TOXIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A MEDIATION EFFECT OF FOLLOWERS' TRUST AND COMMITMENT IN THE MIDDLE EAST

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ABSTRACT

The purpose of this study is to examine the influence of toxic leadership on organizational citizenship behavior using followers' commitment and trust as a mediator between toxic leadership and organizational outcomes. The data was collected through a questionnaire based survey administered on 660 employees working in public and private UAE based firms. Various statistical techniques such as structural equation modelling (SEM), t-test and one-way ANOVA were used to test the research hypotheses. The results indicate a significant negative correlation between Toxic Leadership (Abusive Supervision, Authoritarian Leadership, and Unpredictability) and Affiliation-oriented OCB. Narcissism and Self-Promotion sub-scales of toxic leadership have no significant relationships with affiliation-oriented OCBs and challenge-oriented OCBs. Most notably, the results indicate a significant strong and positive correlation between Challenge-oriented OCB and Followers' Trust. The study explores the complicated connections that can probably occur between the various attributes of toxic leaders, followers' OCB, and the organizational outcomes that contribute to this complex process, and is one of the first of its kind which has conceptually and empirically examined the followers' perceptions and reactions to the different forms of toxic leadership in a collectivistic society.

Keywords: Toxic leadership; Followers' trust and commitment; Followers' organizational citizenship behavior (OCB); Middle East

1. INTRODUCTION

Although most leadership studies have focused on the positive results of leadership behaviors (Behery, 2009, 2016; Behery, Paton and Hussain; 2012; Marki and Scandura, 2010; Mozhdeh,

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Wan and Amin, 2011), a striking trend in literature that is growing alongside is that of the dark and abnormal negative aspect of the leader's personality (Khoo and Burch, 2008). Toxicity in leaders has, unfortunately, become a common reality in many organizations (Mathieu, Neumann, Hare and Babiak, 2014; Tavanti, 2011). Numerous studies in leadership and management increasingly focus on the dark side of issues of leaders such as toxic leadership (Goldman, 2009a; Lipman–Blumen, 2005a; Lipman-Blumen, 2008), toxic management (Niehus, 2011), toxic organizations and toxic workplaces (Frost, 2003; Kusy and Holloway, 2009), abusive leaders (Tepper, 2000), as well as tyrannical (Ashforth, 1994) and destructive leaders (Einarsen, Aasland and Skogstad, 2007). The study of the dark side of the leader's personality has a significant role in helping organizations identify those with the potential for deviant behaviors and poor work performance (Khoo and Burch, 2008; Moscoso and Salagdo, 2004). Deviant workplace behaviors cause losses of billions of dollars across all business organizations, and much of this behavior stems from corporate psychopaths in positions of leadership (Cheang and Applebaum, 2015). Global leaders, either in private or public sector, must be sensitive to the needs of people in their organizations (De Bel-Air, 2015). An aloof and distant toxic leader in either private or public businesses, who seeks to impress and gain favor from the upper level of management, will tarnish the organizational culture and its human assets (Boddy and Croft, 2016). Therefore, apart from ownership within the organization, the existence of corporate psychopaths in leadership positions has a devastating effect on the outcomes of any business (Pelletier, 2010).

1.1.   *The Research Context – A Cultural Perspective*

The Arab society is collectivist, male-dominated, averse to uncertainty and characterised by high power distance (Hofstede, 1984). In the Arab society, power is identified with formal status instead of specific aptitudes (HassabElnaby and Mosebach, 2005). Brown and Humphreys (1995) note that Arab leaders are required to fulfill the social needs of their relatives in the extended family or the clan. The demography of the United Arab Emirates (UAE) is extremely diversified (Ahmed, 2003; Behery, 2011). The UAE labor market mainly relies on expatriate workers, who are attracted to this oil-rich country from all over the world (Behery et al., 2012). This implies that, in a study of this kind in the UAE, it is inevitable that almost half of the respondents are Expatriates. Therefore, the study is addressed in geographic terms rather than in terms of the citizenship of the labor. Moreover, the sample of the study has been chosen randomly in order to obtain valid and more reliable results.

The number of leadership studies focusing on the UAE is small but growing. Earlier researches (Jabeen et al. 2015; Kemp et al. 2013; Mathias, 2017; Suliman and Al Obaidli, 2013) focused on transactional leadership, women leadership, public leadership, and transformational leadership themes to date. However, none of them focused on the toxic leadership. Hence, the study measures the attitude of people toward the organizational social construct of 'toxic leadership', regardless of their citizenship and the type of ownership of the business. The objectives of this study are threefold: 1) to explore the Toxic Leadership construct in the Middle East, 2) to analyze the effect of Toxic Leadership on Organizational factors; Employees' Commitment, Employees' Trust, and OCB and 3) to validate the Western theories in the under-researched Arab context in order to bridge the gap between the East and West.

