

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/326665451>

# Impact of toxic leadership on work outcomes: An empirical study of public banks in the UAE

Article in *International Journal of Public Sector Performance Management* · January 2018

DOI: 10.1504/IJPSPM.2018.093470

CITATION

1

READS

716

3 authors:



**Hend Hamad Al Zaabi**

Abu Dhabi University

2 PUBLICATIONS 2 CITATIONS

[SEE PROFILE](#)



**Hossam M. Abu Elanain**

Abu Dhabi University

17 PUBLICATIONS 385 CITATIONS

[SEE PROFILE](#)



**Mian M. Ajmal**

Abu Dhabi University

91 PUBLICATIONS 1,355 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Knowledge Sharing in Technology-intensive Manufacturing Organizations: Analytic Hierarchy Process Approach [View project](#)



Social Sustainability in Business Organizations: Stakeholders' Perspective [View project](#)

---

## Impact of toxic leadership on work outcomes: an empirical study of public banks in the UAE

---

Hend Hamad Al Zaabi\*,  
Hossam M. Abu Elanain and  
Mian M. Ajmal

College of Business,  
Abu Dhabi University,  
P.O. Box 59911, Abu Dhabi, UAE  
Email: 1013805@students.adu.ac.ae  
Email: hossam.elanain@adu.ac.ae  
Email: mian.ajmal@adu.ac.ae

\*Corresponding author

**Abstract:** This study assesses the direct and indirect impact of toxic leadership on organisational trust, organisational citizenship behaviour, and group productivity through the mediating role of group cohesion in the banking sector in the UAE. This study applies a quantitative approach, using structural equation modelling (SEM) with the analysis of moment structures (AMOS) 20 software package to evaluate the impact of toxic leadership on job outcomes. The results show that toxic leadership in the banking sector has a significant relationship with organisational trust, organisational citizenship behaviour, and group productivity. This study is one of the first comprehensive studies in the banking sector in the UAE to explore the effects of toxic leadership on job outcomes.

**Keywords:** toxic leadership; organisational trust; group productivity; group cohesion; organisational citizenship behaviour; UAE.

**Reference** to this paper should be made as follows: Al Zaabi, H.H., Abu Elanain, H.M. and Ajmal, M.M. (2018) 'Impact of toxic leadership on work outcomes: an empirical study of public banks in the UAE', *Int. J. Public Sector Performance Management*, Vol. 4, No. 3, pp.373–392.

**Biographical notes:** Hend Hamad Al Zaabi is a DBA candidate at the College of Business Administration, Abu Dhabi University, UAE. She holds an MBA from the Abu Dhabi University and a Bachelor degree in Finance and Human Resources Management from the Zayed University. Her current interest is in toxic leadership.

Hossam M. Abu Elanain is a Professor of Management at the College of Business Administration at the Abu Dhabi University. He holds a PhD in Management from the Loughborough University. His areas of research include HR, OB, and leadership. His work has been published in the *International Journal of Organisational Analysis*, *Journal of Management Development*, *Cross Cultural Management: An International Journal*, *Journal of Applied Management and Entrepreneurship*, *Management Research Review*, and *S.A.M. Advanced Management Journal*.

Mian M. Ajmal is working as an Associate Professor of Management at the Abu Dhabi University, Abu Dhabi, UAE. He holds a Doctorate and a Master's degree in Business Administration and Economics. He earned his Doctoral degree in Industrial Management from University of Vaasa, Finland. His research interests pertain to knowledge, project and supply chain management; entrepreneurship; sustainability and organisational behaviour and culture. He has published a number of research articles in several internationally known journals.

---

## 1 Introduction

The concept of toxic leadership has recently become an essential issue for various organisations (Yavaş, 2016). Leaders' toxic and destructive behaviours have a significant effect on employees and work outcomes. Previous studies showed the connection between toxic leadership and negative outcomes including low satisfaction with work (Ghosh et al., 2011), increased absenteeism (Goldman, 2006), low performance and groupthink (Schmidt, 2008), decreased employee productivity and motivation (Cortina et al., 2001; Pelletier, 2010), declining satisfaction (Thoroughgood et al., 2012) and lower commitment within the organisation (Mehta and Maheswari, 2013) and higher employee turnover intentions (Starratt and Grandy, 2010).

Compared to other countries in the Middle East, Gulf region and North Africa, the UAE, which was founded in 1971, is one of the most rapidly developing countries (Suliman and Al Kathairi, 2013). The banking industry in the UAE plays a pivotal role in its economy by financing firms to help them to grow and assisting citizens with planning and managing financial transactions. The financial services sector accounted for about 1.1% of employment in the UAE and 10.2% of non-oil gross domestic product in 2012. Additionally, the banking sector influences jobs in the UAE through job creation in companies (Farouk et al., 2016). The UAE has the highest degree of banking intermediation regarding assets, loans, and deposits within the Gulf Cooperation Council (GCC) countries. In addition, the high level of banking infrastructure enhances the developed banking infrastructure in the UAE (UAE Banking Sector Analysis, 2012).

This study aims to fill the current research gap and to examine the impact of toxic leadership and the mediating role of group cohesion on jobs outcomes in the UAE because there are no studies of toxic leadership in a non-Western context. Hitchcock (2015) examines the relationship between toxic leadership, organisation citizenship, and turnover behaviours as mediators of commitment in non-profit organisations. Schmidt (2014) examines the impact of toxic leadership on job satisfaction, group productivity, organisational trust, and organisational commitment with the mediating role of group cohesion in the military. Our study examines the impact of toxic leadership on job outcomes in the banking sector and the effect of toxic leadership on OCB and employee engagement, which Schmidt (2014) did not cover.

In the next section, we review the relevant literature on toxic leadership, organisational trust, organisational citizenship behaviour, group productivity, and group cohesion and their relationships with toxic leadership. In Section 3, we present the

research model, which links toxic leadership with job outcomes. Section 4 discusses the research methodology and data analysis. Section 5 presents the results and implications of the analysis, and concludes with a discussion of the limitations.

## 2 Theoretical background

### 2.1 Toxic leadership

The definitions of toxic leadership in Table 1 are based on prior research on negative leadership (Kellerman, 2004; Lipman-Blumen, 2005; Reed, 2004; Whicker, 1996). Despite the shared attributes, there is no definitive conceptual framework of toxic leadership as of yet (Dobbs, 2014). Various articles clarify that toxic leadership is negative for followers and harms all firms (Mehta and Maheshwari, 2013; Pelletier, 2010; Tepper, 2007; Yagil and Luria, 2010). Workplace toxicity occurs when teams or subordinates feel abused. Toxic leadership generates complaints about negative working environments under supposedly abusive managers (Maxwell, 2015). The toxicity results from the effects of the behaviour on all members of the work group; even when leaders concentrate their negative behaviours on one or just a few subordinates, it has negative effects on the entire group (Lipman-Blumen, 2006; Whicker, 1996). Pelletier (2010) observed negative effects at the department and company levels, even when only part of the organisation was subject to toxic leadership behaviours, indicating that the negative effect of toxic behaviours does not rely on direct action or experience to damage the organisation (Schmidt, 2014).

