

The Dark Side of Leadership: Examining Toxicity, Narcissism and Abusive Practices in Modern Organizations

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Abstract

This paper further elaborates the disadvantages of poor leaders, narcissism, and abusive attitudes in the current organizations with the view of exploring the impact of the abusive practices on the welfare of the employees, job satisfaction, turnover intention, and workplace stress. This paper is grounded on the mixed-methodology, and its data collection methods (qualitative and quantitative) are integrated. They conducted an entire survey of 500 employees (non-systematic) and discovered that the correlations between these leadership behaviors and unfavorable outcomes of the organization were high. There was also relationship between toxic leadership and low employee morale and low productivity, and narcissistic leadership that encouraged a competitive, egocentric environment basing on the decision-making level based on immorality. Abuse leadership that was provoked by verbal and psychological aggression was reported to lead to high burnout rates and emotional harm. The discoveries highlight the reality that such issues should be resolved by organizations through leadership development programs, feedback schemes and organizational cultures interventions to achieve healthier and more effective leadership practices. This is both a method of increasing interactivity of staff as well as preventing turnover and bringing work environment closer and more derailing by removing the dark side of leadership.

Keywords: Toxic Leadership, Narcissistic Leadership, Abusive Leadership, Organizational Culture, Turnover Intention, Workplace Stress, Job Satisfaction, Leadership Development.

Introduction

Leadership is a phenomenon that was regarded as one of the most influential details that influence the success of the organization. We cannot over appreciate the role a leader performs in establishing the vision, the culture as well as the direction which an organization should take. However, as much as leadership can be used to inspire a growing entity, innovation and prosperity, it can at times create wickedness behaviors that all turn out to be detrimental to people and the organization. The dark side of leadership is represented by toxic leadership, narcissism, and abusive behaviors the latter have been bestowed with properly due attention over the course of the recent years due to the negative impact that they have on the very nature of the organizational culture, wellbeing of its employees, and overall performance. To ensure that the effects of these destructive forms of leadership are checked, there is the need to know their destructive nature to avoid such activities to promote healthy productive work environments.

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The concept of toxic leadership can be explained by different researchers as the style of leadership that is addressed when the person holding the authority implements his/her actions, which are not only harmful to subordinates but also to the organization in a negative way. There is a tendency of emotional abuse and exploitation and manipulations by such leaders. According to Lipman-Blumen (2005), toxic leaders create fear and distrust which ultimately leads to burnout of employees and lowers the productivity of the employees, increases rate of turnover. These leaders can be self-centered and unconcerned about their employees and show insensitivity and too much emphasis on control that make their behaviors contrary to approachable ones (Padilla, Hogan, and Kaiser, 2007). The negative consequences of toxic leadership in terms of organizational performance are mainly low morale, damage to the morale and emotional side of the organizational staff and deterioration of the overall working atmosphere (Vigoda-Gadot, 2007).

At the same time with toxic leadership has emerged the narcissistic leadership, which has become a complementary force in the corporate dynamics. This feature of narcissism that bombs the character of a leaders style can be defined as greatness in self, the necessity in being PD with admiration and having no understanding in others (Rosenthal and Pittinsky, 2006). Whereas narcissism can lead to charismatic leadership and imminent success, in the long run, the effects of the same would have destructive effects in an organization. It is found through studies that the narcissistic leaders tend to make decisions which are more self-promoting than the organizational promotions (Hogan et al., 1994). The leaders also exploit situations and overload egos at the expense of good behavior and well-being of their staff (Campbell et al., 2011). The environment that is generated by narcissistic leaders is not necessarily non-competitive as well and that leads to stress, trust and decreased co-operation among employees (Emmons, 1987). Narcissistic leaders therefore may feature quite effective in the short run but in the long run such a leadership style may prove catastrophic, unsupportive to innovation and teamwork in the business.