The contents of this paper are divided into five sections as follows: section 2 provides a review of the literature; section 3 details the research methodology; section 4 presents and discusses the

research findings. The last section provides the conclusions, limitations, and suggestions for further research.

2. LITERATURE REVIEW

2.1. Toxic Leadership

Lipman–Blumen, (2005b, p. 30) describes toxic leaders as "those followers who, by virtue of their destructive behaviors and their dysfunctional personal qualities or characteristics, inflict serious and enduring harm on the followers, groups, organizations, communities and even the nations that they lead". Padilla et al. (2007) suggested that toxic leadership is a confluence of the leader, the followers, (defined as either "colluders" or "conformers") and the environment that facilitates it – the "Toxic Triangle". Toxic leaders should not be confused with transactional leaders or difficult people (Edwards and McGrath, 2009; Tavanti, 2011; Blomme, Kodden and Beasley-Suffolk, 2015). Tavanti (2011) argues that difficult people may not necessarily be "toxic". On the one hand, a decisive, demanding, and sometimes verbally abusive leader may not necessarily be "toxic" to people. On the other hand, even charming and cheerful leaders may be toxic (Decoster, Camps, Stouten, Vandevyvere and Tripp, 2013). It is not necessarily the attitudes and style of communication that make a leader toxic (Burton and Hoobler, 2011; Liu, Ho Kwong, Wu and Wu, 2010); it is the systemic discouraging effects that often indicate toxic dynamics (Burton, Hoobler and Scheuer, 2012; Wu et al., 2012). Toxic leaders might be highly competent and effective in their jobs (Estes, 2013; Tavanti, 2011), but they contribute to an unhealthy climate among their peers and subordinates with consequences far beyond the morale of a few victims (Bardes, Mayer, Hoobler, Wayne and Marinova, 2012; Ünal, Warren and Chen, 2012). Toxic leaders are generally highly competent and effective in the short-sighted sense, but in the long run, they carry high human and financial costs (Hobman, Restubog, Bordia and Tang, 2009). Generally speaking, toxic leaders are characterized by fighting and controlling rather than uplifting and inspiring (Tavanti, 2011; Thoroughgood, Hunter and Sawyer, 2011). They like to succeed by tearing others down (Ferris, Zinko, Brouer, Buckley and Harvey, 2007; Tavanti, 2011).

Toxic leadership leads to various negative outcomes including low satisfaction with work (Ghosh, Jacobs and Reio, 2011), increased worker absenteeism (Goldman, 2006), decreased employee productivity and motivation (Cortina et al., 2001; Pelletier, 2010), increased alcohol and drug abuse (Lubit, 2004), increased employee turnover (Starratt and Grandy, 2010). A toxic workplace has negative impacts on the sociological, physical and psychological well-being of workers (Linda and Michael, 2012).

According to Lipman–Blumen, (2005a), toxic leaders' destructive behaviors are recognizable in one or more of the many following actions: Leaving followers worse off; violating rights and dignity; spinning news and events and promoting or ignoring incompetence. Schmidt (2008) describes a toxic leadership scale that includes abusive supervision, authoritarian leadership, narcissism, self–promotion, and unpredictability. Goldman (2009a; 2009b) suggests that toxic leaders often display certain preferred managerial methods such as micromanagement, ego management (narcissism), and managing by fear (bullying). The results of many previous studies (Bligh, Kohles, Pearce, Justin and Stovall, 2007; Gray and Densten, 2007; Schilling, 2007) suggest that the relationship between aversive leadership and negative outcomes appears to be more

socially constructed than factual. Particularly, when organizational performance is positive, aversive destructive leaders may be perceived as less aversive than similarly aversive leaders in both negative and average organizational performance conditions (Schyns and Hansbrough, 2012; Thoroughgood et al., 2011).

2.2.   *Followers' Organizational Citizenship Behavior (OCB)*

Organizational citizenship behavior has received attention in both organizational and business research (Arthaud-Day et al., 2012). There has been a substantial amount of research during the last few decades on the topic of organizational citizenship behaviors (OCBs) and various organizational constructs related to it (MacKenzie et al., 2011). These previous studies have addressed as many as 40 different types of OCBs (Podsakoff, MacKenzie and Bommer, 1996; Podsakoff, Ahearne and MacKenzie, 1997; Podsakoff, MacKenzie, Paine and Bachrach, 2000; Podsakoff, Whiting, Podsakoff, Blume, 2009). Suliman and Al Obaidli (2013) revealed that transformational and transactional leadership styles tend to play a significant role in employees' OCB in the UAE financial sector.