**Table 1** Definitions of toxic leadership

| <i>Author</i>        | <i>Description</i>                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Whicker (1996)       | Neurotic, complainer, and usually mean, even cruel; thrives by bringing others down (p.12)                                                                                                                                                                                                                                                                                |
| Lipman-Blumen (2005) | Leaders who participate in harmful behaviour and who show specific dysfunctional individual traits; the motivation to harm others or benefit the self to the detriment of others differentiates seriously toxic leaders from unintentional or careless toxic leaders, who similarly cause negative effects (p.18).                                                        |
| Reed (2004)          | Three major qualities of the toxic leadership syndrome are: <ol style="list-style-type: none"> <li>1 A clear absence of interest subordinates' welfare</li> <li>2 A character or interpersonal practice that affects the organisation's climate negatively</li> <li>3 A certainty by subordinates that the leader is primarily driven by self-interest (p.67).</li> </ol> |
| Schmidt (2008)       | Self-promoters, narcissists who indulge in authoritarian supervision and in unpredictable patterns of abuse (p.57).                                                                                                                                                                                                                                                       |
| Tepper (2000)        | Subordinates' view of the level at which supervisors persistently show intimidating nonverbal and verbal behaviours, excluding physical contact.                                                                                                                                                                                                                          |

## 2.2 Dimensions of toxic leadership

- *Self-promotion*: Self-promotion is the first factor by which toxic leadership can be identified. This behaviour involves leaders who promote their own interests and threaten rivals or employees who might have extraordinary skills (Schmidt, 2008). This quality is common among superiors at high levels of an organisation – toxic leaders use their organisational level for their own selfish gain (Schmidt, 2014).
- *Unpredictability*: The second quality of toxic leaders is that they are unpredictable, which involves a variety of behaviours that may imply frequent shifts in mood. Most studies on toxic leadership focus on providing support or recommendations for how to handle a toxic leader (Dyck, 2001; Taylor, 2007). One note from these studies is that the toxic nature of leadership is a steady trait; that is, toxic leaders are toxic most of the time. Another scholarly review on leadership assumes that the negative traits of leaders – being abusive, autocratic, and authoritarian – are regular aspects of a leader's behaviour. In other words, the very meaning of toxic supervision is that the leader remains hostile (Tepper, 2007).
- *Narcissism*: Toxic leadership also has elements of narcissistic leadership. Narcissism is a key issue for many managers and chief executive officers (Dearlove, 2003). This refers to an interest in oneself, also called self-love or self-admiration. Narcissism plays an unclear role in leadership. Researchers disagree about what this type of leadership is and how to interpret it. Many existing works on this kind leader employ simple examples and explanations (Dreijmanis, 2005; Sheng, 2001).
- *Authoritarian leadership*: Another factor that explains the issue of toxic leadership is authoritarian leadership, which refers to the characteristics of leaders who show authority and control over employees while demanding their respect (Cheng et al., 2004). This type of leadership is underdeveloped and is a factor of toxic leadership. Although this reasoning is beginning to attract some scholarly attention (Aryee et al., 2007) other researchers largely ignore it.
- *Abusive supervision*: The final aspect of toxic leadership is that it entails unprofessional behaviour, which indicates that these leaders lack collegial respect for peers and subordinates, task competence, and personal and professional integrity (Schmidt, 2008). This category revolves around unprofessional acts leaders perform that result in employee disapproval and denial, ultimately demotivating them (Schmidt, 2008).

## 2.3 Organisational citizenship behaviour

Organ (1988) defines OCB as individual-level, unrestricted discretionary behaviour influencing an organisation's effectiveness. Because it is independent, it lacked formal recognition in a company's reward system. Despite the lack of acknowledgment, Organ (1988) argues that this behaviour generates positive outcomes, with the potential to improve the overall performance and efficiency of the organisation (Appelbaum et al., 2004; Hall et al., 2009). Because it is optional, formal job descriptions and official codes of conduct do not include this behaviour. Employees are thus required to display this

conduct, and bear no harsh penalty if they do not act in a manner indicating that they are organisational citizens (Podsakoff et al., 2000). Table 2 represents the characteristic of organisation citizenship behaviour.

**Table 2** Organisational citizenship behaviour

| <i>Author</i>                | <i>Description</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organ (1988)                 | A discretionary behaviour associated with an individual; unrestricted work behaviours influencing the effectiveness of an organisation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Barroso Castro et al. (2004) | <p>Several items are critical components of this practice:</p> <ul style="list-style-type: none"> <li>• OCB tends to extend beyond the formal descriptions of employee behaviour within the organisation; thus official job descriptions do not constrain a corporate citizen.</li> <li>• OCB is an optional behaviour and often based on an individual's preference.</li> <li>• Unlike other organisational practices, OCB does not often result in rewards for employees. In fact, the formal organisational structure neither recognizes it nor appreciates it.</li> <li>• Most importantly, this behaviour makes a critical contribution to organisational performance, operations, and effectiveness.</li> </ul> |
| Shahin et al. (2014)         | <p>There are three main qualities associated with OCB:</p> <ul style="list-style-type: none"> <li>• First, citizenship behaviour within the company should be voluntary.</li> <li>• Second, the various benefits associated with this behaviour tend to affect the organisation. The outcomes of this behaviour are not limited to the individual, but the effects tend to be of an organisational magnitude.</li> <li>• Finally, OCB tends to have different defining features.</li> </ul>                                                                                                                                                                                                                           |

## 2.4 Organisational trust

Zand (1972) defines trust as a 'willingness to be vulnerable to others whose behaviour one cannot control'. Trust also plays a role in employee satisfaction (Driscoll, 1978; Shockley-Zalabak et al., 2000, 2010; Callaway, 2006), reduces transaction costs (Chow, 2008), improves employee commitment (Ristig, 2004), and increases profitability (Davis et al., 2000). In addition, trust leads to continuous collaboration (Malhotra and Lumineau, 2011) and better team performance (Sheila, 2002), as well as better organisational health (Beccerra and Gupta, 1999).

**Table 3** Organisational trust

| <i>Author</i>                                   | <i>Description</i>                                                                                                            |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Mayer et al. (1995) and Schoorman et al. (2007) | Includes an employee's assumptions of an organisation's trustworthiness and the employee's tendency to trust the organisation |
| Shockley-Zalabak et al. (2000)                  | Anchored in communication-based, multi-faceted, and dynamic communication                                                     |

### 2.5 *Group productivity*

The term team is frequently used in place of the term group in today's organisations, though some employees and managers still prefer the term group. A group is two or more of interdependent people interacting to achieve particular goals (Gladstein, 1984). The outcomes depend on the structural features of the group, such as the clarity of goals and roles, team rewards, shared values relating to work, and leadership (Gladstein, 1984). Proximity between members and group size also affect productivity (Scott, 2005). Another relevant feature is group composition, which includes factors such as group members' personalities, knowledge and abilities, experience and job skills, and heterogeneity (Martins et al., 2004; Powell et al., 2004).

**Table 4** Group productivity

| <i>Author</i>                                  | <i>Description</i>                                                                                                                              |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Huber (2012)                                   | A measure of an internal and external team's ability to achieve a task or mission effectively.                                                  |
| Martins et al. (2004) and Powell et al. (2004) | Group composition includes factors such as group members' personalities, knowledge and abilities, experience and job skills, and heterogeneity. |

### 2.6 *Group cohesion*

Group cohesiveness refers to "the resultant forces which are acting on the members to stay in a group" [Festinger, (1950), p.274], including mutual trust, experience of acceptance, group cooperation, and a sense of belonging (Lese and MacNair-Semands, 2000). It represents commitment and the investments in the group through its members. Moreover, any kind of group can achieve cohesiveness, regardless of the objective or tasks. Members in cohesive groups feel mutually rewarded and engaged with a feeling of being affirmed and uplifted after every meeting (Hornsey et al., 2009). Group cohesiveness also represents positive affective regard, social unity, and trust throughout the group (Molm, 2010). Earlier research shows that increasing group ties and cooperative expectations leads to friendly interactions between group members and facilitates cooperation (Jackson, 2011).

Rosh et al. (2012) ranked group cohesion among the most researched areas of interest linked to performance and team effectiveness. Regarding the former, several scholars examine the motivational and social forces within group members (Severt and Estrada, 2015). Beal et al. (2003) suggest that these forces are an essential part of the concept of cohesiveness that facilitates better performance.

