisted of three parts:

3.7.1. Demographic variables

The cover letter was introduced in the first part. Participants were informed about of the study's goal and the anonymity of their input. After that, demographic inquiries were asked to determine the respondents' individual traits. The questions were centered

on gender, marital status, age, educational status, and working time in the institution (See Appendix C).

3.7.2. Toxic leadership scale

In the second part, “toxic leadership questionnaire” was shewed. Çelebi et al., (2015) conducted a study called “Developing Toxic Leadership Scale”. In their study, Çelebi et al., (2015) developed a scale consisting of 30 questions and 4 dimensions (ungratefulness, sordidness, selfishness and negative mood), benefiting greatly from the “Development and Validation of the Toxic Leadership Scale” developed by Schmidt (2008). In this study, Toxic leadership scale was developed and translated to Turkish by Çelebi et al., (2015) was used as a survey tool to evaluate the structure of toxic leadership. Related questions were asked using the Toxic Leadership scale in order to measure the opinions of the employees participating in the research about their managers and to evaluate the managerial behaviors in depth. 7-point Likert scale was used for this study with toxic leadership scale and the answer for each item was as; “(1) Strongly Agree”, “(2) Mostly Agree”, “(3) Partially Agree”, “(4) Neutral”, “(5) Partially Disagree”, “(6) Mostly Disagree”, “(7) Strongly Disagree”. The Toxic Leadership scale consists of four different dimensions. These are the dimensions of ungratefulness, selfishness, negative mood, and sordidness. The questions belonging to these dimensions are 11 questions for ungratefulness, 5 questions for selfishness, 5 questions for negative mood and 9 questions for sordidness and a total of 30 questions (See Appendix D).

3.7.3. Work engagement scale

In the third part, “work engagement questionnaire” was shewed. In this study, The Utrecht Work Engagement Scale was developed by Schaufeli et al., (2002) was used as a survey tool to evaluate the structure of work engagement. Turkish (Long) version of Work Engagement Scale was taken from (Schaufeli & Bakker, 2003). Related questions were asked using the Work Engagement scale in order to measure energy levels, job satisfaction and engagement levels of the participants. 7-point Likert scale was used for this study with work engagement scale and the answer for each item was as; “(1) Never”, “(2) Almost Never”, “(3) Rarely”, “(4) Sometimes”, “(5) Often”, “(6) Very Often”, “(7) Always”. The Work Engagement scale consists of three different

dimensions. These are vigor, dedication, and absorption dimensions. The questions belonging to these dimensions are 6 questions for vigor, 5 questions for dedication and 6 questions for absorption and consists of a total of 17 questions (See Appendix E).

3.8. Statistical Analysis

Statistics were used to assess the results from the measurement instruments. All data analysis was carried out using the IBM Statistical Program for Social Sciences (SPSS) Windows Version 27. The analysis of the data was done in stages. Firstly, descriptive statistics was calculated. Secondly, reliability analysis was conducted to see the results of cronbach alpha. Thirdly, all items from the toxic leadership and work engagement measures were subjected to factor analysis to evaluate factor loads. Fourthly, normality test was applied. Fifthly, in order to show the relationships between the variables, correlation analysis was generated. Sixthly, T-test was applied to evaluate gender and marital status which are demographic questions containing two options, and to find out if there is any difference in terms of toxic leadership and work engagement. In addition, ANOVA test was applied to evaluate age, educational status and working time in the institution, which are demographic questions containing more than two options, and to find out if there is any difference in terms of toxic leadership and work engagement. Finally, regression analysis was conducted to determine whether toxic leadership has contribution on work engagement. The main purpose of applying this analyzes is to determine the direction and significance of the relationship between toxic leadership and work engagement (Hypotheses H1 and H2).

4. DATA ANALYSIS AND RESULTS

4.1. Descriptive Analysis

Employees participating in the research consist of white-collar employees working in the textile sector.

The distribution of the genders of the participants is given in Table 1 below.

Table 1

Distribution of Participants by Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	102	50,7	50,7	50,7
	Male	99	49,3	49,3	100,0
	Total	201	100,0	100,0	

Accordingly, 50,7% (102) of the participants are female and 49,3% (99) are male.

The distribution of the participants according to their Marital Status is shown in Table 2.

Table 2

Distribution of Participants by Marital Status

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	83	41,3	41,3	41,3
	Married	118	58,7	58,7	100,0
	Total	201	100,0	100,0	

Accordingly, 41,3% (83) of the participants are single and 58,7% (118) are married.

The distribution of the participants by age is given in Table 3.

Table 3*Distribution of Participants by Age***Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	46	22,9	22,9	22,9
	30-40	77	38,3	38,3	61,2
	40-50	64	31,8	31,8	93,0
	50+	14	7,0	7,0	100,0
	Total	201	100,0	100,0	

Accordingly, 22,9% (46) of the participants are 20-30 years old, 38,3% (77) are 30-40 years old, 31,8% (64) are 40-50 years old and 7,0% (14) are 50+ years old.

The distribution of the participants according to their educational status is given in Table 4.

Table 4*Distribution of the Participants According to Educational Status***Educational Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	25	12,4	12,4	12,4
	University	138	68,7	68,7	81,1
	Master Degree	32	15,9	15,9	97,0
	Doctorate	6	3,0	3,0	100,0
	Total	201	100,0	100,0	

Accordingly, 12,4% (25) of the participants are high school graduates, 68,7% (138) are university graduates, 15,9% (32) are master graduates, and 3,0% (6) are doctoral graduates.

The distribution of the participants according to their working time in the institution is given in Table 5.

Table 5

Distribution of the Participants According to Working Time in the Institution

Working Time in the Institution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1 Years	15	7,5	7,5	7,5
1-3 Years	47	23,4	23,4	30,8
3-5 Years	50	24,9	24,9	55,7
5-7 Years	32	15,9	15,9	71,6
7-10 Years	16	8,0	8,0	79,6
10+ Years	41	20,4	20,4	100
Total	201	100,0	100,0	

Accordingly, 7,5% (15) of the participants are working in the institution for 0-1 years, 23,4% (47) are working for 1-3 years, 24,9% (50) are working for 3-5 years, 15,9% (32) are working for 5-7 years, 8,0% (16) are working for 7-10 years and 20,4% (41) are working for 10+ years.

4.2. Reliability Analysis

The consistency of a variable or collection of variables in what they are meant to assess is what is known as reliability. If several measurements are made, the values of the trustworthy measures will remain constant. It varies from validity in that it focuses on how an observation is made rather than what should be measured (Hair, Black, Babin, & Anderson, 2010).

The researcher should always analyze the variables being used and, if valid alternative measures are available, choose the variable with the higher reliability. For example, if the same measure is asked repeatedly, more reliable measures will show higher consistency than less reliable measures (Hair et al., 2010).

Cronbach's alpha has a commonly accepted lower limit of (.70), while exploratory studies, it can may see a drop to (.60) (Hair et al., 2010, p. 124).