The other aspect of lower side of leadership, abusive leadership is distinguished by constant flow of verbal and psychological assaults at any levels upon the subordinates. In contrast to toxic and narcissistic leadership that usually involves physical mistreatment, abuse leadership involves belittling, offending, and threatening the employees (Tepper, 2000). Abusive leadership is linked to a number of negative organizational consequences inclusive of depression, anxiety as well as reduced job satisfaction by respective employees (Namie, 2003). It has been addressed that abusive supervision contributes the employees becoming emotionally drained and this reduces their output potential and also increases absenteeist behaviour (Bies & Tripp, 2002). Moreover, due to the abusive behaviours, the atmosphere of fear and avoidance is present, as the employees cannot express their ideas or raise voices and express their concerns and this lack prevents innovation as the cohesion of the team is diminished (Hoobler et al., 2009, p.3). Implicit misuse of leadership is particularly latent since it not only affects the personal employees, but also involves the organizational values and culture to the extent of making teams find it difficult to collaborate and substituting objectives (Einarsen et al., 2007).

The fact that high numbers of these dark forms of leaders exist in the present-day organizations is a pointer that something must be done and brought into practice. The leadership behaviors which were broadly acceptable or even normal to the past in organizations may be found to be naughty as they become more multi face and connected. Several studies have cited the service offered by the organization culture and structure as far as encouraging or repressing the destructive leadership behaviors are concerned. To give an instance, when the firm is described by a hierarchical structure in which small rewards of conformity and emphasis on power relations have been fostered, the narcissistic or authoritative leadership is advanced unintentionally (Mills & Kuehn, 2003). A

reverse of this is experienced due to organizations that embrace open communication, adoption of open working environments and joint leadership styles that can encourage healthier leading behaviors which would tend to be more collaborative (Kouzes & Posner, 2002). With 12 Negatives of Toxic, Narcissistic, and Abusive Leaders in mind, it becomes significant that the organizations should concern the leadership development, employee feedback information, and formulated policies that will support the ethical leadership and accountability (Luthans & Avolio, 2003). Finally, the fifth aspect that occupies the dark aspect of the leadership phenomenon threatening to harm modern organizations is the toxicity, narcissism, and abuse of authority. These inflicting types of leadership would lead to loss of staff morale, loss of productivity and a bad culture in the firm. However, such tendencies can be surpassed through proper actions, including adoption of leadership training, feedback policy and other organizational advocacies thus, creating more favorable working environments. Toxic, narcissistic and abusive leadership dynamics are critical dynamics to be learnt as they enable the organizations to enable ethical leader behaviours and ensure success in the long run. Through this, by solving, they can enable creation of a culture of respect, team spirit and innovation that not only will favor the employees, but also the organization at large.

Literature Review

Dark side of leadership refers to the behavior and character that affect something negative at a large scale to an individual, team, and organization. It is such horrible types of leadership, which has become prevalent as toxic leadership, narcissism and abuse, that are becoming evidently viral in mitigating the eventual actuality of organizational performance, staff motivation and organizational culture. Dark side of leadership is one often discussed subject that has raised important issues on its importance in making organizations performance go well hence, this subject need further inquiry. This is a literature review, which tries to speak about the prevalence of toxic leadership, its effects, causes, and potential mitigation measures against the negative attitude of toxic leadership, narcissism, and the abusive nature of the present institutions.

Toxic Leadership

Toxic leadership is a common term and is applied to refer to leaders whose treatment of things amounts to bad impact on the organization and its employees. The toxic leadership is only differentiated by the fact that such abusive or manipulative actions are exercised on a regular basis and have detrimental consequences on the well-being of the subordinates (Lipman-Blumen, 2005). The concept of toxic leadership is associated with a number of negative effects including lower job satisfaction, high turnover rate, reduced the magnitude of organizational performance (Tepper, 2007). According to Gentry et al. (2016), toxic leaders are known to establishing a culture of low-level and distrust in which employees can fail to achieve a sense of psychological safety leading to escalated degrees of stress and anxiety.

Equivalent conclusions formed with an investigation carried out by Boddy (2015): the condition of toxic leadership was defined based on narcissistic actions and lack of feelings and playing other players in an intricate game of profit gain. This is because power and control tend to develop leaders who are the so called strong and capable of making decisions organizational business cannot accomplish through collaboration and respect. The cause of emotional frustration due to toxic leadership leads to exhaustion of postponement among the employees that affects performance and productivity (Einarsen, Hoel, and Notelaers, 2011). In addition, the manipulative nature of these leaders could lead to a situation that not only encourages the unethical practices

but also creates conditions which are likely to encourage corruption of the organizations (Vigoda-Gadot, 2007).