**Table 5** Group cohesion

| <i>Author</i>    | <i>Description</i>                                                                                   |
|------------------|------------------------------------------------------------------------------------------------------|
| Festinger (1950) | All forces coercing members to stick to the group (p.274)                                            |
| Shaw (1981)      | The level to which group members are fond of each other and want to remain members of the group.     |
| Langfred (1998)  | The level to which group members feel part of the group and their wish to stay in the group. (p.127) |

### **3 Hypothesis development and model**

#### *3.1 Toxic leadership and OCB*

OCB consists of individual employees' actions towards one another, or by one group towards another, which enhance long-term organisational productivity (Organ, 1997). Organisations with high performance expectations will commonly seek to advance this type of behaviour among employees (Hogan and Kaiser, 2005). Beliefs among employees that they have a supportive leader increases OCB (Smith et al., 1983). While organisational toxicity suppresses OCB, successful organisations tend to have employee helping one another and holding positive attitudes towards the organisation (Zellars et al., 2002; Rafferty and Restubog, 2011). Conversely, employees display less OCB under toxic leaders (Podsakoff and MacKenzie, 1997; Zellars et al., 2002; Eatough et al., 2011; Rafferty and Restubog, 2011). In summary, successful organisations have employees that are willing to help each other while projecting a positive attitude about the organisation, while toxicity undermines OCB. Therefore, we expect the negative effects of toxic leadership to influence the organisation when colleagues are unwilling to help one another outside of direct, explicit job requirements (Hitchcock, 2015):

Hypothesis 1 Toxic leadership is negatively related to OCB.

#### *3.2 Toxic leadership and group productivity*

Numerous authors call for empirical studies on work group productivity and toxic leadership. Some argue that toxic leaders might actually have a short-term positive affect on productivity via their negative behaviours. For example, Whicker (1996) describes toxic leaders as those who bully their employees into higher levels of productivity by inculcating fear of toxic reprisals. However, these improvements were short-lived and would invariably lead employee burnout and/or turnover. Researchers applying COR theory indicate that toxic leadership reduces employees' resources and their ability to cope with job demands, which increases job stress (Vinokur et al., 2011). Thus, prior studies suggest a negative relationship between toxic leadership and productivity:

Hypothesis 2 Toxic leadership is negatively related to subordinates' perceptions of group productivity.

#### *3.3 Toxic leadership and organisational trust*

This study investigates organisational trust as the degree that employees perceive that the organisation values them. The COR theory literature demonstrates that feelings of being valued by an organisation provides subordinates with additional resources (Kalshoven and Boon, 2012). Because leaders are the organisation's authority with whom employees generally have the most contact, they tend to regard the leader's behaviours as indicators of how the organisation itself feels about their roles in the organisation (Tepper et al., 2011). Bowling and Michel (2011) observe that when employees attribute supervisors' destructive behaviour to the dismissive culture of the organisation, the relationship between their perceptions of abusive leadership and their deviant behaviours and display of organisation-directed counter-productivity was significantly stronger. Therefore,

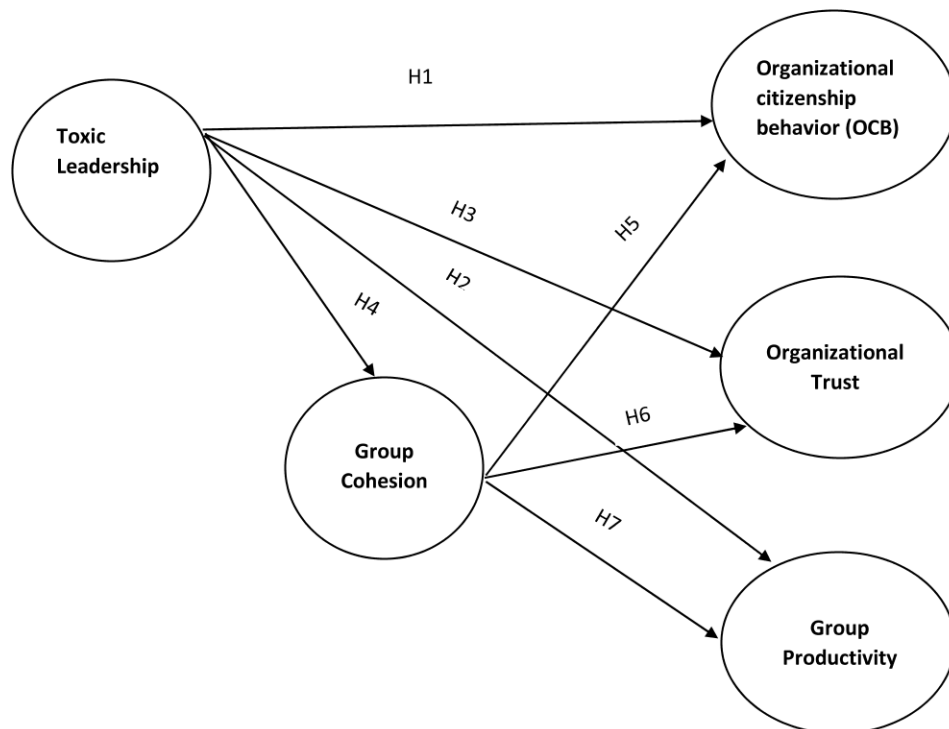
previous studies suggest a negative relationship between toxic leadership and organisational trust:

**Hypothesis 3** Toxic leadership is negatively related to subordinates' perceptions of organisational trust.

### 3.4 The mediating effect of group cohesion

The definition of group cohesion often takes the form of a multidimensional framework that highlights the attraction members have towards the group and their willingness to remain part of the group in the future (Michalisin et al., 2007). Lipman-Blumen (2006) suggests that group cohesion mediates the relationship between toxic leadership and job outcomes, though there are no empirical tests of this hypothesis (Schmidt, 2014). Group cohesion is also conceptualised as an essential work-related resource that mediates the relationship among workplace stressors and job outcomes (Schmidt, 2014). Schat and Frone (2011) find that aggression in the workplace could threaten group cohesion amongst co-workers, thus reducing the firms' resources by decreasing employees' affective commitment toward the organisation.

**Figure 1** Hypothesised model



Schmidt (2014) finds that group cohesion mediates the relationship between toxic leadership and jobs outcomes. However, this study found that group cohesion was a full mediator for the relationships between unpredictability, self-promotion and abusive supervision and job outcomes of work group productivity. Nevertheless, group cohesion

was a partial mediator in the relationships between narcissism and authoritarian leadership and the job outcomes of work group productivity. The results added to the literature on COR theory that conceptualises group cohesion as an essential work-related resource (Schat and Frone, 2011):

- Hypothesis 4      Toxic leadership is negatively related to group cohesion.
- Hypothesis 5      Group cohesion mediates the negative relationship between toxic leadership and OCB.
- Hypothesis 6      Group cohesion mediates the negative relationship between toxic leadership and organisational trust.
- Hypothesis 7      Group cohesion mediates the negative relationship between toxic leadership and group productivity.