Additionally, with relation to the Cronbach alpha reliability analysis in another source;

The homogenous structure of the scale's items is either supported or refuted by the Cronbach's alpha coefficient, a measurement of the items' internal consistency. High Cronbach's alpha coefficient (Uzunsakal & Yıldız, 2018).

The scale's items are understood to be composed of things that measure the same attribute and are consistent with one another. It is widely employed in scales of the Cronbach alpha Likert kind. Cronbach's alpha is written as follows: (Uzunsakal & Yıldız, 2018).

Not reliable if $0 < R^2 < 0.40$

Low reliability if $0.40 < R^2 < 0.60$

Very reliable if $0.60 < R^2 < 0.80$

High reliability if $0.80 < R^2 < 1.00$

The 30-item Toxic Leadership scale's reliability coefficients reveal that the scale's Cronbach's Alpha value was determined to be (.98). This result demonstrates the scale's extremely high level of reliability. The 17-item Work Engagement scale's reliability coefficients reveal that the scale's Cronbach's Alpha value was determined to be (.97). This result demonstrates the scale's extremely high level of reliability. Subscales of toxic leadership and work engagement were evaluated and all of subscales are higher than (.70). This means that all subscales for both scales are also reliable. The details of the reliability analysis were shown in Table 6.

Table 6*Reliability Analysis of Toxic Leadership and Work Engagement Scales and Subscales*

Scale	Mean	Std. Deviation	Cronbach's Alpha
Toxic Leadership	4.023	.656	.98
Ungratefulness	4.387	.867	.97
Sordidness	4.136	.962	.97
Selfishness	3.616	.667	.93
Negative Mood	3.950	.911	.94
Work Engagement	4.566	.280	.97
Vigor	4.650	.258	.93
Dedication	4.742	.433	.94
Absorption	4.307	.326	.94

4.3. Factor Analysis

Factor analysis was used to evaluate factor loadings for both scales.

Guadagnoli and Velicer (1988), on the other hand, stated that if the factor loads of 4 or more items or variables are greater than (0.60), reliable results can be obtained regardless of the sample size. Additionally, It is desirable that the factor loads of the variables/items in a factor be (0.45) and above. This situation can be interpreted as the items under the relevant factor measure the relevant structure (Büyüköztürk, 2018).

KMO coefficient indicates whether the sample size is suitable for factor analysis. Sample for its size to be sufficient, the KMO value must be at least (0.60) and above; Bartlett's test must be significant ($p < .05$) (Tabachnick & Fidell, 2013).

Table 7 displays all of the factor analysis's precise findings.

Table 7

Factor Analysis Results of Toxic Leadership Scale

FACTOR 1: Ungratefulness	% Variance: 65.305	Factor Loadings
1. My manager behaves condescendingly to his / her employees.		.665
4. My manager unpleasantly reminds his / her employees of his past mistakes		.750
6. My manager doesn't value his / her employees much		.718
8. My manager hardly allows his / her employees to try new ways / approaches / innovations.		.656
10. My manager's communication is in the form of orders.		.687
18. My manager talks to other people in a pessimistic / complaining manner about their employees.		.768
21. My manager humiliates his / her employees in the eyes of the public.		.812
23. My manager is hardly inflexible with his / her employees.		.736
25. My manager tells his / her employees that they are incompetent at their jobs.		.822
27. My manager takes a stand against his / her employees without listening to them in an incident.		.680
30. My manager does not want to be in contact / connection with his / her employees outside of work.		.843
FACTOR 2: Selfishness	% Variance: 7.263	Factor Loadings
7. My manager believes that he / she is a person deserves much.		.722
9. My manager believes that he / she deserves her position (even higher authorities).		.708
20. My manager thinks he / she is more talented than others.		.857
22. My manager believes that the future and course of the institution will only improve with his / her		.738
24. My manager believes he / she is an excellent person.		.702

FACTOR 3: Negative Mood	% Variance: 4.785	Factor Loadings
2. My manager's current mood determines the climate of the work environment.		.839
5. In my manager's negative moods (angry, distressed, depressed), no one wants to approach his / her.		.711
13. My manager reflects negative moods / states in tone / volume of voice.		.643
26. Employees act according to the mood of my manager.		.614

FACTOR 4: Sordidness	% Variance: 4.624	Factor Loadings
3. My manager only gives privilege to people who pay his / her.		.784
11. My manager has arbitrary behavior and / or decisions.		.687
12. My manager takes on himself / herself the pros / returns of successes that do not belong to his / her.		.808
14. My manager pretends to be nice to his / her superiors.		.891
16. My manager just tries to do his / her job perfectly for her next benefit.		.919
17. My manager blames his / her own failures on her employees.		.880
19. My manager refuses to share responsibility for the mistakes made by his / her employees.		.822
28. My manager puts personal interests first.		.791

While applying the factor analysis, the “Direct Oblimin” method was used because a correlation was expected between the factors.

In the factor analysis, 28 Toxic Leadership (TL) measure items were used. The discovered Kaiser-Meyer-Olkin (KMO) value of (.945) is higher than the accepted norm. This result indicated that the variables had a homogenous structure, and the Bartlett Test result (Sig: .000, Chi-Square: 7642.805, df: 378) indicated that the variables were appropriate for factor analysis.

In order to get the best representation of the data, just a few rotations were performed, and two items ((15(negative mood) and 29(sordidness)) with cross loadings were not included in the study.

If there is a load on different factors for any item, when the difference between factor loads is less than (0.10), these are called overlapping items and the item (problem) that is considered as an overlapping item and imposes a load on different factors should be removed from the analysis. If there is a load on different factors for any item and the difference between them is greater than (0.10), the data belonging to the factor with a high factor loading can be accepted (Büyüköztürk, 2011). Therefore, other cross loaded items which have at least (.10) difference with the other factor were included in the study. The remaining 28 items were loaded on four factors that together accounted for 81.976% of the cumulative variance. Taking the initial considerations into account (“ungratefulness”, “selfishness”, “negative mood” and “sordidness”) discovered by Çelebi et al., (2015) all of the items (subscales) which were given above were loaded in this study.

The detailed results of the factor analysis were shown in Table 8.

Table 8

Factor Analysis Results of Work Engagement Scale

FACTOR 1: Vigor & Dedication & Absorption	%	Factor Loadings
Variance: 71.527		
1. At my work, I feel bursting with energy		.836
2. I find the work that I do full of meaning and purpose		.871
3. Time flies when I'm working		.882
4. At my job, I feel strong and vigorous		.838
5. I am enthusiastic about my job		.911
6. When I am working, I forget everything else around me		.870
7. My job inspires me		.822
8. When I get up in the morning, I feel like going to work		.855
9. I feel happy when I am working intensely		.865

10. I am proud of the work that I do	.871
11. I am immersed in my work	.903
12. I can continue working for very long periods at a time	.851
13. To me, my job is challenging	.777
14. I get carried away when I'm working	.813
15. At my job, I am very resilient, mentally	.841
16. It is difficult to detach myself from my job	.807
17. At my work I always persevere, even when things do not go well	.749

In the factor analysis, 17 Work Engagement (WE) measure items were used. The discovered Kaiser-Meyer-Olkin (KMO) value of (.956) is higher than the accepted norm. This result indicated that the variables had a homogenous structure, and the Bartlett Test result (Sig: .000, Chi-Square: 3951.049, df: 136) indicated that the variables were appropriate for factor analysis.