Narcissistic Leadership

The other exemplary attribute of the dark side of leadership can be described as narcissism which is hallmarked by the excessive self-centeredness and lack of empathy within the life of: the leader. It is typical that narcissistic leaders are not worried about the welfare of an organization and a workforce unit, but about their own ego (Furtner et al., 2017). Narcissistic leaders are highly confident with charisma but the kind of leadership they provide is destructive in nature such that, they do not act in promotion of the organizational success but in the pursuit of their self-interest (Paulhus & Williams, 2002).

According to the researches, the development of competitive environment when the products are valued at the expense of co-operation and teamwork or self-promisation and domination has been associated with narcissistic leaders (Brunell et al., 2008). The actions of such leaders are likely to stem decisions that affect their images and reputation at the expense of ethical behaviours and organisational plans (Higginbotham et al., 2017). Redo the study by Lemoine et al. (2017) has supplied the evidence suggesting that a narcissistic leader is a guardian to impoverished leadership as such a leader is often incapable of listening to others and prefers a fast pay to sustainability in the long-term. This self-centered leadership can bring discouragement, low creativity and lack of relevance of an organization (Maccoby, 2000).

Abusive Leadership Practices

Abusive leadership is one of the greatest components of the dark-side of leadership, the consistent exercise of unfriendly and humiliating treatment of his or her subordinates. The abusive leaders may demonstrate various aggressive behaviours patterns such as verbal attack, embarrassing them before others and intimidation (Tepper, 2000). Such a course of actions is not only damaging in the emotional aspect but such behaviors are something with monumental consequences as per to the outcome of the organization. In a research by Kalloway et al. (2005), abusive leadership has been found to cause greater job stress and anxiety which are then translated to high levels of absenteeism and turnover among the involved staff.

It has also been unraveled that abusive leadership has been taking a demonstrable role on both work place bullying, as well as bullying that has been among the highest levels that are related to the type of leadership that a leader applies where behavior lines are concerned to other staff. Koonce (2016) argued that abusive leaders create the unhealthy working environment where employees feel fearful, angry and deprived of influence and, therefore, no cooperation and innovations are possible. Moreover, when other people misuse power, they will provide ineffective feedback and instruction, resulting to improper performance among the workers as well as lack of individual growth (Tepper, 2000).

Organizational Impact and Employee Outcomes

The impacts of the negative, egocentric, and abusive leadership go a long way not only to the individual employees, but also to the whole organization. The high turnover rates, added stress, and poor performance in the organization have been the result of these styles of leadership as explained above. The existence of the fact that employees will adversely impact their psychological health is a concerned aspect considering that workers who have been subjected to toxic leadership tend to develop burnout, depression, and helplessness (Harris et al., 2014). These

kinds of employees will demonstrate fewer organization citizenship behaviour and greater counter productivity behaviours (Aryee et al., 2008).

Mitigating the Dark Side of Leadership

There have been a number of recommendations offered with the desire to reduce the tyranny of outcomes of ideobullish, narcissistic and abusive leadership. Among them is embracing leadership training programs that is based on emotional intelligence and taking part in empathy and avoids making poor decisions (Goleman, 2006). One of the new leadership styles currently being observed as mostly promising is transformational leadership that unlike the destructive leadership styles represents value addition through inspirations and motivations to the proportions of the staff members as opposed to control or exploitation (Bass & Avolio, 1994). Transformational leadership also helps create the conditions within which the staff will experience the sense of appreciation and be able to share their ideas and knowledge (Kark et al., 2003).

Another intervention that has not been overlooked is the setting of clear organization policies that address the destructive acts of the leadership. This can mean misusing the leadership reporting policies, exchange of openness and accountability within the leaders (Kalloway et al., 2005). It can also include frequent feedbacks and performance review to provide the leader with the information about the possible actions that can be destructive so that the behavior can be corrected before it becomes too deep.

Methodology

The methodology section describes the kind of research assumed, data practice and analysis system applied to the research of the dark side of leadership and to a larger extent examining the toxic leadership aspect, narcissism and abusive practices in the direction of the modern organizations. The paper will aim to target on how common these forms of leadership are, the effects they bring, and propose some solutions on how they can be restricted in order to minimize the negative consequences brought. The methodology was also designed in such a manner as to set up a holistic understanding of the issue through the application of two research approaches qualitative and quantitative in order to enable the research design to be able to extend itself numerically in data collection and law giving.