## 4 Research methodology

### 4.1 Research instrument

The questionnaire used five-point Likert scales ranging from strongly disagree (1) to strongly agree (5) to measure the items in the constructs. *Toxic Leadership* is measured on five dimensions, including self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership on 15 items developed by Schmidt (2008) (see Schmidt, 2014 for a shortened version). OCB is measured using the 3-item OCB scale developed by Chen et al. (1998). We categorise and describe this scale as one dimension, in which a higher rating indicates a higher level of positive OCB among employees. *Group Cohesion* is measured using Dobbins and Zaccaro's (1986) scale, which measures group cohesion as a single variable by examining responses related to task commitment, belonging, and attraction. The scale contains eight items that asked employees to rate their sense of attraction and belonging to the group. The questions based on Dobbins and Zaccaro's (1986) scale was adopted from Hall (2015). *Organisational Trust* is measured using Hon and Grunig's (1999) scale, which has been validated and used in various studies. The measure contained 11 items to evaluate the strength of the relationship between organisational members and management, conceptualised as strategy in a two-way relationship with organisational members toward organisational outcomes and achieving mutual benefits (Agarwal, 2013). Finally, *Group Productivity* is measured using Schmidt's (2014) DEOCS survey, which includes a 4-item scale that measures subordinates' perceptions of work group productivity.

### 4.2 Data collection and analysis

This cross-sectional study took place within a 20-week period. We distributed 600 questionnaires in person or via e-mail to capture participants' responses using a Survey Monkey (surveymonkey.com) link. The survey achieved a response rate of 74% during the third visit after the authors collected 456 complete questionnaires. Of these, we selected 447 usable responses from the UAE local and non-local employees of ten banks in Abu Dhabi. We used Cohen's power analysis to determine the required sample size and ensure statistical validity (Cohen and Cohen, 1983). Using a statistical test is

important because it allows the researcher to address any effect on a sample if such an effect exists within the population (Aiken and West, 1991). We aimed for a target power of 0.80 and work with an effect size of 0.10 with an alpha of 0.05 (Cohen and Cohen, 1983), which indicates a sample size of 432 respondents. Our sample of 447 usable questionnaires is thus appropriate for this study. Furthermore, using McGrath's (1986) recommendation, we minimised bias using various methods. First, the study objective was not provided to the respondents to avoid pre-empting them. Second, this study uses randomly structured scales within the questionnaire and negative ordering in some of the measurement scales. Table 6 reports the respondents' demographic profile.

**Table 6** Respondents' demographic profile

| <i>General information</i> |                                                                   | <i>Frequency</i> | <i>Percentage</i> |
|----------------------------|-------------------------------------------------------------------|------------------|-------------------|
| Gender                     | Male                                                              | 64.4%            | 288               |
|                            | Female                                                            | 35.6%            | 159               |
| Job position               | Senior management                                                 | 11.41%           | 51                |
|                            | Middle management (department head, team leader)                  | 40.49%           | 181               |
|                            | Technical staff (technicians, operations, engineers)              | 10.29%           | 46                |
|                            | Support staff (accountants, assistants, administrators, officers) | 37.81%           | 169               |
| Age                        | 25 and below                                                      | 0.5%             | 2                 |
|                            | 26 to 35                                                          | 42.8%            | 161               |
|                            | 36 to 45                                                          | 37.0%            | 139               |
|                            | 46 and above                                                      | 12.2%            | 46                |
| Nationality                | 25 and below                                                      | 7.4%             | 28                |
|                            | Local                                                             | 26.8%            | 120               |
| Total years of experience  | Non-local                                                         | 73.2%            | 327               |
|                            | Less than 5 years                                                 | 39.1%            | 175               |
|                            | 6 to 10 years                                                     | 39.4%            | 176               |
|                            | 11 to 20 years                                                    | 18.1%            | 81                |
| Level of education         | 20 + years                                                        | 3.4%             | 15                |
|                            | High school or equivalent                                         | 9.6%             | 43                |
|                            | Diploma or technical school                                       | 9.2%             | 41                |
|                            | Bachelor's degree                                                 | 53.5%            | 239               |
|                            | Master's degree or higher                                         | 27.7%            | 124               |

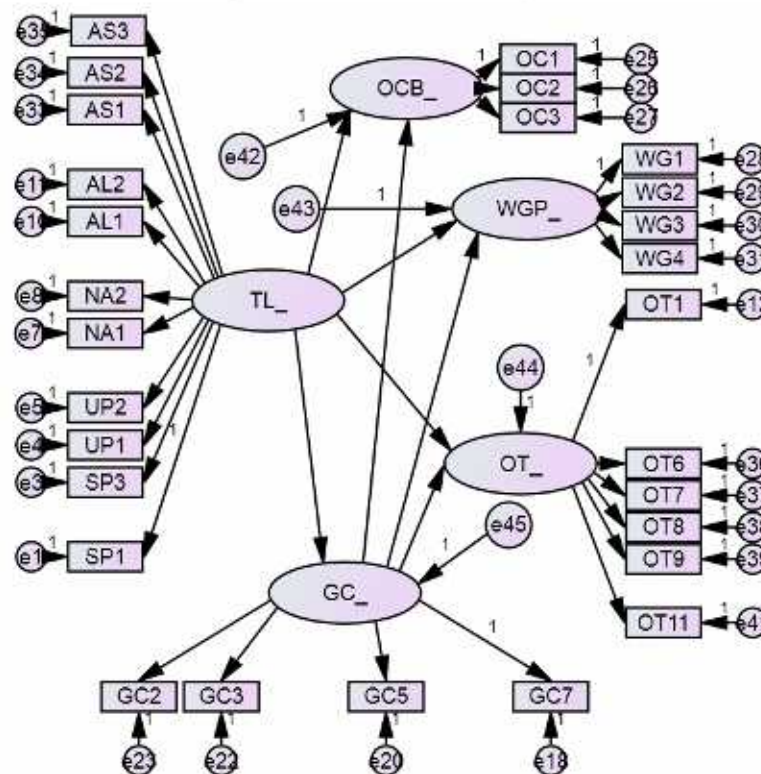
### 4.3 Data analysis

We used structural equational model (SEM) techniques with the AMOS 20 software package to analyse the data and test the hypotheses. SEM consists of the structural and measurement sub-models model, where the former describes the relationship between the latent/unobserved variables by determining how the latent variable effects changes in

other variables (Byrne, 2001), and the latter describes the relationship between the observed and unobserved variables. Further, the structural equation modelling process involves two models: fitting the structural model and validating the measurement model. We follow Kline (2005) in using path analysis with latent variables to fit the structural model and confirmatory factor analysis for validation.

Figure 2 and Table 7 present the goodness of fit indices to assess the initial model specification. The results show that the research constructs fit the data according to the incremental, absolute, and parsimonious model fit measures, which include the incremental fit index (IFI), chi-square per degree of freedom ratio ( $\chi^2/df$ ), comparative fit index (CFI), Tucker-Lewis index (TLI), and root mean square error of approximation (RMSEA). Nevertheless, the p-value is 0.00, though it should be greater than  $\geq 0.05$  (Hair et al., 2006).

**Figure 2** The structural model (see online version for colours)



**Table 7** Measurement model fit indices

| Model        | $\chi^2$  | Df  | P    | $\chi^2/df$ | IFI  | TLI  | CFI  | RMSEA |
|--------------|-----------|-----|------|-------------|------|------|------|-------|
| Hypothesised | 2,288.512 | 772 | 0.00 | 2.964       | .885 | .877 | .884 | .066  |
| Measurement  | 618.338   | 343 | 0.00 | 1.803       | .965 | .961 | .965 | .042  |

We thus had to use modification indices (MI) derived from the hypothetical model. According to Jöreskog and Sörbom (1993), this modification helps to achieve goodness of fit in the measurement model. In this case, we removed variables with the highest MI values, and therefore excluded the AL3, NA3, UP3, SP2, OT2, OT3, OT4, OT5, OT10, CG1, CG4, CG6, and CG8 variables from the analysis. We modified the measurement model, which improved the fit to the data (Table 7); IFI = .965, TLI = 0.961, CFI = 0.965, and RMSEA = .042. However, the *p* value did not change for the final model.