In order to get the best representation of the data, just a few rotations were performed, no items were excluded from the data. Cross loading values were not identified as a result of analysis. All items were loaded on one factors explaining 71.527 % of the total variance.

Considering the original factors (“vigor”, “dedication”, “absorption”) that Schaufeli et al., (2002) was developed as a result of their study, items were loaded differently in this study. Vigor, dedication and absorption items loaded on a single factor. So the resulting factor was named as ‘*Vigor & Dedication & Absorption*’.

4.4. Normality Test

Before performing the regression analysis, it is useful to apply a normality test to cover each of the subscales of our scales. Average of subscales were calculated and applied in to the normality calculation. In regression analysis, it is effective to analyze the distribution status of the data, since Pearson or Spearman is chosen in accordance with the normal distribution or non-normal distribution. The skewness and kurtosis data results should be looked at to decide whether the relevant data is normally distributed. If the

skewness and kurtosis values are between +2.0 and -2.0, the data result is considered normal (George & Mallery, 2005). “A kurtosis value of ± 1.0 would be considered excellent for most psychometric purposes, but a value between ± 2.0 is in many cases also acceptable, depending on the particular application.” (George & Mallery, 2012).

As a result of the normality analysis, skewness and kurtosis values for both toxic leadership and work engagement subscales were accepted as normal as they were between +2.0 and -2.0.

4.5. Correlation Analysis

In order to evaluate hypothesis 1, correlations were used. Correlations related to dependent variable and all factors of independent variable were detailed in Table 9.

Table 9

Correlations between Toxic Leadership and Work Engagement

	1	2	3	4	5
	TF1	TF2	TF3	TF4	WF
1	1				
2	.829**	1			
3	.669**	.670**	1		
4	.733**	.705**	.682**	1	
5	-.486**	-.475**	-.350**	-.386**	1

** Correlation is significant at the 0.01 level (2-tailed).

Variables are represented by the following symbols:

Toxic Leadership Factors; **TF1:** Ungratefulness, **TF2:** Sordidness, **TF3:** Selfishness, **TF4:** Negative Mood

Work Engagement Factors; **WF:** Vigor & Dedication & Absorption

As a result of an analysis, correlation between Toxic Leadership and Work Engagement were found as (-.495). All significant correlations for subscales are ranging from -.486 ($p < .01$) to .829 ($p < .01$). Hypothesis 1 was tested using correlation analysis. Results showed a negative and significant correlation between “*Toxic Leadership*” and “*Work Engagement*”. It specifies that the more toxicity that leaders showed, the less work engagement that an employees demonstrate. Therefore, hypothesis 1 was supported.

4.6. Independent Sample T-Test and ANOVA

4.6.1. T-Test

Independent sample T-test was applied to investigate whether there were differences between men and women with respect to the level of Toxic Leadership and Work Engagement.

The Independent Samples T-Test analyzes the means of two separate groups to see if there is statistical support that the population mean values are statistically substantially different. A parametric test is the Independent Samples t Test.

Independent sample t-test was used to analyze hypothesis 2 stated that “*There is a difference between men and women (in the Textile Industry) in their relationship between Toxic Leadership and Work Engagement.*”

In order to evaluate a variable as homogeneous, p. value must be ($p > .05$). However, only looking at p. value is not enough. In order to analyze and interpret in detail. It is also necessary to examine the value Sig. (2-tailed) because Sig. (2-tailed) value shows whether there is any difference depending on the value for both variables, based on the value we have determined. The value must be less than ($p < .05$) in order to say that there is a significant difference.

Descriptive results of independent sample t-test (gender) were shown in Table 10.

Table 10*Descriptive Analysis of T-Test (Gender)*

	Gender	N	Mean	Std. Deviation
Toxic Leadership	Female	102	3.8929	1.75324
	Male	99	4.3817	1.60981
Work Engagement	Female	102	3.5952	1.29102
	Male	99	3.2876	1.24803

Sig. and Sig. (2-tailed) values of Toxic Leadership and Work Engagement (Gender) were shown in Table 11.

Table 11*Results of T-Test (Gender)*

		Sig.	Sig. (2-tailed)
Toxic Leadership	Equal variances assumed	.337	.041
	Equal variances not assumed		.041
Work Engagement	Equal variances assumed	.938	.088
	Equal variances not assumed		.087

As seen in the Table 11, p. value for toxic leadership is (.337), which shows that it is homogeneously distributed, likewise p. value for work engagement is (.938) and this result shows that it is homogeneously distributed.

When the (2-tailed) values are examined, it is seen that the value for toxic leadership is (.041), which shows that there is a difference between the women and men who answered the questions in terms of experiences related to toxic leadership. For work

engagement, the value is (.088), indicating that there is no difference between men and women in terms of work engagement.

According to the difference between men and women in terms of toxic leadership, it was determined that the toxic leadership scores of men (4.3817) were significantly higher than the toxic leadership scores of women (3.8929). The difference between men and women in terms of toxic leadership may be due to cultural differences or sectoral differences.

Considering the result, hypothesis 2 was partially supported. While a significant difference between men and women in terms of toxic leadership supports hypothesis 2, the absence of a significant difference in terms of work engagement does not support hypothesis 2 in terms of work engagement.

Descriptive results of independent sample t-test (marital status) were shown in Table 12.

Table 12

Descriptive Analysis of T-Test (Marital Status)

	Marital Status	N	Mean	Std. Deviation
Toxic Leadership	Single	83	3.7336	1.57748
	Married	118	4.4150	1.72899
Work Engagement	Single	83	3.5223	1.25432
	Married	118	3.3883	1.29380

Sig. and Sig. (2-tailed) values of Toxic Leadership and Work Engagement (Marital Status) were shown in Table 13.

Table 13*Results of T-Test (Marital Status)*

		Sig.	Sig. (2-tailed)
Toxic Leadership	Equal variances assumed	.042	.005
	Equal variances not assumed		.004
Work Engagement	Equal variances assumed	.442	.465
	Equal variances not assumed		.463

Independent sample t-test was used to analyze marital status. As seen in the table, p. value for toxic leadership is (.042), which shows that it is not homogeneously distributed, likewise p. for work engagement is (.442) and this result shows that it is homogeneously distributed.

When the S. (2-tailed) values are examined, it is seen that the value for toxic leadership is (.004), which shows that there is a difference between the single and married who answered the questions in terms of experiences related to toxic leadership. For work engagement, the value is (.465), indicating that there is no difference between single and married in terms of work engagement.

According to the difference between married and single in terms of toxic leadership, it was determined that the toxic leadership scores of married (4.4150) were significantly higher than the toxic leadership scores of single (3.7336).