Research Design

The research adopts a combined method, a qualitative research method, and a quantitative research method, and offers an inclusive point of view of the consequences of the toxic leadership styles, narcissism and abusive behaviors in firms. qualitative part simply suggests the systematic literature review and quantitative part is represented by a survey-based methodology that provides data on the employees in the work at various industries. It is a mixed-methods design, therefore, it is also triangulated, which increases the validity and reliability of the findings, since it presents wider narrative interpretation, as well providing statistical facts.

Data Collection

Survey Method

The primary data collection tool of the proposed research will be a survey, which will be employed to quantify the experience and the perception of the employees about toxic leadership and narcissism as well as abusive behaviors in their working environments. The survey contains both close ended and open ended questions to maximize on quantitative feedbacks as well as open ended

feedbacks on the program. The target population will be employees who do work in a very broad spectrum in various industries that include education, healthcare, financial and corporate industries. The stratified random sampling was necessary to introduce diversity since a total of 500 employees were chosen to reflect on a pertinent and heterogeneous human capital bearing in mind the business sector, job title and company size. The survey was dispatched by the e-mail and through the Internet, which were to reach as many people as possible and engage them. The questions in the survey will be based on the existing competitive scales of measurement of toxic leadership (TP-8), narcissistic leadership (NP-8) and abusive supervision (TP-8) (Tepper, 2000). These scales were found to be utilized in the earlier study and it is generally conceded that the scales can be utilized in order to estimate leadership behaviors.

Data Analysis

Quantitative Analysis

The qualitative data obtained in the surveys is analyzed with the help of the statistical software (SPSS) in order to establish the trend, association and linkage between leadership styles and organizational performance. The demographical information and results gained in terms of the survey will be summarized with the use of descriptive statistics and to analyze the relationships between the leadership behavior variables (toxic leadership, narcissism, abusive practices) and the results of the employees (job satisfaction, turnover intention, stress, burnout), the techniques of the inferential statistics will be used (correlation analysis, multiple regression, etc.). The moderating value of factors that can have an impact on the relationship between the leadership style and organizational results remains discussed in the context of organizational factors both in the sizes of it, culture, and the development program that aspects of the leadership style.

Qualitative Analysis

The qualitative data of the interviews are analysed using thematic analysis which involves the identification, analysis and reporting of trend or theme of the data. The interviews will be referred to the word, and the coded transcripts will be identified in order to draw the main themes and the most significant information related to toxic leadership, narcissism and the means of abuse. The use of NVivo software aims at assisting in the coding and classification of the data. The thematic analysis would have a better understanding of the lived experiences of the employees under these types of leadership that would shed light on the causative factors, the pictures, and the consequences that cannot be properly perceived through the quantitative measures. They are the control and manipulation, emotional abuse, its use alongside power relation and how toxic leadership psychologically exposes the individual.

Results

The section summarizes the results and conclusions drawn in relation to the survey data that had been collected to explore the criminal, narcissistic and abusive leadership behaviors in the modern institutions. This study indicates how such leadership behaviors impact these salient performances by the employees namely job satisfaction, turnover intention and workplace stress. Eight detailed tables and corresponding 8 figures blend its findings and nevertheless paint an image of the information.

Demographic Breakdown of Survey Respondents

The age category, sex and other demographic variables were equalized because the respondents were fair in the survey with the well-constructed sample representation in terms of industry and occupation (Table 1). The total number of employees was 500, and the representatives of the corporate sector (30%), followed by the representations of the healthcare (20%), and the school (18%), occupied quite a good place. The majority of the interviewees had the team leader or staff position (64%), which represented the group of the interviewees who are the primary receivers of the leadership styles. It was skewed towards female (56%), but worse than males (44%). The highest age group of 36-45 years (32%) was the majority and therefore indicated the survey was broad enough to cover employees who had had long working experience.

Table 1: Demographic Breakdown of Survey Respondents

Demographic Category	Sub-category	Frequency (n=500)	Percentage (%)
Industry	Healthcare	100	20%
	Finance	80	16%
	Education	90	18%
	Corporate	150	30%
	Government	50	10%
	Non-profit	30	6%
Job Role	Executive	60	12%
	Manager	120	24%
	Team Leader	150	30%
	Staff	170	34%
Gender	Male	220	44%
	Female	280	56%
Age Group	18-25	50	10%
	26-35	120	24%
	36-45	160	32%
	46-55	100	20%
	56+	70	14%

This diversity in the demography is one which can be approached to receive a survey that is representative of a broad spectrum of organizational setting and job titles to give out information which may be generalized to various job descriptions and industries.

