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Evaluating the Effect of Toxic Leadership on Workplace Bullying in the Different Sector of Gujranwala: Mediated-Moderated Model of Employee Silence, Psychological Wellbeing and Employee

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ABSTRACT

This study investigates the impact of toxic leadership on workplace bullying across multiple sectors in Gujranwala, Pakistan, emphasizing the mediating effects of employee silence and psychological well-being, as well as the moderating function of employee voice. A systematic survey was conducted with 384 employees from various industries, and the data was analyzed using structural equation modeling. The findings show that toxic leadership has a significant impact on workplace bullying, with employee silence and psychological well-being acting as essential mediators. Contrary to predictions, employee voice did not moderate the association between toxic leadership and bullying, implying that the impact of toxic leadership is widespread, regardless of employees' willingness to speak up. These results demonstrate how organizations can reduce workplace bullying and enhance employee well-being by addressing toxic leadership and fostering a positive work environment.



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Introduction

The term "interpersonal mistreatment," which is now commonly used to refer to workplace bullying, describes a scenario in which a worker is frequently subjected to unfavorable acts from coworkers, particularly from superiors (D'Cruz & Rayner, 2013; Lutgen-Sandvik et al., 2007; Einarsen et al., 2007). Abuse in the workplace is one of the most commonly reported workplace incidents from previous years worldwide. Bullying at workplace is a problem, according to the majority of Society for Human Resource Management members surveyed in 2013 by Volpe and Reiter. Based on studies and attitudes towards the issue, Nielsen et al. (2012) found that over the past 25 years, there has been a correlation between workplace bullying and unfavorable

organizational perceptions and climates. The existing research on interpersonal mistreatment has traditionally centered on three ways employees respond to workplace mistreatment. These include displaying inappropriate work-related behaviors and attitudes, such as job dissatisfaction and a higher likelihood of quitting (Giorgi et al., 2015). Additionally, employees may react by behaving resentfully or engaging in retaliatory actions, such as workplace deviance and neglect (Kwan et al., 2016; Peng et al., 2016). Lastly, some employees may respond by reducing their discretionary efforts (Park & Ono, 2016). According to Whitman et al. (2014), academics have recently looked at how workers respond to mistreatment at work by using "silent" or "passive" techniques.

Although it is anticipated that employee voice affects the probability of bullying in the workplace, the goal of employees sharing their ideas is to assist organizations in converting these comments into efficacy and efficiency as well as improving individual job satisfaction (Ashford et al., 2009; Grant & Ashford, 2008). Different workplace-level measures, such as creating an organizational culture that opposes bullying, have been recommended by several researchers on the impact of workplace bullying (Duffy, 2009).

Because leaders are believed to be essential to promoting organizational effectiveness, leadership style has been recognized as an essential element of social science research. According to Hogan and Kaiser's (2005) theory, a leader's behavior is determined by their personality, and their actions can affect how engaged and productive their team members are at work. Thus, it is clear that a leader who possesses qualities like competence, vision, integrity, and persistence leads to good leadership, which raises employee productivity (Kouzes & Posner, 2002); conversely, a leader who exhibits qualities like self-serving, mind games, and assertiveness results in low performance from staff members. (Hogan & Hogan, 2002; Schmidt, 2008, Brandel (2006) presented a list of attributes that define toxic leadership style-elements. Entire toxic leadership impacts followers/subordinates, but more broadly, the organization, as noted by Webster and associates (2016). Previous studies have also noted that it will harm job outcomes such as motivation, performance, and work engagement and increase organizational costs, turnover intentions, absenteeism, and deviant behaviour ((Kilic & Günsel, 2019; Morris, 2019).

This study intends to examine workplace bullying due to toxic leadership. The main objective is to examine employee silence and psychological well-being as potential mediating factors between toxic leadership and bullying in the workplace. Employee voice is also a moderating variable between TL and WB.

Literature review

Toxic leadership on workplace bullying

TL comprises multiple facets, including brusque administration, self-preoccupation, authoritarianism, self-aggrandizement, and impulsivity (Dobbs, 2014). A TL is detrimental to the workplace, the organization's ideals, and standards since it fosters the development of inappropriate behaviors (Aubrey, 2012). Toxic leadership harms some employees and the entire group (Pelletier, 2012). When a leader begins to act adversely and exhibits an unethical attitude, this is regarded as "toxic leadership" (Heppell, 2011). Zgüden and Erdem (2017) discovered that TL is less prevalent and is distinguished by the targeted selection subjects' demographic groupings. It was shown that workplace bullying reduces employees' potential and affects the work environment's climate. Workplace harassment is one of the stress agents affecting employees at the workplace and, in one way or another, contributes to the company climate (Zapf D. et al., 2020).