4.6.2. ANOVA

When the ANOVA test was applied, homogeneity was observed in all the results, but since the data obtained did not show a similar distribution among the options, the ANOVA test was applied using the “Hochberg's GT2” test and the results were evaluated.

Firstly, ANOVA test was used to evaluate the results of toxic leadership and work engagement by ages. The table below shows how many people in the relevant age groups

according to the sampling. In addition, average value and standard deviation values were shown.

Table 14

Descriptive Analysis of ANOVA (Age)

	Age	N	Mean	Std. Deviation
Toxic Leadership	20-30	46	3.8960	1.60854
	30-40	77	3.9921	1.60750
	40-50	64	4.2852	1.79266
	50+	14	5,0000	1.86115
	Total	201	4.1336	1.69769
Work Engagement	20-30	46	3.8159	1.40629
	30-40	77	3.5271	1.25208
	40-50	64	3.1664	1.13685
	50+	14	3.0294	1.29920
	Total	201	3.4437	1.27620

Table 15

Homogeneity Test for Toxic Leadership and Work Engagement (Age)

	Sig.
Toxic Leadership	.301
Work Engagement	.403

As seen in the Table 15, p. value for toxic leadership is (.301), which shows that it is homogeneously distributed, likewise p. value for work engagement is (.403) and this result shows that it is homogeneously distributed.

Table 16

ANOVA Results of Toxic Leadership and Work Engagement (Age)

	Sig.
Toxic Leadership	.133
Work Engagement	.032

After analyze results were showed the homogeneity, ANOVA table can be analyzed. When the ANOVA values are examined, it is seen that the p. value for toxic leadership is (.133), which shows that there is not a difference between ages related to toxic leadership. For work engagement, the p. value is (.032), indicating that there is a difference between ages in terms of work engagement.

In order to understand between which age groups there is a difference in terms of Work Engagement, the test was repeated and the data was reanalyzed by selecting the relevant test and data were shown in table below.

Table 17*ANOVA Difference Results of Work Engagement (Age)*

I (Age)	J (Age)	Mean Difference (I-J)	Sig.
20-30	30-40	.28874	.771
	40-50	.64950*	.048
	50+	.78645	.225
30-40	20-30	-.28874	.771
	40-50	.36076	.435
	50+	.49771	.681
40-50	20-30	-.64950*	.048
	30-40	-.36076	.435
	50+	.13695	.999
50+	20-30	-.78645	.225
	30-40	-.49771	.681
	40-50	-.13695	.999

According to the table showing the results of the analysis, when the data were evaluated in terms of work engagement, a significant difference was observed between the ages of 20-30 and 40-50 years.

According to the difference 20-30 and 40-50 in terms of work engagement, it was determined that the work engagement scores of 20-30 (3.8159) were significantly higher than the work engagement scores of 40-50 (3.1664).

Secondly, ANOVA test used to evaluate the results of toxic leadership and work engagement by educational status. The Table 18 below shows how many people in the

relevant educational status groups according to the sampling. In addition, average value and standard deviation values were shown.

Table 18

Descriptive Analysis of ANOVA (Educational Status)

	Educational Status	N	Mean	Std. Deviation
Toxic Leadership	High School	25	3.9100	1.75882
	University	138	4.1550	1.62024
	Post Graduate	32	4.1998	1.88347
	Doctorate	6	4.2202	2.49268
	Total	201	4.1336	1.69769
Work Engagement	High School	25	3.0565	1.41864
	University	138	3.5703	1.25284
	Post Graduate	32	3.3640	1.25803
	Doctorate	6	2.5686	.71819
	Total	201	3.4437	1.27620

Table 19

Homogeneity Test for Toxic Leadership and Work Engagement (Educational Status)

	Sig.
Toxic Leadership	.064
Work Engagement	.309

As seen in the Table 19, p. value for toxic leadership is (.064), which shows that it is homogeneously distributed, likewise p. value for work engagement is (.309) and this result shows that it is homogeneously distributed.

Table 20

ANOVA Results of Toxic Leadership and Work Engagement (Educational Status)

	Sig.
Toxic Leadership	.916
Work Engagement	.085

As a result of the ANOVA test, there was no difference in terms of both toxic leadership and work engagement according to the education level. Notwithstanding, the data was processed for reanalysis by selecting the relevant test to be sure but no significant difference was observed in terms of education level in terms of both scales.

Thirdly, ANOVA test used to evaluate the results of toxic leadership and work engagement by working time in the institution. The table below shows how many people in the relevant age groups according to the sampling. In addition, average value and standard deviation values were shown.

Table 21*Descriptive Analysis of ANOVA (Working Time in the Institution)*

Working Time in the Institution		N	Mean	Std. Deviation
Toxic Leadership	0-1 Years	15	3.8357	1.75275
	1-3 Years	47	4.0334	1.58572
	3-5 Years	50	3.9114	1.54916
	5-7 Years	32	4.1239	1.65424
	7-10 Years	16	4.8482	1.82120
	10+ Years	41	4.3571	1.94346
	Total	201	4.1336	1.69769
Work Engagement	0-1 Years	15	3.5882	1.33825
	1-3 Years	47	3.7710	1.19614
	3-5 Years	50	3.6553	1.34931
	5-7 Years	32	3.4007	1.25847
	7-10 Years	16	3.3199	1.16226
	10+ Years	41	2.8393	1.16226
	Total	201	3.4437	1.27620

Table 22

Homogeneity Test for Toxic Leadership and Work Engagement (Working Time in the Institution)

	Sig.
Toxic Leadership	.167
Work Engagement	.800

As seen in the Table 22, p. value for toxic leadership is (.167), which shows that it is homogeneously distributed, likewise p. value for work engagement is (.800) and this result shows that it is homogeneously distributed.

Table 23

ANOVA Results of Toxic Leadership and Work Engagement (Working Time in the Institution)

	Sig.
Toxic Leadership	.415
Work Engagement	.014

After analyze results were showed the homogeneity, ANOVA table can be analyzed. When the ANOVA values are examined, it is seen that the p. value for toxic leadership is (.415), which shows that there is not a difference between working time in the institution related to toxic leadership. For work engagement, the value is (.014),

indicating that there is a difference between working time in the institution in terms of work engagement

In order to understand between which working times in the institution groups there is a difference in terms of Work Engagement, the test was repeated and the data was reanalyzed by selecting the relevant test and data were shown in table below.