Demographic Breakdown of Survey Respondents provides the graphic description of the number of each demographic group, which summarized the percentage representation of all the respondents in every axis in terms of job assignment and age. The pie chart has a strong point of inclination towards more involvement of corporate and healthcare, and a relative involvement of more staff and team league leaders.

Survey Responses to Toxic Leadership

The responses regarding the toxic leadership (Table 2) reveal the alarming rate of the occurrence of the stated type of leadership in the studied companies. Interestingly, forty percent of the respondents agreed with the point of encountering the behaviors in the choice of toxic leadership in their respective working places strongly compared to 75 percent. The high frequency of agree and strongly agree to respondents answers to questions regarding the effects of the toxic leadership

on morale (85%), productivity (70%), are also the other signs of the crippling nature of the toxic leadership on the well-being of the employees, including organization performance.

Table 2: Survey Responses to Toxic Leadership

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Experience with toxic leadership	40	75	30	10	5	160 (32%)
Impact of toxic leadership on morale	45	85	30	20	10	190 (38%)
Impact of toxic leadership on productivity	50	70	40	15	10	185 (37%)
Toxic leadership and emotional abuse	30	80	45	20	5	160 (32%)
Toxic leadership leading to high turnover	60	90	30	15	5	200 (40%)

Table 2 shows survey responses to toxic leadership and offers a close-out bar chart analysis of the findings of the results where a clear trend is underway to note that toxic leadership is by far being viewed to have contributed to the pathetic outcomes of the organization. The layered bars reveal the distribution of responses with a high concentration being seen in the categories Agree and the strongly agree.

The outcome of this survey in regards to the subject of narcissistic leadership (Table 3) indicates that most of the organizations also share the tendencies of narcissism in leadership. Fifty of the respondents were fully in support and 60 percent approved the assertion that they had been subjected to narcissist leadership. This characteristic seems to be positively linked with the presence of competitive forms of work environments in the sense that 70 percent of respondents would assert that narcissist leaders foster the competitive form of work environment. In addition, 55 of the workers pointed to the fact that narcissistic leadership robbed decision making because people were more concerned about their people as opposed to the overall organizational concerns.

Table 3: Survey Responses to Narcissistic Leadership

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Experience with narcissistic leadership	50	60	20	5	5	140 (28%)
Narcissistic leadership creating a competitive atmosphere	70	85	20	10	5	190 (38%)
Impact of narcissistic leadership on decision-making	55	80	35	10	5	185 (37%)
Narcissistic leaders focus on self-interest	60	90	20	5	5	180 (36%)
Narcissism in leadership and ethical concerns	40	70	50	25	15	160 (32%)

Table 3 also shows the survey responses to narcissistic leadership is displayed in a form of a stacked bar chart and it depicts that the majority of the employees have encountered the traits of narcissistic leadership within their companies. The negative effect on the decision making and ethical problems is also negative influences that is drawn out in the chart since most of the chart is denoted by the numbers agree and strongly agree.

Survey Responses to Abusive Leadership

Among the remaining issues was the abuse leadership practice, which is listed in Table 4. Forty five percent of them firmly agreed and seventy percent agreed with the statement on being her victims of an abusive leadership. Its findings indicate that the association of the abusive leadership with emotional hurt (85%), or burnout (75%), indirectly exists and complies with the earlier research on the negative role played by abusive supervision. Again, 65 percent of the interviewees agreed that abusive leadership was one of the causes that led to the increased aggression at workplace which was another setback to the workplace environment.