In a study organized by Huang et al. (2016), 182 workers were selected randomly from workers in both public and private institutions to determine the correlation between TL and WPB. A total of 185 emailed questionnaires were used to gather the data. According to the findings, these variables were strongly negative. Mehta and Maheshwari (2013) have also pointed out the behavior and its

impact on individuals, companies, and the work environment. However, they are also common toxic leadership behaviors in people, organizations and the workplace. Various leadership schools, including authoritarian, narcissistic, and abusive approaches, came into being in the early 1970s. Subsequently, Maxwell (2015) confirmed the abusive and dominant aspects of TL throughout this time and offered empirical support for the two-way differentiation.

Çelebi, N., Güner, H., & Yildiz, V. (2015) examined the relationship between self-admiration and irregularity and selfishness. Other earlier researchers have validated and synchronized the detrimental and biased correlation between toxic leadership behaviors and workers' stress levels and job performance (Hadadian & Zarei, 2016). Malik, Sattar, and Younas (2019) define the workplace as emotional abuse or bullying. According to the literature study, managers must be aware of workplace harassment and seek solutions as it is a problem in organizations (Brown et al., 2017).

Van (2019) defeats this, stating that toxic leadership is clear when leaders perform acts or express hatred towards specific employees; these acts may harm individuals and organizations as psychological well-being correlates with leader this. A destructive leader has control over the organization's employees or operations. Also, it concluded that the egocentric personality characteristic of such a leader means that he or she is more interested in personal achievement than the teams. TL is a disadvantageous technique to each involved personnel and the entire firm (Çelebi et al., 2015).

H1: Toxic leadership has a significant impact on workplace bullying

Tie up between toxic leadership, employee silence, and workplace bullying

The study of employee quiet is relatively new, and hardly any literature explores it; hence, issues of dimensionality and empirical operationalization remain undisputed (Boadi et al., 2020). Employee voice is another prevalent issue in organizations (Harlos & Knoll, 2021). According to Sahabuddin et al. (2021), it can also affect people and cause them to keep silent. Abdillah et al. (2021) emphasized the mysterious nature of silence. It is even more demanding of attention in as much as the realization of beneficial attitudes and behaviors that embrace the welfare of the individual and the organization are injured by silence (Zhang & Cao, 2021). Companies need help in realizing mistakes. They claim that passive compliance consumes the energy required to deliver work that meets the expectations set by employers due to the need to suppress feelings of hopelessness and negativity (Knoll et al., 2019).

In the organizational setting, toxic behavior by leaders is unhealthy for employees' emotional well-being, causing emotional depletion and organizational silence, among other responses (Ng & Feldman, 2012). As postulated by Tepper et al. (2007), when adopting the conservation of resources theory, it was ascertained that any employee who receives adverse treatment from his/her manager engages in coping strategies by creating psychological distance in their workplace to avoid the toxic behavior of the toxic manager.

As noted by Xu et al. (2015), limited theoretical research examines why employees do not react to workplace abuse. According to the silence literature, critics have suggested that silent decision-making is inevitable when employees engage in dysfunctional interpersonal relationships with their managers (Morrison, 2014). According to studies, victims of abuse often choose not to report the abuse or even take legal action against the perpetrator. Typically, a supervisor is the one who engages in workplace bullying; the victim may file a lawsuit; the victim depends on the abuser for resources such as job security and promotions, or the victim feels that there is insufficient support from upper management (Tepper et al., 2007, 2009; Xu et al., 2015). Target sensitivity refers to the fact that silent behaviors are directed toward specific targets, as stated by Detert and Burris (2007). In a qualitative investigation on targets of bullying, Rai and Agarwal (2017b) found that targets