Table 24

ANOVA Difference Results of Work Engagement (Working Time in the Institution)

I (Age)	J (Age)	Mean Difference (I-J)	Sig.
0-1 Years	1-3 Years	-.18273	1
	3-5 Years	-.06706	1
	5-7 Years	.18750	1
	7-10 Years	.26838	1
	10+ Years	.74892	.514
1-3 Years	0-1 Years	.18273	1
	3-5 Years	.11567	1
	5-7 Years	.37023	.959
	7-10 Years	.45111	.970
	10+ Years	.93165*	.009
3-5 Years	0-1 Years	.06706	1
	1-3 Years	-.11567	1
	5-7 Years	.25456	.999
	7-10 Years	.33544	.998
	10+ Years	.81598*	.032
5-7 Years	0-1 Years	-.18750	1
	1-3 Years	-.37023	.959
	3-5 Years	-.25456	.999
	7-10 Years	.08088	1
	10+ Years	.56142	.582

7-10 Years	0-1 Years	-.26838	1
	1-3 Years	-.45111	.970
	3-5 Years	-.33544	.998
	5-7 Years	-.08088	1
	10+ Years	.48054	.956
10+ Years	0-1 Years	-.74892	.514
	1-3 Years	-.93165*	.009
	3-5 Years	-.81598*	.032
	5-7 Years	-.56142	.582
	10+ Years	-.48054	.956

According to the Table 24 showing the results of the analysis, when the data were evaluated in terms of work engagement, a significant difference was observed between the working time in the institution of 10+ years with 1-3 years and 10+ years with 3-5 years.

According to the difference between 10+ years with 1-3 years and 10+ years with 3-5 years in terms of work engagement, it was determined that the work engagement scores of 1-3 years (3.7710) and 3-5 years (3.6553) were significantly higher than the work engagement scores of 10+ years (2.8393).

4.7. Regression Analysis

According to the Ozili (2022), in social science research, an R-squared between 0.10 and 0.50 (or between 10% and 50% when stated in percentage) is only acceptable when some or most of the explanatory variables are statistically significant.

Regression analysis was used to see whether TL contributes to WE or explains the variance in them or no. Out of a number of independent factors that are supposed to affect the dependent variable, this analysis identifies the independent variable that has made the highest contribution. The findings revealed that:

In order to evaluate the data in the Table 25 below as meaningful, p. values are expected to be lower than ($p < .05$).

Table 25

Results of Regression Analysis between Toxic Leadership and Work Engagement

Dependent Variable: Work Engagement			
Independent Variable:	Beta	t value	p value
Toxic Leadership	-.495	-8.027	<.001
R=.495; R ² =.245; F value=64.440; p value=<.001			

P values which are lower than (.05) were examined: “*Toxic Leadership*” has a negative effect on “*Work Engagement*” as a result of an analysis, p. value is found as (<.001) and this means it is significant, β value is found as (-.495) and this means there is a negative relationship between dependent and independent variable. For this reason, hypothesis 1 is stating “*There is a negative and significant relationship between Toxic Leadership and Work Engagement*” and hypothesis 1 was supported. As a result, the result of the regression analysis shows that the relationship between toxic leadership and work engagement is significant and negative. In addition, independent variable (toxic leadership) explains %24.5 of the change on dependent variable (work engagement).

All of the subscales of Toxic Leadership and Work Engagement values are analyzed. Results of an analysis were shown below;

Table 26*Results of Regression Analysis between Ungratefulness and Work Engagement*

Dependent Variable: Work Engagement			
Independent Variable:	Beta	t value	p value
Ungratefulness	-.486	-7.843	<.001
R=.486; R ² =.236; F value=61.518; p value=<.001			

“*Ungratefulness*” has a negative influence on “*Work Engagement*” as a result of an analysis, p.value is found as (<.001) and this means it is significant, β value is found as (-.486) and this means relationship is negative. Also, independent variable (Ungratefulness) explains %23.6 of the change in the dependent variable (Work Engagement).

Table 27*Results of Regression Analysis between Sordidness and Work Engagement*

Dependent Variable: Work Engagement			
Independent Variable:	Beta	t value	p value
Sordidness	-.475	-7.619	<.001
R=.475; R ² =.226; F value=58.056; p value=<.001			

“*Sordidness*” has a negative influence on “*Work Engagement*” as a result of an analysis, p. value is found as ($<.001$) and this means it is significant, β value is found as (-.475) and this means relationship is negative. Also, independent variable (Sordidness) explains %22.6 of the change in the dependent variable (Work Engagement).

Table 28

Results of Regression Analysis between Selfishness and Work Engagement

Dependent Variable: Work Engagement			
Independent Variable:	Beta	t value	p value
Selfishness	-.350	-5.264	<.001
R=.350; R ² =.122; F value=27.714; p value=<.001			

“*Selfishness*” has a negative influence on “*Work Engagement*” as a result of an analysis, p. value is found as ($<.001$) and this means it is significant, β value is found as (-.350) and this means relationship is negative. Also, independent variable (Selfishness) explains %12.2 of the change in the dependent variable (Work Engagement).

Table 29*Results of Regression Analysis between Negative Mood and Work Engagement*

Dependent Variable: Work Engagement			
Independent Variable:	Beta	t value	p value
Negative Mood	-.386	-5.904	<.001
R=.386; R ² =.349; F value=34.860; p value=<.001			

“*Negative Mood*” has a negative influence on “*Work Engagement*” as a result of an analysis, p. value is found as (<.001) and this means it is significant, β value is found as (-.386) and this means relationship is negative. Also, independent variable (Negative Mood) explains %34.9 of the change in the dependent variable (Work Engagement).

4.8. Results of Analysis

To summarize all the analysis results briefly, the analysis results of the relevant hypotheses were briefly explained below.

The relationship between variables was tested by correlation analysis and regression analysis. With regard to relationship between Toxic Leadership and Work Engagement, the findings evidenced that there is a negative and significant correlation between “*Toxic Leadership*” and “*Work Engagement*”. In other words, the more toxicity that leaders show causes less work engagement employees perceive. Therefore, H1 proposing “*There is a negative and significant relationship between Toxic Leadership and Work Engagement.*” was supported.

Independent sample t-test was used to understand differences between men and women based on their answers for Toxic Leadership and Work Engagement. Therefore,

H2 proposing ‘*There is a difference between men and women (in the Textile Industry) in their relationship between Toxic Leadership and Work Engagement.*’ As a result of an analysis, the findings evidenced that there is an significant difference between men and women in terms of toxic leadership supports hypothesis 2 but the absence of a significant difference in terms of work engagement does not support hypothesis 2. Thus, hypothesis 2 was partially supported.

All these findings show that the work engagement of employees exposed to toxic leadership is negatively affected.

Consequently, additional research on the effects of negative leadership styles on employee engagement can be essential. As far as is known, no totally evaluable and completely acceptable research has been found to investigate how toxic leadership affects employees work engagement. Consequently, when the level of toxic leadership practices is high, the consequences of toxic leadership on employee engagement are strong and effective.

5. DISCUSSION

The act of guiding and influencing a group to accomplish its objectives is known as leadership (Robbins & Coulter, 2012). According to this definition, leaders are those who have the skills and traits to influence others' thoughts and behaviors in order to achieve shared goals and get them committed to moving in the same direction (Mills, 2005).

The ability of leaders to lead followers effectively and engage them to remain committed as key partners in the growth of their organization is one of the major issues facing the successful management of corporate entities in the twenty-first century. The management of human capital was very important to modern organizations (Mendes & Stander, 2011). Although it was true that the act or process of leading necessitates leaders, followers, and the environment or situation (Allio, 2013), the leadership conduct becomes increasingly important to manage the workforce. The evolution of organizations may be impacted differently by the various leadership philosophies. Yet, toxic leadership has been identified as a negative tendency that is widespread in many organizations (Tavanti, 2011).