#### 4.4 Measurement model

It is important to test all constructs for unidimensionality, validity, and reliability after completing the modified final measurement model (Measurement Model). Table 8 summarises the reliability, factor loading, and validity for the final measurement model.

**Table 8** Properties of the final measurement model

| <i>Constructs and indicators</i>                  | <i>Factor loading</i> | <i>Std. error</i> | <i>Square multiple correlation</i> | <i>Error variance</i> | <i>Cronbach alpha</i> | <i>Composite reliability</i> | <i>AVE</i> |
|---------------------------------------------------|-----------------------|-------------------|------------------------------------|-----------------------|-----------------------|------------------------------|------------|
| <i>Toxic leadership</i>                           |                       |                   |                                    |                       | 0.95                  | 0.93                         | 0.55       |
| AS1                                               | 0.76                  | 0.048             | 0.428                              | 0.571                 |                       |                              |            |
| AS2                                               | 0.80                  | 0.043             | 0.309                              | 0.643                 |                       |                              |            |
| AS3                                               | 0.77                  | 0.048             | 0.408                              | 0.585                 |                       |                              |            |
| AL1                                               | 0.57                  | 0.068             | 0.972                              | 0.326                 |                       |                              |            |
| AL2                                               | 0.74                  | 0.0474            | 0.407                              | 0.550                 |                       |                              |            |
| NA1                                               | 0.69                  | 0.053             | 0.542                              | 0.482                 |                       |                              |            |
| NA2                                               | 0.67                  | 0.059             | 0.687                              | 0.453                 |                       |                              |            |
| UP1                                               | 0.78                  | 0.048             | 0.401                              | 0.600                 |                       |                              |            |
| UP2                                               | 0.83                  | 0.039             | 0.239                              | 0.691                 |                       |                              |            |
| SP1                                               | 0.76                  | 0.052             | 0.493                              | 0.578                 |                       |                              |            |
| SP3                                               | 0.75                  | 0.051             | 0.469                              | 0.563                 |                       |                              |            |
| <i>Organisational citizenship behaviour (OCB)</i> |                       |                   |                                    |                       | 0.89                  | 0.89                         | 0.73       |
| OCB1                                              | 0.79                  | 0.422             | 0.001                              | 0.624                 |                       |                              |            |
| OCB2                                              | 0.91                  | 0.185             | 0.001                              | 0.821                 |                       |                              |            |
| OCB3                                              | 0.87                  | 0.239             | 0.001                              | 0.753                 |                       |                              |            |
| <i>Group productivity</i>                         |                       |                   |                                    |                       | 0.90                  | 0.90                         | 0.69       |
| GP1                                               | 0.82                  | 0.327             | 0.001                              | 0.665                 |                       |                              |            |
| GP2                                               | 0.87                  | 0.224             | 0.000                              | 0.752                 |                       |                              |            |
| GP3                                               | 0.82                  | 0.310             | 0.001                              | 0.670                 |                       |                              |            |
| GP4                                               | 0.82                  | 0.345             | 0.001                              | 0.669                 |                       |                              |            |

**Table 8** Properties of the final measurement model (continued)

| <i>Constructs and indicators</i> | <i>Factor loading</i> | <i>Std. error</i> | <i>Square multiple correlation</i> | <i>Error variance</i> | <i>Cronbach alpha</i> | <i>Composite reliability</i> | <i>AVE</i> |
|----------------------------------|-----------------------|-------------------|------------------------------------|-----------------------|-----------------------|------------------------------|------------|
| <i>Organisational trust</i>      |                       |                   |                                    |                       | 0.90                  | 0.89                         | 0.58       |
| OT1                              | 0.69                  | 0.567             | 0.002                              | 0.002                 |                       |                              |            |
| OT6                              | 0.81                  | 0.329             | 0.001                              | 0.001                 |                       |                              |            |
| OT7                              | 0.80                  | 0.316             | 0.001                              | 0.001                 |                       |                              |            |
| OT8                              | 0.78                  | 0.398             | 0.001                              | 0.001                 |                       |                              |            |
| OT9                              | 0.70                  | 0.556             | 0.002                              | 0.002                 |                       |                              |            |
| OT11                             | 0.76                  | 0.381             | 0.001                              | 0.001                 |                       |                              |            |
| <i>Group cohesion</i>            |                       |                   |                                    |                       | 0.78                  | 0.84                         | 0.58       |
| GC2                              | 0.80                  | 0.378             | 0.001                              | 0.643                 |                       |                              |            |
| GC3                              | 0.73                  | 0.477             | 0.001                              | 0.535                 |                       |                              |            |
| GC5                              | 0.83                  | 0.339             | 0.001                              | 0.682                 |                       |                              |            |
| GC7                              | 0.67                  | 0.554             | 0.002                              | 0.448                 |                       |                              |            |

#### 4.5 Unidimensionality

Unidimensionality indicates the degree of deviation of a study's indicators from their latent variables. As Chou et al. (2007) note, testing unidimensionality is a prerequisite for validity and reliability assessment. We follow Byrne (2001) and used factor loading to determine unidimensionality. Table 8 indicates the corresponding factors of unidimensionality for all constructs specified in the measurement model. Note that all factor loadings were greater than 0.50, which meet Newkirk and Lederer's (2006) criterion value. These loadings indicate that 28 of 38 items were satisfactory for their constructs.

#### 4.6 Reliability

Analysing reliability involves assessing the level of consistency between multiple measurements of a variable. As Hair et al. (1998) observe reliability analysis could be determined through composite reliability factor and the Cronbach's alpha coefficient. Notably, Bagozzi and Yi (1998) maintain that the dimensional scales should be above the recommended value of 0.60. As Table 8 indicates the Cronbach's alpha values surpassed 0.60 for the 5 constructs, confirming the reliability of the measurement instrument. Additionally, composite reliability values were between 0.95 and 0.78, all above the recommended value of 0.60 (Bagozzi and Yi, 1988) or 0.7 (Holmes-Smith, 2001).

While reliability is an obligatory element to test goodness of fit, it is not enough (Sekaran, 2003; Creswell, 2009). We must also check validity to determine the overall goodness of measures in terms of what it is intended to measure and what the researcher aims to measure (Blumberg et al., 2005). In this case, the elements selected to measure the five variables were established in prior studies and validated in advance.

In addition, all elements were examined by two instructors in the Faculty of Business at Abu Dhabi University, and 45 employees working in the banking sector in were asked to provide their feedback regarding the questionnaire as a pre-test to validate that the information provided in the content of each question was relevant.

Convergent validity has a crucial meaning in determining whether indicators load simultaneously on a single construct. Discriminant validity tests help to verify if the elements to measure different constructs are efficiently estimating those constructs. As Table 8 indicates all elements were substantive and possessed loadings greater than 0.50 on their underlying constructs (Barclay et al., 1995). We examined discriminant validity using a broad range of tests, primarily through the measurement pattern by analysing the shared average variance extracted (AVE) in the latent constructs. In addition, any large correlations between the research constructs could indicate that the given model has certain problems associated with discriminant validity.

**Table 9** AVE and square of correlations between constructs

| <i>Variable</i>                      | <i>Toxic leadership</i> | <i>Organisational citizenship behaviour</i> | <i>Group productivity</i> | <i>Organisational trust</i> | <i>Group cohesion</i> |
|--------------------------------------|-------------------------|---------------------------------------------|---------------------------|-----------------------------|-----------------------|
| Toxic leadership                     | 0.549                   |                                             |                           |                             |                       |
| Organisational citizenship behaviour | 0.010                   | 0.733                                       |                           |                             |                       |
| Group productivity                   | 0.001                   | 0.327                                       | 0.689                     |                             |                       |
| Organisational trust                 | 0.002                   | 0.112                                       | 0.174                     | 0.575                       |                       |
| Group cohesion                       | 0.002                   | 0.354                                       | 0.501                     | 0.158                       | 0.577                 |

#### 4.7 Structural model

We applied the measurement model results to evaluate the structural model (Figure 2) after the SEM analysis. Table 10 reports the statistical significance of the standardised regression weights (t-values) for the hypotheses, as well as the  $R^2$  values for the endogenous variables.