may decide to keep quiet either to conform to the company's cultural norms or out of fear of losing the friendship of their supervisor (defensive silence; Kish-Gephart et al., 2009; Dyne et al., 2003). Various authors, such as Milliken et al. (2003), have stated that the lack of information sharing stifles communication, hampers decision-making, and, in most cases, goes hand in hand with low employee satisfaction and engagement. On the other hand, when 32 employees' resources are negatively affected by dysfunctional leadership, they are likely to avoid voicing out to protect their resources (Park et al., 2018). In order to reverse the situation and escape from abusive leaders, employees are passive and need to use more working hours and own money in order to barely earn enough to make a living (Park et al., 2018). The findings of this study suggest that destructive leadership behavioural variables could contribute to the creation and enhancement of employee voice (Vakola et al., 2005). Managers significantly influence employee voice because they determine how much it is worth to voice (Milliken et al., 2003). Employees are not expected to remain passive whenever their employers do not display candor in expressing their views and consider their subordinates as charlatans who cannot be trusted (Morrison & Milliken, 2000; Vakol & Bouradas, 2005).

H2: *Toxic leadership has a significant impact on employee silence.*

H4: *Employee silence has a significant impact on workplace bullying.*

H6: *Employee silence as a mediating role among toxic leadership and workplace bullying.*

Tie up between toxic leadership, psychological well-being, and workplace bullying

Pelletier (2010) has referred to psychological well-being as an anti-correlate to the happiness of that particular individual in the future, according to Ryff, C. D (2013). Moreover, the latter shapes and affects it in various ways. It is initiated by an individual learning to adapt to a situation or environment (Foster et al., 2020). Subjective well-being is an overall evaluation of one's mental health, which is involved in an individual's perceived efficacy (Bandura, 1986) to become more productive in any endeavor (Huang et al., 2016). Subjective well-being is a self-report of people's happiness, gratification of desires, satisfaction, abilities, and accomplishment in tasks, as Diener, E., and Ryan, K. (2009) pointed out. Employee well-being can be categorized as hedonic and eudaimonic, as described by (Ballesteros-leiva et al., 2017).

According to Wright and Cropanzano (2000), psychological functioning effectiveness is psychological well-being. According to Pelletier (2010), a leader is toxic when a subordinate feels that the leader has caused them psychological harm, which exacerbates long-term emotional impairment (Hudson, 2013). The results of Van et al. (2000) investigations indicate that employees' perceptions of both positive and negative job changes influence their level of well-being. Hence, by supplying social support and attachment to the subordinates, the leaders facilitate the psychological states of the subordinates to create sound well-being. On the other hand, leaders who fail effectively to give the best environment for the employees have a dim effect on their employees' well-being because they enhance the creation of psychological ill health among the employees (Hudson, 2013; Bhandarker & Rai, 2019). Moreover, there is some optimism that psychological well-being is directly linked to one or another dimension of job content. When employees gain low psychological benefits from their organizations, their commitment weakens, and ultimately, they move to look for other jobs (Langove et al., 2016). As per the suggestion of Amin and Akbar (2013), to manage the turnover rate, organizations should focus on the well-being of their employees because employees are an asset to the organization.

WB is "conditions where a person is exposed to negative actions from co-workers, supervisors or subordinates for some time" (Mikkelsen & Einarsen, 2002). Some prior studies by Chirila and Constantin (2013) examined the link between WP and PWB. Formulate an initial hypothesis grounded in prior studies and findings. A company must attend to the facilitating behaviors that are noticeably unkind and associated with Bullying. In addition, according to this report and case, the definition of *workplace bullying* is a process of persistently and systematically trying to undermine

the powerless individual in his/her working, social, or personal life for at least six calendar months. Victims struggle to stand up for themselves to prevent them from being bullied (Chirila & Constantin, 2013). Targeted employees at the workplace are likely to experience negative feelings. This negatively affects their psychological health (Einarsen & Nielsen, 2015), and they have less of it, which results in lower well-being. The above emotions and the sub-par physical and psychological health status of targets, as pointed out by Ariza-Montes et al. (2017), affect job satisfaction. The information in this study gives the author a solid academic basis for examining and demonstrating the PWB indicators' ability to lessen the impact of workplace bullying on worker performance. Einarsen et al. (2009) defined *workplace aggressiveness* as physical intimidation and bullying arising from personal and work-related objectives, aligning with Neuman and Baron's (1998) definition.