The combination of an egotistical mindset and destructive behavior that has a negative impact on the followers and the organization were known as toxic leadership (Erickson, Shaw, Murray, & Branch, 2015).

In addition, “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” is referred to as work engagement (Schaufeli et al., 2002). The term engagement “refers to a persistent and pervasive affective–cognitive state that is not focused on any particular object, event, individual, or behavior.” Vigor “is characterized high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence also in the face of difficulties.” Dedication “is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge.” Absorption “is characterized by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli & Bakker, 2004). Within this context, this research purposed to analyze and show the relationship between Toxic Leadership and

Work Engagement empirically. Also, researches were purposed to evaluate negative influences of Toxic Leadership on Work Engagement.

When some of the results of studies on Toxic Leadership and work engagement are examined in literature;

1. According to Amutenya (2019), decrease in toxic leadership can cause decrease in intention to leave.
2. According to Çeken (2020) negative and weak relationship between toxic leadership and work engagement was found.
3. According to Çeken (2020) significant difference between men and women in terms of toxic leadership was found, women has higher toxic leadership scores than men.

In this study, statistical analysis was started with reliability analysis and secondly factor analysis conducted for TL and WE. As a result of the factor analysis of TL, four factors were found consistent with Çelebi et al.,’s (2015) findings. These are “ungratefulness”, “selfishness”, “negative mood” and “sordidness”. However, work engagement items loaded on three separate factors originally which were named as “vigor” “dedication” and “absorption” by Schaufeli et al., (2002). While the first one included items regarding the leader’s toxic behaviors, the second one contained items regarding employees’ behaviors and emotions. As a result of an analysis 28 out of 30 items of the toxic leadership scale was evaluated and loaded on four factors explained the %81.976 of the total variance and 17 out of 17 items of work engagement scale was evaluated and loaded on one factor explained the %71.527 of the total variance and loaded on one factor as opposed to the three factors on which it was originally loaded, a new factor which were appeared after an analysis was called “*Vigor & Dedication & Absorption*”. In addition, correlation, regression and t-test were used to test hypothesis. As a result of a related analysis, it has been determined that toxic leadership has a negative effect on work engagement and significant and negative relationship between men and women in terms of toxic leadership, leadership scores of men were found significantly higher than the toxic leadership scores of women.

5.1. Limitations

One of the study's limitations was the sample size. White-collar workers in the textile industry make up the target audience. Limitations on sector, organization, and collar have all but removed the possibility of comparing employees from other sectors, organizations, and collars. Additionally, participation in the study was voluntary, and this group as well as others like assistant specialists, specialists, and managers who report to managers made up the sample. The target population's restrictions made it challenging to generalize the findings and get them accepted generally.

Regarding the study's time frame, there is yet another limitation. Data were gathered for the cross-sectional investigation at a particular point in time. Longitudinal research might yield better outcomes.

Finally, the survey could not be conducted under any company name or company (brand) with special permission, due to the thought that toxic leadership scale which applied to understand the emotion, behavior and attitudes of leaders would threaten the confidentiality and the fear of leaking. In addition, since work engagement is a scale to be evaluated together with toxic leadership scale, the answers to the questions of the toxic leadership can reveal the result of dissatisfaction with the answers to the questions of work engagement, and the undesirable information that can observe. For this reason, since the two triggering aspects of the questionnaire could be deciphered under the name of the company and leaked outside the company, it was not deemed appropriate for permission and this resulted in a completely restrictive situation for the process.

5.2. Managerial Implications and Suggestions for Future Researches

As underlined by the research, the studied literature provides evidence that toxic leadership affects both organizational and individual levels. Negative consequences on organizational performance, unproductive work habits, and a higher inclination to leave the company are examples of organizational outcomes (Mehta & Maheshwari, 2014, p. 21). Toxic leadership is bad for people and ultimately for the business (Aubrey, 2012). Interdepartmental friction, a high turnover rate, declining productivity are the all common results of toxic leadership (Wilson-Starks, 2003, p. 3).

In addition, when the behavior of the toxic leader is considered in general, it does not provide a positive effect on the employee in any way. Since the behavior of the toxic leader directly affects both the mental and physical condition of the employee, it causes a negative picture.

Essentially, the management style that the manager is expected to implement is expected to be more supportive, encouraging and appreciating the success of his employees. If a negative comment and criticism is to be made as a result of a mistake or an undesirable situation, it is recommended to contribute with a constructive and positive attitude that supports the development of the employee in a positive way, instead of exhibiting a completely negative. Moreover, situations where the manager supports the employees to reach better levels, trigger the perception of value in the eyes of the employee and make the employee feel more positive. Thus, positively affecting their engagement to work, contributing to the fact that they find their work with added value and full of purpose.

The concept of toxic leadership is an interesting but not directly focused topic in literature. A wide range of significant literature has been written about each of these factors separately. But, no direct relationship between Toxic Leadership and Work Engagement in which includes only a dependent and independent variable without mediator role observed in researches. It has been investigated how “Toxic Leadership” and “Work Engagement” are related thus far.

Additional research can be valuable to better understand the relationships between the important areas this study looked at. The only people included in this study were white-collar workers in the textile industry and demographic questions were prepared by forming a certain group of questions. However, it might be fruitful to compare how employees of private organizations, public companies, blue collar workers, and other sectors perceive toxic leadership and their dedication to their jobs. Also, different types of demographic questions can be asked in future researches. The researcher was unable to draw generalizations across cultures because this survey was limited to Turkish-speaking staff. However, the way that various cultures react to TL dimensions may vary. As a result, future studies can examine the same factors in various cultures.

Different cross-cultural generalizations and/or differences could not be reached because this survey was only given to employees who working in Turkey. People from different cultures or traditions can respond differently to the Toxic Leadership and Work Engagement dimensions. Future research can examine the same factors in various cultures and structures.

The primary and critical one is the effect of the leader's toxic behavior on job engagement, which is also mentioned in the research topic. A few different scenarios can be mentioned as a result of the unpleasant behaviors of managers. Before making a general evaluation according to the results of the research, I would like to state that; the study was evaluated in terms of toxic leadership behaviors and the effect of toxic leadership behaviors on employees' engagement. For this reason, the substances and contents specified in relation to the possible effects of employee attitudes and behaviors on managers are indicated only in order to provide an institutional idea and support. The aim here is to provide a perspective to the managers or employees who work in the corporate field and want to make a research about related area.

If it is necessary to make a general evaluation based on the results of the research;

1. It can be said that the negative behaviors of the managers have a negative effect on the work engagement of the employees.
2. If the manager has positive attitudes and behaviors, especially if the manager supports the employees to carry out projects and studies that contribute to the added value, this situation can contribute to the employee's self-confidence and sense of self-worth.
3. Although it is important to evaluate the behavior of the manager on its own, it can be important to analyze and evaluate the corporate culture in order to determine whether there is any basis for the behavior of the manager or not.