**Table 10** Structural model results: direct hypothesis tests

| <i>H</i> | <i>From</i> | <i>To</i> | <i>Direct effect</i> | <i>SE</i> | <i>C.R</i> | <i>P</i> | <i>Hypothesis</i> |
|----------|-------------|-----------|----------------------|-----------|------------|----------|-------------------|
| H1       | TL          | OCB       | -.0860               | .0350     | -2.0840    | .0370    | Support           |
| H2       | TL          | GP        | -.0070               | .0280     | -.2020     | .8400    | Support           |
| H3       | TL          | OT        | -.0060               | .0280     | -.1650     | .8690    | Support           |
| H4       | TL          | GC        | -.0350               | .0360     | -.6630     | .5070    | Support           |

**Table 11** Mediating effect of GC

| <i>Hypothesis</i> | <i>From</i> | <i>Mediation</i> | <i>To</i> | <i>Direct effect</i> | <i>Indirect effect</i> | <i>Total effect</i> | <i>Mediating</i> |
|-------------------|-------------|------------------|-----------|----------------------|------------------------|---------------------|------------------|
| H5                | TL          | GC               | OCB       | -.0860               | -.0240                 | -.1100              | Not mediating    |
| H6                | TL          | GC               | OT        | -.0060               | -.0280                 | -.0340              | Not mediating    |
| H7                | TL          | GC               | GP        | -.0070               | -.0300                 | -.0370              | Not mediating    |

## **5 Findings and discussion**

The results indicate significant support for the hypothesised negative relationship between toxic leadership and OCB ( $-0.0860$ ). We also find a negative relationship between toxic leadership and subordinate perceptions of group productivity ( $-0.007$ ), which is in line with Schmidt's (2014) result that toxic leadership has a direct negative relationship with work group productivity.

The results show a negative relationship between toxic leadership and subordinate reports of organisational trust ( $-0.0060$ ). Halbesleben (2006) states that leaders who displayed positive leadership behaviours sent a message to employees that they and their efforts were valued, thus protecting them from additional resource loss. These findings indicate that employees look to their leaders for indications of how they are valued, especially when their psychosocial resources are consumed by other aspects of the job. According to Schmidt (2014), toxic leadership has a direct negative relationship with organisational trust.

Our results also indicate a negative relationship between toxic leadership and group cohesion ( $-0.0350$ ), which is in line with results reported by Schmidt (2014). The results in this study show that group cohesion partially mediates the relationship between toxic leadership and organisational trust, work group productivity, and OCB. Schmidt (2014) finds that group cohesion mediates the relationship between toxic leadership and job outcomes. However, we find that group cohesion is a full mediator in the relationships between unpredictability, self-promotion, abusive supervision, and the job outcomes of work group productivity. Nevertheless, group cohesion is a partial mediator for the relationships between narcissism and authoritarian leadership and the job outcomes of work group productivity. Our results suggest low group cohesion between employees working in the banking sector due to cultural differences, since 73.15% of respondents were non-local.

## **6 Conclusions**

This study set out to examine and evaluate the impact of toxic leadership on job outcomes and the mediating influence of group cohesion in an organisation in the public sector in Abu Dhabi. We found negative relationships among toxic leadership and organisational trust, group productivity, OCB, and group cohesion. In addition, our results suggest that group cohesion is a partial mediator in the relationship between toxic relationship and job outcomes.

This study has several limitations and should thus be considered a pilot study of toxic leadership within the UAE. The framework does not examine job outcomes such as job satisfaction and organisational commitment as Schmidt (2014) did. However, future research could address these limitations. The findings and results are based on the banking sector in Abu Dhabi, so generalisation is possible, but future studies should be carried out in other regions for comparison. This study's results were based on employees' experiences, and future research can include more alternatives, such as examining the service, retail, and education sectors, among others. In addition, the study did not examine the five dimensions of toxic leadership, which can be studied in future research.

## References

- Agarwal, V. (2013) 'Investigating the convergent validity of organizational trust', *Journal of Communication Management*, Vol. 17, No. 1, pp.24–39.
- Aiken, L. and West, S. (1991) *Multiple Regression: Testing and Interpreting Interactions*, Sage, Newbury Port, CA.
- Appelbaum, S., Bartolomucci, N., Beaumier, E., Boulanger, J., Corrigan, R., Doré, I. and Serroni, C. (2004) 'Organizational citizenship behavior: a case study of culture, leadership and trust', *Management Decision*, Vol. 42, No. 1, pp.13–40.
- Aryee, S., Chen, Z.X., Sun, L.Y. and Debrah, Y.A. (2007) 'Antecedents and outcomes of abusive supervision: test of a trickle-down model', *Journal of Applied Psychology*, Vol. 92, No. 1, p.191.
- Bagozzi, R.P. and Yi, Y. (1988) 'On the evaluation of structural equation models', *Journal of the Academy of Marketing Science*, Vol. 16, No. 1, pp.74–94.
- Barclay, D., Higgins, C. and Thompson, R. (1995) *The Partial Least Squares (PLS) Approach to Casual Modeling: Personal Computer Adoption Ans Use as an Illustration*, Vol. 2, pp.285–309.
- Barroso Castro, C., Martín Armario, E. and Martín Ruiz, D. (2004) 'The influence of employee organizational citizenship behavior on customer loyalty', *International Journal of Service Industry Management*, Vol. 15, No. 1, pp.27–53.
- Beal, D.J., Cohen, R.R., Burke, M.J. and McLendon, C.L. (2003) 'Cohesion and performance in groups: a meta-analytic clarification of construct relations', *Journal of Applied Psychology*, Vol. 88, No. 6, pp.989–1004.
- Beccerra, M. and Gupta, A.K. (1999) 'Trust within the organization: integrating the trust literature with agency theory and transaction costs economics', *Public Administration Quarterly*, Vol. 23, No. 2, pp.177–203.
- Blumberg, B., Cooper, D.R., and Schindler, P.S. (2005) *Business Research Methods*, McGraw-Hill, Maidenhead, UK.
- Bowling, N.A. and Michel, J.S. (2011) 'Why do you treat me badly? The role of attributions regarding the cause of abuse in subordinates' responses to abusive supervision', *Work and Stress*, Vol. 25, No. 4, pp.309–320, DOI: 10.1080/02678373.2011.634281.
- Byrne, B. (2001) *Structural Equation Modelling with AMOS: Basic Concepts, Applications, and Programming*, Lawrence Erlbaum Associates, New Jersey, London.
- Callaway, P.L. (2006) *Relationship Between Organizational Trust and Job Satisfaction: An Analysis in the United States Federal Work Force*, Capella University.
- Chen, X.P., Hui, C. and Sego, D.J. (1998) 'The role of organizational citizenship behaviors in turnover: conceptualization and preliminary tests of key hypotheses', *Journal of Applied Psychology*, Vol. 83, No. 6, pp.922–931.
- Cheng, B., Chou, L., Wu, T., Huang, M. and Farh, J. (2004) 'Paternalistic leadership and subordinate responses: establishing a leadership model in Chinese organizations', *Asian Journal of Social Psychology*, Vol. 7, No. 1, pp.89–117.
- Chou, T., Chang, P., Chang, Y. and Tasi, C.A. (2007) 'Path model linking organization knowledge, attributes, information, processing capabilities, and perceived usability', *Information and Management*, Vol. 44, No. 4, pp.408–417.
- Chow, I.H. (2008) 'How trust reduces transaction costs and enhances performance in china's businesses', *S.A.M. Advanced Management Journal*, Vol. 73, No. 2, pp.25–34.
- Cohen, J. and Cohen, P. (1983) *Applied Multiple Regression/Corandation Analysis for the Behavioral Sciences*, 2nd ed., Erlbaum, Hillsdale, NJ.
- Cortina, L.M., Magley, V.J., Williams, J.H. and Langhout, R.D. (2001) 'Incivility in the workplace: incidence and impact', *Journal of Occupational Health Psychology*, Vol. 6, No. 1, pp.64–80.
- Creswell, J.R. (2009) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, Sage Publications, Thousand Oaks, CA.