As said by Podsakoff et al. (2009), the new definition of OCB upholds the distinction between job performance and OCB. It avoids the idea that OCB must be discretionary and is not correlated with rewards (Farh, Zhong and Organ, 2004). It also focuses on the significance of the culture and the context in which task performance occurs (Lai, Lam and Lam, 2013; Lehmann-Willenbrock et al, 2013; Paine and Organ, 2000). Therefore, one can argue that OCB is an act that is not required or demanded as part of the formal job accountability (Farh et al., 2004).

Most previous studies have focused on two types of OCBs; the affiliation-oriented OCBs and the challenge-oriented OCBs (MacKenzie et al., 2011; Chen and Yang-Hua, 2014; Zehir, Muceldili, Altindag, Sehitoglu and Zehir, 2014). According to Podsakoff and MacKenzie (1994), affiliation-oriented OCBs are interpersonal and cooperative and tend to strengthen or maintain interpersonal relationships with others. In contrast to this, challenge-oriented OCBs are change oriented and contain the risk that they could harm interpersonal relationships with others because they critique the status quo (Podsakoff et al., 1996; Podsakoff et al., 1997). Within these types of OCBs, there are always forms of OCBs, called promotive OCBs, that are intended to promote or encourage something to happen, and some other forms, called as prohibitive OCBs, that are intended to prohibit or stop something from happening (Lu, 2014; MacKenzie et al., 2011; Qadeer and Jaffery, 2014).

2.3.   *Followers' Trust*

Rousseau, Sitkin, Burt and Camerer (1998) have defined trust as a psychological state that compromises the willingness to rely on another and the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another. Gillespie and Mann (2004) have discussed three components of trust, namely the cognitive trust which refers to the beliefs about another's trustworthiness, the affective trust that expresses the important role of emotions in the trust process, and the behavioral part of trust that in turn relies on another and discloses sensitive information to another. Serva, Fuller and Mayer (2005), have emphasized the reciprocity of trust that results when a party observes the actions of another and reconsiders one's attitude and subsequent behavior based on those observations. Zeffane (2010) has identified trust as a concept that includes both the faith in the intentions or actions of a leader, group, or even an organization,

and the expectation of ethical, fair, and non-threatening behavior, and concern for the rights of others in exchange relationships with other parties.

Subject to the intent and the context of the research, the construct of trust has been tested in one of the following three different forms: a relatively unchanging trait, a process, and an emergent psychological state (Getha-Taylor, 2012; Martin, 2014; Schoorman, Mayer and Davis, 2007; Zanini and Musante, 2013).

In the present study, trust will be regarded in a way consistent with that of an emergent psychological state and attitude as defined by Marks et al. (2001) and Rousseau et al. (1998). The justifications for this decision is attributed to our interest in developing an integrated theoretical framework from which factors related to the trust or the distrust in toxic leadership can be defined. Moreover, trust has become an international barometer used by many countries as an indicator that may affect economic and social development by facilitating market exchange, enabling better functioning of public institutions and increasing the capacity for collective action (Morrone *et al.*, 2009).

2.4. Followers' Commitment

Despite the fact that there is not an exhaustive list of definitions of commitment in the literature (Meyer and Herscovitch, 2001), the present study provides various examples that show very different interests and perspectives.

Several criteria are used to evaluate and measure employee commitment, such as satisfaction, performance levels (task and contextual), cognitive withdrawal and turnover rate, among others (Allen and Meyer, 1996; Meyer *et al*, 2002; Cooper-Hamik and Viswesvaran, 2005). Reviewing the literature on commitment, a conclusion can be drawn that commitment (as a single-dimensional construct) is generally defined as a psychological attachment that provides a person with a stabilizing or obliging force which in turn gives her/him a direction to behavior pertaining to specific organizations, occupations, goals or persons (Meyer and Herscovitch, 2001). This suits the ultimate purpose of this research paper since it represents the attitudinal approach of commitment (Mowday et al., 1982; Porter, Steers, Mowday and Boulian, 1974) that results from other organizational constructs such as toxic leaders and OCB.

2.5. Research Hypotheses

Hereafter, a conceptual model can be formulated as given in Figure1. With reference to all the aforementioned views we hypothesize the following:

H1: Toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) is negatively correlated with employee's commitment.