Finally, it has been determined that different toxic leadership behavior patterns are related to each other. As a result of the related analyses, it was determined that the work engagement of the employees who work together with toxic managers is low.

6. CONCLUSION AND FINAL REMARKS

As a result, if we need to evaluate the process briefly and completely, although Toxic Leadership and Work Engagement are two main subjects, permissions were obtained for the questions belonging to both scales. The survey data were shared with the eligible persons working in the textile industry, operating mainly on the European side of Istanbul, directly or through their managers. The answers were gathered by bringing together the direct answers and the answers received from the teams of the relevant managers.

Toxic leadership scale was developed and translated to Turkish by Çelebi et al., (2015) was used as a survey tool to evaluate the structure of toxic leadership. The Toxic Leadership scale consists of four different dimensions. Dimensions are “Ungratefulness”, “Selfishness”, “Negative Mood” and “Sordidness”. Ungratefulness consisted of 11 items, selfishness consisted of 5 items, negative mood consisted of 5 items and sordidness consisted of 9 items and a total of 30 items.

The Utrecht Work Engagement Scale was developed by Schaufeli et al., (2002) was used as a survey tool to evaluate the structure of work engagement. Turkish (Long) version of Work Engagement Scale was taken from (Schaufeli & Bakker, 2003). The work engagement scale consists of three dimensions. Dimensions are “Vigor”, “Dedication” and “Absorption”. Vigor consisted of 6 items, dedication consisted of 5 items and absorption consisted of 6 items and a total of 17 items.

When the studies done by different people are examined in order to be able to evaluate in terms of work engagement, in some studies on work engagement, it was observed that as a result of factor analysis, a single factor emerged in addition to three factors. One of these studies prepared by Kulikowski (2017) mentions that different results are obtained when evaluated in terms of factor load. According to Kulikowski (2017), The Utrecht Work Engagement Scale (UWES) is the most widely used work engagement measuring tool. Work engagement as a predictor of health is a new idea in occupational science. Nonetheless, despite its widespread use, there is still debate over the factorial validity of the UWES. In order to determine which of the UWES factorial structures exhibits more validity, this work has analyzed 21 research studies on UWES-9

and UWES-17 factorial validity using the confirmatory factor analysis (CFA) method. Six investigations have determined that the UWES's original three-factor structure is preferable. The UWES structure with 1 general factor has been found to be superior in an additional 6 studies. The authors came to the conclusion that the one-factor and three-factor structures could be compared across eight research. One study was unable to support the UWES's one- or three-factor structure. These ambiguous findings from studies focusing on the UWES factorial validity are perplexing because they may cast doubt on the entire idea of work engagement as a three-factor structure of dedication, vigor, and absorption in addition to indicating a lack of validity for the UWES as a measurement tool. In another study by Köse (2016), the work engagement scale created by Schaufeli et al., (2002) and translated by the researcher into Turkish was subjected to one-dimensional analysis within the context of this research. It was then subjected to exploratory factor analysis with varimax rotation technique to determine factor loads, and it was determined that the scale has one factor.

The purpose of this study was to understand and evaluate the effect of toxic leadership on employees work engagement. Both of the scales was analyzed and evaluated as a result of a related analysis. As a result of an examinations about the literature, there were not many theses that directly examine the relationship between toxic leadership and work engagement.

The main conclusions of this study can be summarized by two major results;

First of all, the results of this study ensured a credential for the effects of toxic leadership on the work engagement of employees. Accordingly, results showed that there is a significant and negative relationship between toxic leadership and work engagement. Also, it has been determined that toxic leadership negatively affects work engagement

Secondly, this study was done to evaluate the difference between men and women in their relationship between toxic leadership and work engagement. Results showed that, there is a significant difference between men and women for toxic leadership but there is not a significant difference between men and women for work engagement. As a result of the relevant evaluations; It was determined that men's toxic leadership scores were higher

than women's toxic leadership scores. The difference between men and women in terms of toxic leadership may be due to cultural differences or sectoral differences.

Generally, the results of this study can support that toxic leadership has an essential effect and role on employees' work engagement. Also, it can be said that the engagement of the employees to the job is directly related to the behavior of the leader. Moreover, the negative behaviors of the leader can reduce the work efficiency of the employees, and the state of being energetic in their work, enjoying their work and finding their work meaningful can weaken.

When the hypotheses and details which were detailed in the data analysis section were evaluated in terms of their content, the following results were obtained as a result of the researches and analysis.

1. It has been determined that this is a rare study in which the relationship between toxic leadership and work engagement is examined without an intermediary role.
2. The relationship between toxic leadership and work engagement has been evaluated in the “textile sector” and between “white-collar” employees. With this feature, it makes a contribution to the literature.
3. The first hypothesis of the study, “There is a negative and significant relationship between Toxic Leadership and Work Engagement.” hypothesis makes a contribution to the literature because hypothesis was tested in textile industry and between the white-collar employees. In addition, the result of “toxic leadership negatively affects work engagement” also contributes to the literature.
4. The second hypothesis of the study, “There is a difference between men and women (in the Textile Industry) in their relationship between Toxic Leadership and Work Engagement.” hypothesis makes a contribution to the literature because hypothesis was tested in textile industry and between the white-collar employees. In addition, the result of “men's toxic leadership scores were higher than women's toxic leadership scores” also contributes to the literature.
5. When the work engagement scale, which originally consisted of three sub-factors, was evaluated by factor analysis, it was seen that three factors were located under

a single factor and the resulting factor was named as ‘*Vigor & Dedication & Absorption*’. This result makes a contribution to the literature.



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APPENDICES

Appendix A: Symbols

R	: Sample Correlation Coefficient
R²	: Coefficient of Determination
β	: Beta
df	: Degree of Freedom
N	: Number of Valid Observations
Sig	: Significance
H	: Hypothesis

Appendix B: Abbreviations

PTL	Perceived Toxic Leadership
TL	Toxic Leadership
WE	Work Engagement
TF	Toxic Leadership Factors
WF	Work Engagement Factors
TOCS	Toxic Organization Change System
UWES	Utrecht Work Engagement Scale
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
KMO	Kaiser-Meyer-Olkin

Appendix C: Demographic Questions**Sayın Katılımcı,**

Bu çalışma, Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalında Doç. Dr. Senem Göl Beşer danışmanlığında yürütülen iş yaşamınızdaki uygulamalara ilişkin bir yüksek lisans tezi çalışmasıdır.

Bu amaç doğrultusunda hazırlanmış olan anket formunda sizden istediğimiz, soruları kendi fikirlerinizi ve yaklaşımlarınızı dikkate alarak doldurmanız ve sayfanın en sonunda yer alan “Gönder” butonuna tıklayarak anketi tamamlamanızdır.

Verilen cevaplar yalnızca bilimsel amaçlı kullanılacak ve kesinlikle gizli tutulacaktır.

Araştırmamıza sağladığınız katkıdan dolayı şimdiden teşekkür ederiz.