H3: *Toxic leadership has a significant impact on psychological well-being.*

H5: *Psychological well-being has a significant impact on workplace bullying.*

H7: *Psychological well-being as a mediating role among toxic leadership and workplace bullying.*

Employee voice, toxic leadership, and workplace bullying

Voice behavior has been described as an act that is voluntary and focuses on providing suggestions or constructive dissent (Van Dyne & LePine, 1998). Seibert and his colleagues (2001) noted that employee voice involves participating in activities that are not expected to be carried out by anyone in that position and may also have unintended adverse outcomes. As much as this is the case with organizational commitment, motivation levels determine the level of voice among the employees. Van Dyne and Ang (1998) assert that voice can occasionally improve a person's standing within the organization and their interpersonal connections since voice entails a person's willingness to confront dangers in the best interests of others. Prior research has demonstrated that complaints and negative feelings without suggestions for improvement behave differently from voice (Kowalski, 1996).

Bullying seems to comprise planned and repeated acts of aggression and or use of violence on the targets by an individual or a group of people ((Galanaki & Papalexandris, 2013). Employee voice may account for why some employees may be vulnerable to workplace bullying. In their study, Einarsen et al. (1994) demonstrated that workplace bullying is a significant social phenomenon increasingly common in organizations. Also, *workplace bullying* is defined as an ongoing process; usually, it has one or multiple perpetrators, and the wounded use verbal or non-verbal forms of aggression against the target (Samnani & Singh, 2012). Since a victim is always in a lower power position than the perpetrator, he or she cannot control aggression or counter-force to avoid odds (Shu & her colleagues, 2011). Previous studies have looked at the connection between bullying at work and employees' poor physical and mental health, increased organizational costs, and lower profits (Nielsen & Einarsen, 2012).

Because of this, workplace bullying may arise from social exclusion, the stigmatization of the speaking employee as a "mischief-maker," and the depreciation of social capital when the employee's voice conveys costs and risks, leading to sanctions and dismissal by the organization's power-holders. Bullying at work has been linked in the past to poor employee psychological and physical health, increased organizational costs, and lower profits (Nielsen & Einarsen, 2012). Because of this, social alienation, labeling the outspoken employee as a "mischief-maker," and the devaluation of social capital when the employee's voice carries costs and risks—which results in punishment and termination by the organization's power-holders—can all contribute to workplace bullying. According to Webster and Rashotte (2010), the Members have the authority to remove a target from their position or take other actions to subjugate them if they believe the target is making statements that could harm their organization.

H8: *Employee voice has a moderating role in toxic leadership and workplace bullying.*

Conceptual Framework

Figure 1 presents the research study's conceptual framework, derived from the literature review, illustrating the connections among critical constructs: toxic leadership, workplace bullying, employee silence, psychological well-being, and employee voice.