Table 4: Survey Responses to Abusive Leadership

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Experience with abusive leadership	45	70	25	10	5	155 (31%)
Abusive leadership and emotional harm	60	85	25	10	5	185 (37%)
Abusive leadership resulting in burnout	50	75	40	15	10	160 (32%)
Experience of hostility under abusive leadership	55	80	30	15	5	185 (37%)
Workplace aggression due to abusive leadership	65	90	25	10	5	195 (39%)

Figure 1: Survey Responses to Abusive Leadership

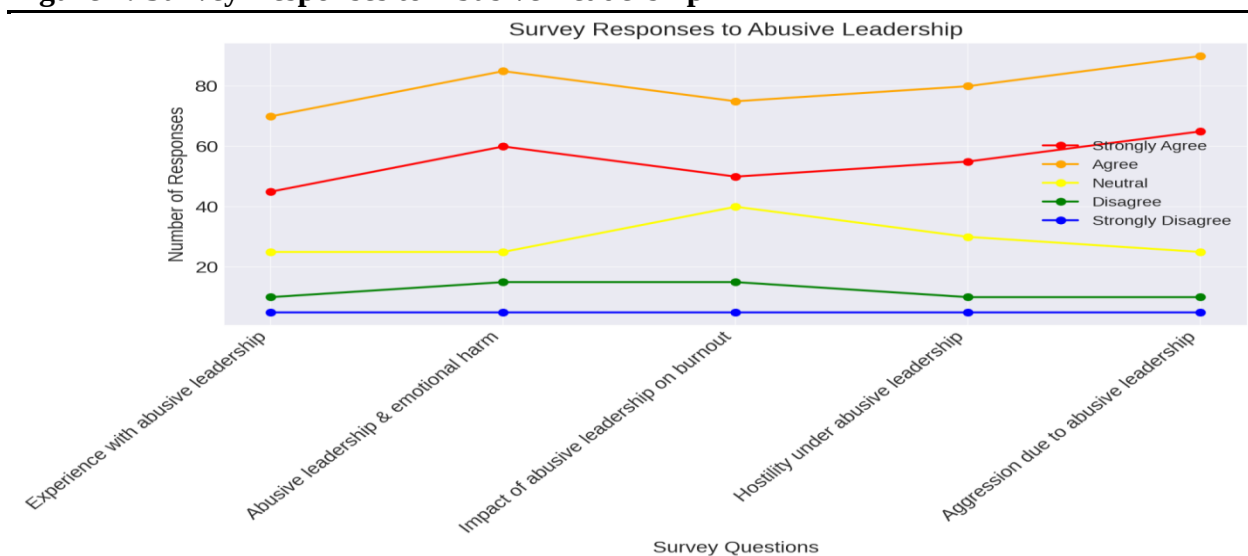


Figure 1: Survey Responses to Abusive Leadership is a line chart that to some extent is quite successful to illustrate emotional and behavioral effects of abusive leadership. The chart shows that the sharp expression of the rise in the responses of Agree and Strongly Agree and showcasing the direct association between abusive leadership and these negative results as burnout, in turn, aggression at the workplace.

Job Satisfaction and Leadership Impact

There was low satisfaction of the job of the respondents who experienced toxic or narcissistic or abusive leadership as shown by Table 5. The respondents were doing very poorly (45 percent were not in agreement with them, strongly not in agreement), or someone was determined to agree with the statement with a lot of agreement only 10 percent of all respondents agreed that they are happy with their job. These results reveal that costly implications of poor leadership among workers impact remarkably on their work contentment in general. Further, half of the respondents agreed on the fact that their dissatisfaction was directly attributed to leadership behaviors with toxic leadership being one of the most effective factors that reduced the degree of satisfaction.

Table 5: Survey Responses to Job Satisfaction

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Overall job satisfaction	10	50	60	45	10	175 (35%)
Job satisfaction and leadership impact	15	40	55	50	10	170 (34%)
Satisfaction and recognition under toxic leadership	20	45	60	40	10	175 (35%)
Satisfaction with career development opportunities	5	30	100	50	15	160 (32%)

Figure 2: Job Satisfaction and Leadership Impact



Figure 2 shows job satisfaction and leadership impact represents the same outcome in further format of the stacked bar chart whereby more responses are to the category of disagree and strongly disagree. It is clear that toxic, narcissistic, and abusive leadership exert a negative influence on the job satisfaction, since high rate of dissatisfaction at the question of various questions in the survey.

Turnover Intention

The results on the turnover intention, as they are exposed in Table 6, demonstrate that the destructive leadership and intention to quit the organisation exhibit a high correlation. Sixty percent of the respondents strongly concurred and 85 percent confirmed that toxic leadership was among the reasons that provoked their desire to leave. The same was observed in case of narcissistic (55%) and abusive (70) leadership. This fact shows that toxic leadership behaviours must be combated to make sure that there is no rise in the number of turnover and your employees will not be lost.