I. BÖLÜM**Cinsiyetiniz ***☐ Kadın☐ Erkek**Medeni Durumunuz ***☐ Bekar☐ Evli

Yaşınız *

- ☐ 20-30
- ☐ 30-40
- ☐ 40-50
- ☐ 50+

Eğitim Durumunuz *

- ☐ Lise
- ☐ Üniversite
- ☐ Yüksek Lisans
- ☐ Doktora

Kurumda Çalışma Süreniz *

- ☐ 0-1 Yıl
- ☐ 1-3 Yıl
- ☐ 3-5 Yıl
- ☐ 5-7 Yıl
- ☐ 7-10 Yıl
- ☐ 10+ Yıl

Appendix D: Toxic Leadership Questionnaire

II. BÖLÜM

Aşağıda verilen ifadeleri lütfen dikkatlice okuyunuz ve bu ifadelerle ilgili görüşünüzü “Kesinlikle Katılıyorum” dan “Kesinlikle Katılmıyorum” a doğru uzanan değerlendirme aralığında cevap seçeneklerinden birini işaretleyiniz. Not !!! : Ekranda görünmeyen (sıgmayan) ve tercih etmek istediğiniz değerlendirme aralığına ulaşmak için Toksik Liderlik sorularının en altında yer alan çubuğu sağa-sola oynatarak ilgili aralığa ulaşabilir ve işaretleyebilirsiniz. Mobilden anketi cevaplayanlar ise ekranı sağa-sola kaydırarak ilgili aralığa ulaşabilir ve işaretleyebilirler. Aşağıdaki ifadeleri çalıştığınız kurumdaki yöneticinize göre doldurunuz.	Kesinlikle Katılıyorum	Çoğunlukla Katılıyorum	Kısmen Katılıyorum	Kararsızım	Kısmen Katılmıyorum	Çoğunlukla Katılmıyorum	Kesinlikle Katılmıyorum
1. Yöneticim, çalışanlarını küçümseyen tavırlar sergiler.							
2. Yöneticimin o anki ruh hali iş ortamının iklimini/havasını belirler.							
3. Yöneticim, sadece ona getirisi olan kişilere ayrıcalıklı davranır.							
4. Yöneticim, çalışanlarının geçmiş hatalarını/yanlışlarını onlara sevimsizce hatırlatır.							
5. Yöneticimin olumsuz ruh hallerinde (kızgın, sıkıntılı, moralsiz) kimse ona yaklaşmak istemez.							
6. Yöneticim, çalışanlarına pek değer vermez.							

7. Yöneticim, çok şeyi hak eden biri olduğuna inanır.							
8. Yöneticim, çalışanlarının yeni yollar/yaklaşımlar/yenilikler denemelerine pek izin vermez.							
9. Yöneticim, bulunduğu konumu (hatta daha üst makamları) fazlasıyla hak ettiğine inanır.							
10. Yöneticimin iletişimi emirler şeklindedir.							
11. Yöneticimin keyfi davranışları ve/veya kararları vardır.							
12. Yöneticim, kendisine ait olmayan başarıların artılarını/getirilerini kendine alır.							
13. Yöneticim olumsuz ruh halini/hallerini ses tonuna/şiddetine yansıtır.							
14. Yöneticim, üstlerine iyi görünmek için yapmacık tavırlar sergiler.							
15. Yöneticimin davranışlarında dengesizlik/değişkenlik vardır.							
16. Yöneticim, sadece bir sonraki çıkarı için işini kusursuz yapmaya çalışır.							
17. Yöneticim, kendi başarısızlıklarını çalışanlarına yükler.							
18. Yöneticim, diğer insanlara çalışanları hakkında kötümser/şikayetvari konuşur.							
19. Yöneticim, çalışanlarının yaptığı hatalarda sorumluluğu paylaşmayı reddeder.							
20. Yöneticim, diğerlerinden daha yetenekli olduğunu düşünür.							
21. Yöneticim, çalışanlarını halk nazarında küçük düşürür.							
22. Yöneticim, kurumun geleceği ve gidişatının ancak							

onunla iyiye gideceğine inanır.							
23. Yöneticim, çalışanlarına karşı nerdeyse hiç esnek değildir.							
24. Yöneticim, mükemmel bir kişi olduğuna inanır.							
25. Yöneticim, çalışanlarına işlerinde yetersiz olduklarını söyler.							
26. Çalışanlar, yöneticimin ruh haline göre hareket ederler.							
27. Yöneticim, bir olayda çalışanlarını dinlemeden onlara karşı tavır alır.							
28. Yöneticim, kişisel çıkarlarını önde tutar.							
29. Yöneticimin, terfi/makam en önemseddiği şeydir.							
30. Yöneticim, iş dışında çalışanlarıyla iletişimde/bağlantıda olmayı istemez.							

Appendix E: Work Engagement Questionnaire

III. BÖLÜM

Aşağıda yer alan 17 ifade işinizde nasıl hissettiğinizle ilgilidir. Lütfen her bir ifadeyi dikkatlice okuyun ve işinizle ilgili şimdiye kadar hiç böyle hissedip hissetmediğinize karar verin. Eğer hiç böyle hissetmediyseniz “hiç bir zaman” ı işaretleyin. Eğer böyle hissettiyseniz, ne sıklıkta böyle hissettiğinizi en iyi tanımlayan (hiç bir zamandan her zamana kadar olan) seçeneklerden birini seçin. Not !!! : Mobilden anketi cevaplayanlar ekranı sağa-sola kaydırarak ilgili aralığa ulaşabilir ve işaretleyebilirler.	Kesinlikle Katılıyorum	Çoğunlukla Katılıyorum	Kısmen Katılıyorum	Kararsızım	Kısmen Katılmıyorum	Çoğunlukla Katılmıyorum	Kesinlikle Katılmıyorum
1. Çalışırken kendimi enerjik hissederim.							
2. Yaptığım işi anlamlı ve amaç yüklü buluyorum.							
3. Çalışırken zaman akıp gider, nasıl geçtiğini anlamam.							
4. İşteyken güçlü ve dinç hissediyorum.							
5. İşimle ilgili konularda şevk duyarım, çok hevesliyimdir.							
6. Çalışırken işimden başka her şeyi unuturum.							
7. İşim bana ilham verir.							
8. Sabahları kalktığımda işe seerek giderim.							
9. Yoğun olarak çalıştığımda kendimi mutlu hissederim.							
10. Yaptığım işle gurur duyuyorum.							
11. Kendimi işime kaptırıyorum.							
12. Uzun zaman süreleri boyunca aralıksız çalışmaya devam edebilirim.							

13. Benim için işim kapasitemi geliştirmeye zorlayan büyük bir uğraştır.							
14. Çalışırken kendimden geçerim.							
15. İşimde zihnimi çabuk ve güçlü bir şekilde toparlarım.							
16. Kendimi işimden ayırmam zordur.							
17. İşimde bazı şeyler yolunda gitmediğinde bile sebatkarımdır-yılmam.							