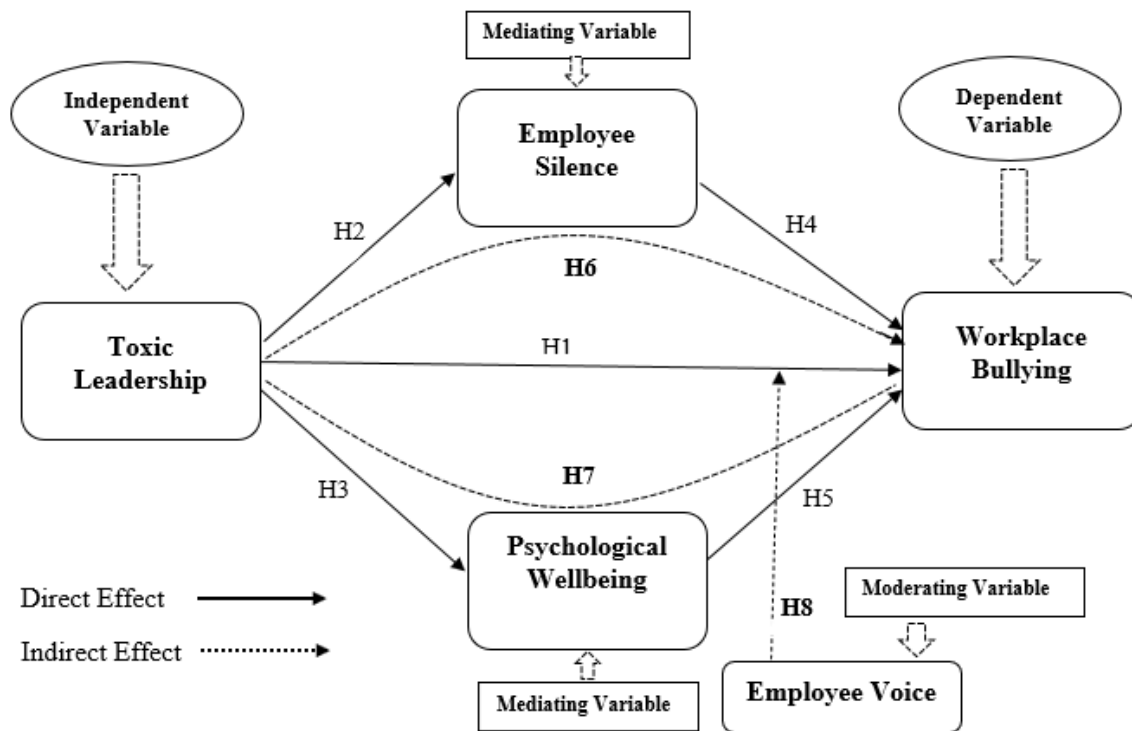


Fig 1: Conceptual Model

Sample and Study Procedure

This research followed the paradigm of quantitative research, and according to the contexts, the best research site was identified as being the different sectors of Pakistan. The data was gathered from the full-time managerial employees employed in various organizations and the nonmanagerial employees. Participants were drawn from manufacturing, retail, traders, information and technology, telecommunications, etc. The sampling technique adopted in this study was stratified to get better responses from respondents from different departments and job levels in their respective organizations. The demographic data is collected in the first stage of the questionnaire, and in the second stage, all the variables gather information about the employees while they are at work. A valid response rate of 85.3% was obtained from the 450 self-administered structured questionnaires in this study, of which 384 were completed and returned. As for the distribution of the sampling collected questionnaires, 297 of the total respondents were males, accounting for (11.3 percent) while 87 were females and accounted for (22.7 percent). Most respondents (38.0%) were between the ages of 25 and 35; however, 97 respondents (36.7%) were between the ages of 36 and 45. Retail and trade employed 13.00% of the workforce, manufacturing employed 201 people (52.3%), information technology employed 18.8%, and telecommunications employed 15.9%.

Measures

This study collected data using a self-administered, 36-item questionnaire. The questionnaire's items were assessed using a five-point Likert scale, which ranged from one (1) to five (5). All the measures employed in this survey were translated from the existing English written scales. The particular approach taken in the work. The Schmidt (2014) toxic leadership scale containing eight items was used to assess toxic leadership. Seven items measure workplace bullying, while psychological well-being is measured by 7 items (Fu-Sung Hsu et al., 2019). Modified Employee

silence use mediating variable is cross-checked by 06 (Arpana et al., 2018). Employee voice is captured from a five-item scale by (Van Dyne & LePine, 1998).

Results and Discussion

Table I: Descriptive Statistics and Correlation Matrix

	Mean	Std.	PW	TL	ES	WB	EV
PW	4.040	0.608	0.613				
TL	3.771	0.660	0.182	0.639			
ES	3.720	0.725	0.084	0.359	0.632		
WB	2.161	0.539	-0.077	0.127	-0.098	0.517	
EV	3.764	0.748	0.029	-0.019	-0.028	-0.001	0.722

The correlation matrix in Table I reveals important relationships among the key variables. Psychological well-being (PW) has a mean score of 4.04, indicating that, on average, employees experience moderate well-being. However, the negative correlations between toxic leadership (TL) and psychological well-being suggest that as toxic leadership increases, employees' well-being tends to decrease. The mean score of 3.77 for toxic leadership reflects a significant presence of toxic leadership behaviors in the organizations surveyed. This toxic leadership is positively correlated with both employee silence (ES) and workplace bullying (WB), indicating that higher levels of toxic leadership are associated with increased employee silence and bullying. Employee silence, with a mean of 3.72, shows that employees often choose to remain silent, which is likely a response to the toxic environment created by leaders. Workplace bullying has a lower mean score of 2.16, suggesting that while bullying is less prevalent than other issues, it is still significantly linked to toxic leadership. Finally, employee voice (EV), with a mean score of 3.76, indicates that employees do express their opinions occasionally. However, the low correlation between employee voice and workplace bullying suggests that speaking up does not necessarily reduce bullying in a toxic leadership environment.