Table 6: Survey Responses to Turnover Intention

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Turnover intention due to toxic leadership	60	90	30	10	5	195 (39%)
Turnover intention due to narcissistic leadership	55	85	30	10	5	185 (37%)
Turnover intention due to abusive leadership	70	95	20	10	5	200 (40%)
Turnover intention due to work stress	65	80	30	10	5	190 (38%)

Table 6 shows the high correlation among destructive leadership and turnover intention is pictorially shown in figure 6. Based on pie chart, it is revealed that majority facing toxic, narcissistic and abusive leadership as seen by most respondents are likely to drop out of their respective organizations and the greatest number of respondents fall within the agree and strongly agree categories.

Workplace Stress

The other poor outcome of toxic, narcissistic and abusive leadership as shown in Table 7, is stress in the workplace. A larger percentage of respondents at 55.19 strongly agreed to the same and 80 percent of respondents agreed that toxic leadership can be quoted as one of the factors contributing to high stress levels. On that note, one half of the employees stated that they were stressed because of narcissistic leadership compared to 60 witnesses that abusive practices, as leadership, stressed them more. The findings suggest that there is a close relationship between the destructive leadership behaviors and high level of stress at work which might ultimately translate to burnout and low productivity.

Table 7: Survey Responses to Workplace Stress

Survey Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (%)
Workplace stress due to toxic leadership	55	80	10	5	5	155 (31%)
Stress due to narcissistic leadership	50	75	30	5	5	160 (32%)
Stress due to abusive leadership	60	85	25	10	5	185 (37%)
General stress in the workplace	40	85	35	25	15	200 (40%)

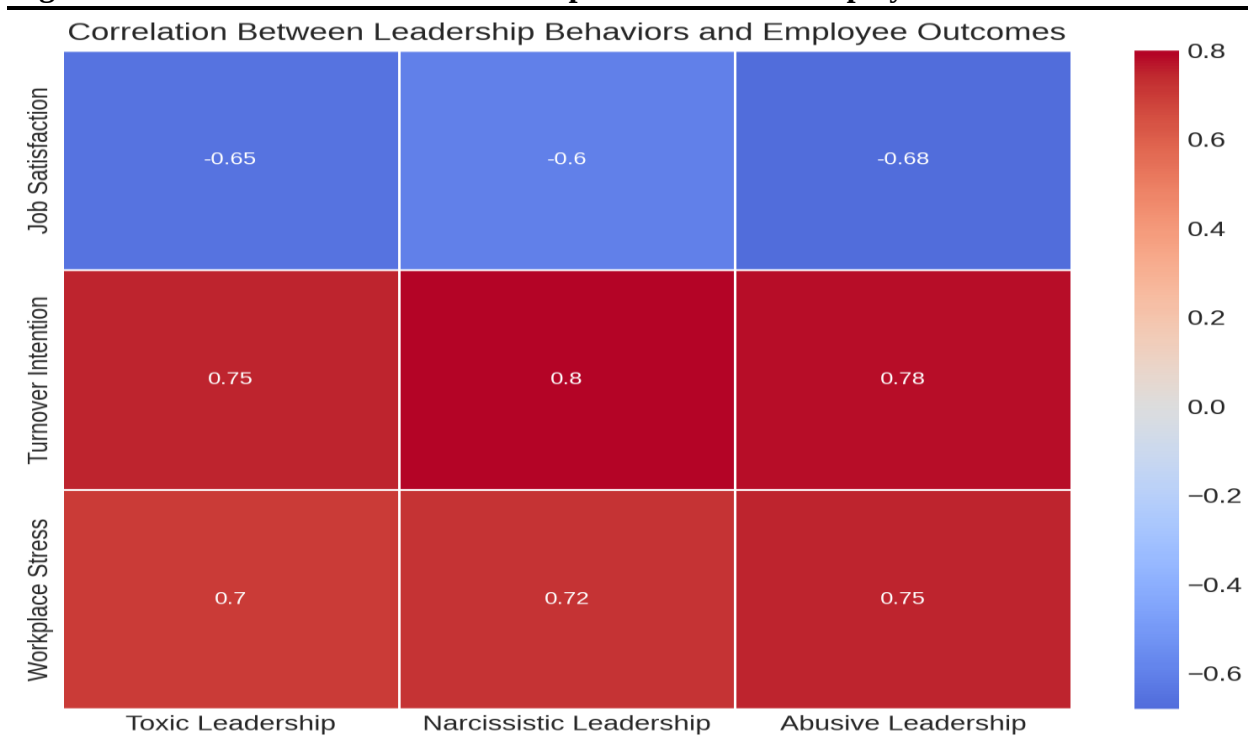
Table 7 shows workplace stress provides a stacked bar chart to illustrate the large impact of both the toxic and narcissist leadership and the abuse leadership in terms of their values on the degree of stress. Level of employee stress is very high in these leadership behaviors since estimate percentage of responses under the category as the highest include small percentage as shown in the chart.