- Davis, J.H., Schoorman, F.D., Mayer, R.C. and Tan, H.H. (2000) 'The trusted general manager and business unit performance: empirical evidence of a competitive advantage', *Strategic Management Journal*, Vol. 21, No. 5, pp.563–576.
- Dearlove, D. (2003) 'Interview: Manfred Kets de Vries: the dark side of leadership', *Business Strategy Review*, Vol. 14, No. 3, p.25 [online] DOI: 10.1111/1467-8616.00269.
- Dobbins, G.H. and Zaccaro, S.J. (1986) 'The effects of group cohesion and leader behavior on subordinate satisfaction', *Group and Organization Studies*, Vol. 11, No. 3, pp.203–219.
- Dobbs, J.M. (2014) *The Relationship Between Percieved Toxic Leadership Styles, Leader Effectiveness, and Orngaizational Cynicism* (Order No. 3575052), Available from ProQuest Dissertations & Theses Full Text: The Humanities and Social Sciences Collection.
- Dreijmanis, J. (2005) 'A portrait of the artist as a politician: the case of Adolf Hitler', *Social Science Journal*, Vol. 42, No. 1, pp.115–127.
- Driscoll, J.W. (1978) 'Trust and participation in organizational decision making as predictors of satisfaction', *Academy of Management Journal*, Vol. 21, No. 1, p.44.
- Dyck, D. (2001) 'The toxic workplace', *Benefits Canada*, Vol. 25, No. 3, p.52.
- Eatough, E.M., Miloslavik, S.A., Chu-Hsaing, C. and Johnson, R.E. (2011) 'Relationships of role stressors with organizational citizenship: a metaanalysis', *Journal of Applied Psychology*, Vol. 96, No. 3, pp.619–632.
- Farouk, S., Abu Elanain, H.M., Obeidat, S.M. and Al-Nahyan, M. (2016) 'HRM practices and organizational performance in the UAE banking sector', *International Journal of Productivity and Performance Management*, Vol. 65, No. 6, pp.773–791.
- Festinger, L. (1950) 'Informal social communication', *Psychological Review*, Vol. 57, No. 5, p.271.
- Ghosh, R., Jacobs, J.L. and Reio Jr., T.G. (2011) 'The toxic continuum from incivility to violence: what can HRD do?', *Advances in Developing Human Resources*, Vol. 13, No. 1, pp.3–9.
- Gladstein, D. (1984) 'Groups in context: a model of task group effectiveness', *Administrative Science Quarterly*, Vol. 29, No. 4, pp.499–517.
- Goldman, A. (2006) 'High toxicity leadership: borderline personality disorder and the dysfunctional organization', *Journal of Managerial Psychology*, Vol. 21, No. 8, pp.733–746.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. and Tatham, R.L. (2006) *Multivariate Data Analysis*, 6th ed., Prentice Hall, Upper Saddle River, NJ.
- Hair Jr., J.F., Anderson, R. and Tatham, R. (1998) *Multivariate Data Analysis*, 5th ed., Upper Saddle River, Prentice Hall, NJ.
- Halbesleben, J.B. (2006) 'Sources of social support and burnout: a meta-analytic test of the conservation of resources model', *Journal of Applied Psychology*, Vol. 91, No. 5, pp.1134–1145.
- Hall, A.T., Zinko, R., Perryman, A.A. and Ferris, G.R. (2009) 'Organizational citizenship behavior and reputation', *Journal of Leadership & Organizational Studies*, Vol. 15, No. 4, pp.381–392.
- Hall, T.B. (2015) *Examining the Relationship Between Group Cohesion and Group Performance in Tuckman's (1965) Group Life Cycle Model on an Individual-Level Basis*, Regent University.
- Hitchcock, M.J. (2015) *The Relationship Between Toxic Leadership, Organizational Citizenship, and Turnover Behaviors Among San Diego Nonprofit Paid Staff*, University of San Diego.
- Hogan, R. and Kaiser, R.B. (2005) 'What we know about leadership', *Review of General Psychology*, Vol. 9, No. 2, pp.169–180.
- Holmes-Smith, P. (2001) *Introduction to Structural Equation Modelling Using LISREAL*, ACSPRI-Winter training Program, Perth.
- Hon, L.C. and Grunig, J.E. (1999) *Guidelines for Measuring Relationships in Public Relations*, Institute for Public Relations, Gainesville, FL.
- Hornsey, M.J., Dwyer, L., Oei, T.P.S. and Dingle, G.A. (2009) 'Group processes and outcomes in group psychotherapy: is it time to let go of 'cohesiveness'', *International Journal of Group Psychotherapy*, Vol. 59, No. 2, pp.267–278.

- Huber, J.A. (2012) *Building an Army: A Corollary Study of Group Interaction and Group Productivity*, Capella University, Minneapolis, MN.
- Jackson, J.W. (2011) 'Reactions to a social dilemma as a function of intergroup interactions and group performance', *Group Processes and Intergroup Relations*, Vol. 15, No. 4, pp.559–574.
- Jöreskog, K. and Sörbom, D. (1993) *LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language*, Scientific Software International Inc., Chicago, IL.
- Kalshoven, K. and Boon, C.T. (2012) 'Ethical leadership, employee well-being, and helping the moderating role of human resource management', *Journal of Personnel Psychology*, Vol. 11, No. 1, pp.60–68.
- Kellerman, B. (2004) *Bad Leadership: What It Is, How It Happens, Why It Matters*, p.1, Harvard Business School Press Books.
- Kline, R.B. (2005) *Principles and Practice of Structural Equation Modeling*, 2nd ed., The Guilford Press, New York.
- Langfred, C.W. (1998) 'Is group cohesiveness a double-edged sword? An investigation of the effects of cohesiveness on performance', *Small Group Research*, Vol. 29, No. 1, pp.124–143.
- Lese, K.P. and MacNair-Semands, R.R. (2000) 'The therapeutic factors inventory: development of a scale', *Group*, Vol. 24, No. 4, pp.303–317.
- Lipman-Blumen, J. (2005) *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians – And How We Can Survive Them*, Oxford University Press, Oxford, UK.
- Lipman-Blumen, J. (2006) *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians – And How We Can Survive Them*, Oxford University Press, USA.
- Malhotra, D. and Lumineau, F. (2011) 'Trust and collaboration in the aftermath of conflict: the effects of contract structure', *Academy of Management Journal*, Vol. 54, No. 5, p.981.
- Martins, L.L., Gilson, L.L. and Maynard, M.T. (2004) 'Virtual teams: what do we know and where do we go from here?', *Journal of Management*, Vol. 30, No. 6, pp.805–835.
- Maxwell, S.M. (2015) *An Exploration of Human Resource Personnel and Toxic Leadership*.
- Mayer, R.C., Davis, J.H. and Schoorman, F.D. (1995) 'An integrative model of organizational trust', *Academy of Management Review*, Vol. 20, No. 3, pp.709–734, DOI: 10.5465/AMR.1995.9508080335.
- McGrath, J. (1986) 'Studying groups at work: ten critical needs for theory and practice', in Goodman, P.S. (Ed.): *Designing Effective Work Groups*, Jossey-Bass, San Francisco, CA.
- Mehta, S. and Maheshwari, G.C. (2013) 'Consequence of toxic leadership on employee job satisfaction and organizational commitment', *Contemporary Management Research*, Vol. 8, No. 2, pp.1–23.
- Michalisin, M.D., Karau, S.J. and Tangpong, C. (2007) 'leadership's activation of team cohesion as a strategic asset: an empirical simulation', *Journal of Business Strategies*, Vol. 24, No. 1, pp.1–26.
- Molm, L.D. (2010) 'The structure of reciprocity', *Social Psychology Quarterly*, Vol. 73, No. 2, pp.119–131.
- Newkirk, H. and Lederer, A. (2006) 'The effectiveness of strategic information system planning under environmental uncertainty', *Information and Management*, Vol. 43, No. 4, pp.481–501.
- Organ, D.W. (1988) *Organizational Citizenship Behaviour: The Good Soldier Syndrome*, Lexington Books, Lexington, UK.
- Organ, D.W. (1997) 'Organizational citizenship behavior: it's construct clean-up', *Human Performance*, Vol. 10, No. 2, pp.85–97.
- Pelletier, K.L. 2010 'Leader toxicity: an empirical investigation of toxic behavior and rhetoric', *Leadership*, Vol. 6, No. 4, pp.373–389.
- Podsakoff, P.M. and MacKenzie, S.B. (1997) 'Impact of organizational citizenship behavior on organizational performance: a review and suggestions for future research', *Human Performance*, Vol. 10, No. 2, pp.133–151.

- Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000) 'Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research', *Journal of Management*, Vol. 26, No. 3, pp.513–563.
- Powell, A., Piccoli, G. and Ives, B. (2004) 'Virtual teams: a review of current literature and directions for future research', *The Database for Advances in Information Systems*, Vol. 35, No. 1, pp.6–36.
- Rafferty, A.E. and Restubog, S.L.D. (2011) 'The influence of abusive supervisors on followers' organizational citizenship behaviors: the hidden costs of abusive supervision', *British Journal of Management*, Vol. 22, No. 2, pp.270–285.
- Reed, G.E. (2004) 'Toxic leadership', *Military Review*, Vol. 84, No. 4, pp.67–71.
- Ristig, K. (2004) *Antecedents and Consequences of Trust Within Organizations*, Louisiana Tech University.
- Rosh, L., Offermann, L.R. and Van Diest, R. (2012) 'Too close for comfort? Distinguishing between team intimacy and team cohesion', *Human Resource Management Review*, Vol. 22, No. 2, pp.116–127.
- Schat, A.C.H. and Frone, M.R. (2011) 'Exposure to psychological aggression at work and job performance: the mediating role of job attitudes and personal health', *Work and Stress*, Vol. 25, No. 1, p.23.
- Schmidt, A.A. (2008) *Development and Validation of the Toxic Leadership Scale*, University of Maryland, College Park.
- Schmidt, A.A. (2014) *An Examination of Toxic Leadership, Job Outcomes, and the Impact of Military Deployment*, University of Maryland, College Park.
- Schoorman, F.D., Mayer, R.C. and Davis, J.H. (2007) 'Editor's forum – an integrative model of organizational trust: past, present, and future', *Academy of Management Review*, Vol. 32, No. 2, pp.344–354.
- Scott, P.B. (2005) 'Knowledge workers: social, task and semantic network analysis', *Corporate Communications: An International Journal*, Vol. 10, No. 3, pp.257–277.
- Sekaran, U. (2003) *Research Methods for Business: A Skill-Building Approach*, 4th ed., John Wiley & Sons, Inc.
- Severt, J.B. and Estrada, A.X. (2015) 'On the function and structure of group cohesion', in *Team Cohesion: Advances in Psychological Theory, Methods and Practice*, pp.3–24, Emerald Group Publishing Limited.
- Shahin, A., Javad, S.N. and Javad, K.P. (2014) 'Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card', *International Journal of Productivity and Performance Management*, Vol. 63, No. 3, pp.290–307.
- Shaw, M.E. (1981) *Group Dynamics*, McGraw-Hill, New York, NY.
- Sheila, S.W. (2002) 'Leadership and trust facilitating cross-functional team success', *The Journal of Management Development*, Vol. 21, No. 3, pp.201–214.
- Sheng, M.M. (2001) 'Mao Zedong's narcissistic personality disorder and China's road to disaster', *Profiling Political Leaders*, pp.111–127, Praeger, Westport, CT.
- Shockley-Zalabak, P., Ellis, K. and Cesaria, R. (2000) 'IABC research foundation unveils new study on trust', *Communication World*, Vol. 17, No. 6, pp.7–9.
- Shockley-Zalabak, P.S., Morreale, S. and Hackman, M. (2010) *Building the High-Trust Organization: Strategies for Supporting Five Key Dimensions of Trust*, Vol. 7, John Wiley & Sons, San Francisco, USA.
- Smith, C.A., Organ, D.W. and Near, J.P. (1983) 'Organizational citizenship behavior: its nature and antecedents', *Journal of Applied Psychology*, Vol. 68, No. 4, pp.653–663.
- Starratt, A. and Grandy, G. (2010) 'Young workers' experiences of abusive leadership', *Leadership and Organisation Development Journal*, Vol. 31, No. 2, pp.136–158.

- Suliman, A. and Al Kathairi, M.A. (2013) 'Organizational justice, commitment and performance in developing countries', *Employee Relations*, Vol. 35, No. 1, pp.98–115.
- Tepper, B.J. (2000) 'Consequences of abusive supervision', *Academy of Management Journal*, Vol. 43, No. 2, pp.178–190, DOI: 10.2307/1556375.
- Tepper, B.J. (2007) 'Abusive supervision in work organizations: review, synthesis, and research agenda', *Journal of Management*, Vol. 33, No. 3, pp.261–289.
- Tepper, B.J., Moss, S.E. and Duffy, M.K. (2011) 'Predictors of abusive supervision: supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance', *Academy of Management Journal*, Vol. 43, pp.279–294.
- Thoroughgood, C.N., Tate, B.W., Sawyer, K.B. and Jacobs, R. (2012) 'Bad to the bone: empirically defining and measuring destructive leader behaviour', *Journal of Leadership and Organizational Studies*, Vol. 19, No. 2, pp.230–255.
- UAE Banking Sector Analysis* (2012) Coventry.
- Vinokur, A.D., Pierce, P.F., Lewandowski-Romps, L., Hobfoll, S.E. and Galea, S. (2011) 'Effects of war exposure on air force personnel's mental health, job burnout and other organizational related outcomes', *Journal of Occupational Health Psychology*, Vol. 16, No. 1, p.3.
- Whicker, M.L. (1996) *Toxic Leaders: When Organizations Go Bad*, Quorum, Westport, CT.
- Yagil, D. and Luria, G. (2010) 'Friends in need: the protective effect of social relationships under low-safety climate', *Group & Organization Management*, Vol. 35, No. 6, p.727.
- Yavaş, A. (2016) 'Sectoral differences in the perception of toxic leadership', *Procedia – Social and Behavioural Sciences*, Vol. 229, pp.267–276.
- Zand, D. (1972) 'Trust and managerial problem solving', *Administrative Science Quarterly*, Vol. 17, No. 2, pp.229–239.
- Zellars, K.L., Tepper, B.J. and Duffy, M.K. (2002) 'Abusive supervision and subordinates' organizational citizenship behavior', *Journal of Applied Psychology*, Vol. 87, No. 6, pp.1068–1076.