Table II: Convergent Validity

Construct scale	Item	Factor loading	CR	AVE	Cronbach's alpha
Toxic leadership	TL1	.64	.0777	0.5597	.80
	TL2	.66			
	TL3	.86			
	TL4	.71			
	TL5	.63			
	TL6	.67			
	TL7	.85			
	TL8	.14			
Employee silence	ES1	.83	0.824	0.6670	.76
	ES2	.70			
	ES3	.32			
	ES4	.61			
	ES5	.80			
	ES6	.33			
	PS1	.30		0.6208	
	PS2	.92			

Psychological wellbeing	PS3	.60	0.782		.77
	PS4	.31			
	PS5	.50			
	PS6	.92			
	PS7	.31			
Employee voice	EV1	.99	0.655	0.5375	.80
	EV2	.56			
	EV3	.21			
	EV4	.50			
	EV5	.98			
Work place bullying	WB1	.87	0.818	0.6557	.69
	WB2	.55			
	WB3	.75			
	WB4	.18			
	WB5	.32			
	WB6	.49			
	WB7	.32			

The convergent validity assessment in Table II confirms the reliability of the constructs used in the study. Most items related to toxic leadership loaded well, particularly items TL3 and TL7, indicating that these aspects of toxic leadership are strongly manifested in the workplace. The slightly lower loading of TL8 may indicate that this particular behavior is less frequent or less intense compared to others. Similar to the reliability measurement findings, each item's loading value ranged from 0.32 to 0.99. Cronbach's alpha is available for each variable, and the composite reliability value is more than 0.7. In the same interval, all considered variables had average variances greater than 0.5. Thus, each variable emerged as higher than the threshold value suggested by Hair et al. (2016).

Table III: Model Fit

Model	χ^2	Df	χ^2 / df	RMSEA	TLI	CFI
Structural model 1	.125	1	.125	0.000	1.00	1.00
Moderator model 2	0.31	2.8	0.11	0.384	0.89	0.99

The model fit indices in Table III demonstrate that the structural model fits the data well, with strong indices such as $\chi^2/df = 0.11$, CFI = 0.99, and TLI = 0.89. These values indicate that the model adequately represents the underlying relationships among the variables, although the RMSEA value of 0.384 suggests some room for improvement in the model.

Table IV
Regression Weights: (Group number 1 - Default model)

Path				Estimate	S.E.	C.R.	P	Decision
H1	WB	<---	TL	.187	.044	4.244	***	Supported**
H2	ES	<---	TL	.423	.052	8.177	***	Supported**

Path				Estimate	S.E.	C.R.	P	Decision
H3	PW	<---	TL	.102	.047	2.183	.029	Supported*
H4	WB	<---	ES	-.103	.040	-2.581	.010	Supported*
H5	WB	<---	PW	-.114	.044	-2.572	.010	Supported*

The regression analysis results presented in Table IV provide further insights. The first hypothesis (H1) is supported, showing a significant positive relationship between toxic leadership and workplace bullying ($\beta = 0.187$), confirming that toxic leadership directly increases the likelihood of bullying. The result is consistent with prior investigations by (Van, 2019; Brown et al., 2017). The second hypothesis (H2) also receives substantial support, meaning that toxic leadership has a powerful positive impact on the extent of employee voice ($\beta = 0.423$; $p < 0.01$), as confirmed by Dedahanov et al. (2016) and Xu et al. (2015). It implies that those in toxic leadership situations will likely stay quiet, which might lead to enhanced unpleasant organizational behaviors. The third hypothesis (H3) reveals that toxic leadership exerts a negative and slightly smaller influence on psychological well-being ($\beta = 0.102$), which indicates that toxic leadership may reduce employee well-being. H3 is consistent with the study done by Ariza-Montes et al. (2017). The fourth hypothesis (H4) unveils the impact of employee silence on workplace bullying, where employee silence has a negative correlation with workplace bullying ($\beta = -0.103$), meaning that if the employees remain silent, workplace bullying is likely to occur. Thus, the H4 result aligns with the study of Tipper et al. (2007) and Xu et al. (2015). Likewise, based on the fifth hypothesis (H5), it appears that when psychological well-being is lower, workplace bullying will also be higher, similar to the studies conducted (Hudson, 2013; Bhandarker & Rai, 2019).

Table V: Mediation Analysis

Path		Direct effect	Indirect effect	Total effect	
H6	TL>ES>WB	.176**	-0.44	132**	H6 supported since indirect effect are statistically significant
H7	TL>PW>WB	.144	-0.12*	132**	H7 supported since indirect effect are statistically significant

The mediation analysis in Table V provides additional insights into these relationships. The findings confirm the sixth hypothesis (H6), in which the study established that employee silence helped mediate the relationship between toxic leadership and workplace bullying. It is an indication that toxic leadership has a positive correlation with bullying and independently influences employee silence. The seventh hypothesis (H7) is also supported; this presented evidence that psychological well-being partially mediates the toxic leadership and workplace bullying relationship. It means that toxic leadership reduces the overall well-being and thereby enhances the risks of bullying.