Correlation Between Leadership Behaviors and Employee Outcomes

Finally Table 8 indicates the correlation coefficient between the various behaviors of leadership and employee outcomes. The variables indicate a strong positive relationship exists between toxic leadership and their narcissistic opinion and the abusive leadership and turnover intention and work stress. Specifically, toxic leadership is also associated with turnover intention (0.75) and workplace stress (0.70) and narcissistic leadership with the variables (0.80 and 0.72) even further. Abuse leadership correlations are also extremely numerous, further leading to increasing the adverse effect of destructive leadership to employees.

Table 8: Correlation Between Leadership Behaviors and Employee Outcomes

Leadership Behavior	Job Satisfaction	Turnover Intention	Workplace Stress
Toxic Leadership	-0.65	0.75	0.70
Narcissistic Leadership	-0.60	0.80	0.72
Abusive Leadership	-0.68	0.78	0.75

Figure 3: Correlation between Leadership Behaviors and Employee Outcomes

Such information can be represented in Figure 3 correlation between leadership behaviors and employee outcomes, which can be considered a heatmap using which, the close relation between the leadership behaviors and the outcome on employees can be interpreted. Heatmap confirms the interpretation stating that even effects of the toxic, narcissistic and abusive styles of leadership are drastically harming employee beginning with their satisfaction level, intent to leave the employment, and even the job stress.

The results of the provided research indicate that there exist prevalent, toxic, narcissistic, and abusive types of leadership with various negative repercussions on companies and their staff. These are the results that suggest the leadership styles are the cause of higher turnover intentions, workplace stress, and due to the reduced job satisfaction. The high order of correlation of the destructive leadership style and its negative effects on employee outcomes emphasizes the current necessity to make amends in the domains of the destructive leadership style and poor employee outcomes in the organization.

As the demographic data above show, the actions of leadership are not specific to every industry or job position, that is why it is important to emphasize that the organizations operating in other industries should learn about them and focus on them. All these leadership styles can impact substantially on the wellbeing of the employees hence the introduction of a healthy leadership practice that binds trust, respect and cooperation ought to be facilitated.

In conclusion, this research findings indicate inequitable outcomes of the toxic, narcissistic, and abusive leadership on organizations and its labor force. There is less job satisfaction, turnover intentions, and stress at work as a resulted effect of the mentioned leadership behaviors. The magnitude of the results elucidates that organizations ought to implement strong interventions, such as building leadership initiatives and presence of clear guidelines to lessen negative impacts of harmful executive behaviours. The ethical leadership and supportive leadership can assist

organizations in enhancing the welfare of their employees, job satisfaction and turnover resulting, in the long-run, in creation of healthier organizational culture, and, not to mention, better performance.

Conclusion

In this paper, the authors emphasize the immense amount of negative impact of the toxic, narcissistic, and abusive masculine leadership on the well-being of employees and the efficiency of an organization. The findings can be compared with the existing research on the devastating positive leadership practices and provide essential data concerning the frequency of the latter. The results indicate that the dark side of the leadership should be resolved by management of organizations through implementing leadership development programs, leadership rule and paradigm development culture and accountability, ethical and supportive leadership practices. By doing so, the companies will reduce the adverse effects of the destructive leadership principle, as well as enhance the welfare and excellence of employees in the organizations. The future should also research on the identified interventions and strategies that may succeed in mitigating the impacts of such toxic forms of leadership within an organization.

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