Table VI
Regression Weights: (Group number 1 - Default model)

Path				Estimate	S.E.	C.R.	P	Label
H8	ZWB	<---	ZTL	.162	.051	3.187	.001	Not Supported
	ZWB	<---	ZEY	-.030	.051	-.600	.548	
	ZWB	<---	INT	-.015	.056	-.260	.795	

Finally, Table VI presents the moderation analysis for the eighth hypothesis (H8), which argues that employee voice would moderate the negative relationship between toxic leadership and workplace bullying. However, this hypothesis is not supported, as employee voice does not mitigate the effect of toxic leadership on bullying. This finding indicates that even when employees raise their voices, it does not reverse the effects of toxic leadership but rather stresses the prevalence of toxic leadership in promoting a hazardous working environment.

Limitations and Recommendations

The study has certain limitations, some of which are listed below, and may be relevant for further research. First, the study's population was restricted to a small portion of Pakistan. This limits the generalizability of the entire Pakistani financial sector and other industries. All financial institutions in Pakistan, including broking houses, insurance companies, mortgage companies, and investment companies, can be considered for future research. A comparative analysis between various financial institution types or between Pakistan's financial and non-financial sectors can also be conducted. This study employed a quantitative research approach, and the researcher encountered considerable resistance from respondents when gathering data regarding their readiness to answer the questionnaire regarding their supervisors.

Consequently, to have a deeper comprehension of the concepts, upcoming researchers can utilize one-on-one interviews with the participants. The design of the specific study was cross-sectional research. To get deeper insight, future researchers may choose to implement a longitudinal study that captures the impact toxic leaders convey on staff.

Implications

Several studies and surveys reveal that, for instance, workplace bullying has been rising recently by as much as 27% (Workplace Bullying Institute Survey, 2014). It would make sense for employees to complain or speak out against workplace bullying as it is detrimental to workers and expensive for employers. However, the current study's findings contradict these theories and show that when faced with workplace harassment, employees choose to adopt a silent strategy. Therefore, according to Einarsen et al. (2003), companies should emphasize stopping workplace bullying and supporting employee voice. Earlier, it was commonly used in organizations by supervisors to assess the performance and conduct of their reports. Therefore, anonymous feedback from employees regarding specific aspects of their current supervisors is necessary to identify toxic leaders, minimize their influence on the working staff and environment, and increase the establishment's productivity.

Furthermore, to lower the frequency of bullying at work, a literature analysis also yielded some specific, managerially beneficial recommendations for more research on eliminating toxic leadership and workplace bullying. In terms of organizational culture, harassment in the workplace should never occur, and each employee bears personal responsibility for this. The study's findings indicate that to stop internal bullying behavior in a workplace; managers should create internal policies against bullying at work in advance, as seen from the standpoint of organizational policy. Such policies should include the works on the kinds of aggressive acts, rules about punishment for the aggressors, reporting rights for the victims, consultation provisions and protective measures etc. In addition, the formulated policies and procedures for controlling workplace bullying in an enterprise should be made in writing and publicly disseminated among the enterprise's employees to enhance their understanding of the enterprise's policies on workplace bullying. Last but not the least, to ensure that all the employees are happy, safe comfortable at work, every organization must commit to creating a workplace culture that is free from bullying.

Consequently, the study makes the following three recommendations: First, the study revealed that

the employee voice is a business strategy in which a worker offers constructive criticism for the organization's benefit. Bullying is possible for staff members who report on the organization's status and procedures to change things. Therefore, if employee voice benefits the company, leaders should listen to what the staff says and support it appropriately. It is also important for leaders not to lose the chance of receiving good advice to become over confident. Second, leaders should consider supporting the practice of employee voice if this action facilitates company innovativeness. Performance of voice behavior increases organizational image, work satisfaction, perceived performance, pro-organizational behavior, dedication, and overall effectiveness. Third, in order to cultivate an environment where employee voice is more likely to flourish, leaders should establish a culture that supports diversity of viewpoints and promotes open communication. Leaders may enhance decision-making procedures and promote organizational performance by actively listening to and acting upon employee feedback.

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