H2: Toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) is negatively correlated with employee's trust.
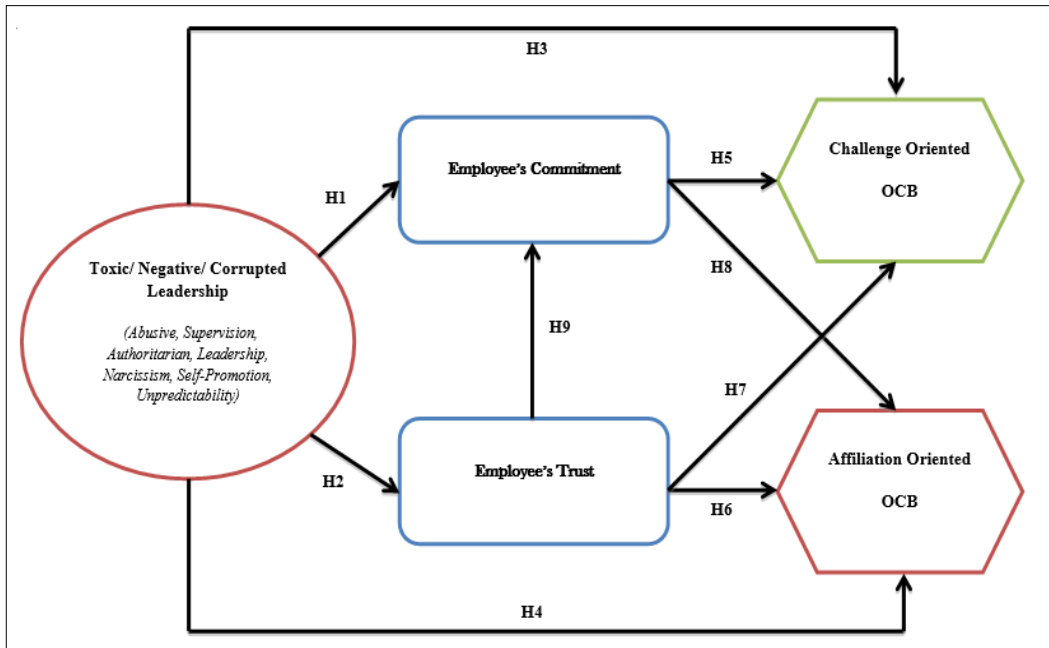
H3: Toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) is negatively correlated with challenge-oriented OCB.

H4: Toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) is negatively correlated with affiliation-oriented OCB.

H5: Followers' commitment is positively correlated with Challenge-oriented OCB

H6: Followers' trust is positively correlated with Affiliation-oriented OCB.

H7: Followers' trust is positively correlated with Challenge-oriented OCB.

Figure 1: Toxic Leadership and OCB: A mediation effect of Follower's Commitment and Trust

H8: Followers' commitment is positively correlated with Affiliation-oriented OCB

H9: Followers' trust is positively correlated with followers' commitment

H10: Followers' commitment mediates the relationship between toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) and Challenge-oriented OCB.

H11: Followers' trust mediates the relationship between toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) and Challenge-oriented OCB.

H12: Followers' commitment mediates the relationship between toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) and Affiliation-oriented OCB.

H13: Followers' trust mediates the relationship between toxic leadership (Abusive Supervision, Authoritarian Leadership, Narcissism, Self-Promotion, and Unpredictability) and Affiliation-oriented OCB.

3. METHODOLOGY

3.1. *Data Collection Procedures*

Data were collected in a stepwise style via questionnaires. Initially, a pilot test was steered. Fifty leaders with satisfactory management experiences from various businesses in the UAE were targeted to fill the survey and assess the questionnaire. Thirty-seven complete and suitable

questionnaires were returned, and the survey was modified accordingly. The data collection process was conducted across 9 months starting July 2014 to April 2015. Having gained prior corporate approval, via inter-organizational mailing systems, a total of 1000 self-administered surveys along with the researcher's contact details for any queries concerning the procedure, understanding, and confidentiality were sent randomly to UAE firms. In addition to that, two web links were created to collect the data online; namely: http://s-595d1c-i.sgizmo.com/s3/i-0000000-651195/ & https://www.surveymonkey.com/s/BR6S5JF. Anonymity and confidentiality were assured, the need for which being previously emphasized by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) and Podsakoff, and Organ (1986). After doing numerous follow-up contacts, a total number of 693 questionnaires were received with a response rate of 69.3 percent. However, filtering the collected questionnaires, 660 were found suitable for final data analysis, representing 66 percent of the total targeted number of questionnaires.

During the data collection process, actions were taken to address the issue of non-response bias. Examples of these actions are (see Armstrong and Overton, 1977; McGrath, 1986; Podsakoff, MacKenzie, Lee and Podsakoff, 2003; Podsakoff, and Organ, 1986). The information on the detailed exact purposes of the research work was not shared with the respondents, the entire measurements were selected and adapted from previously used and well-established scales, and the scales were randomly organized within the questionnaire.

3.2.   *Measurement and Scales*

To measure all variables, a well-established five-point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5) was adopted. *Followers' Commitment* was measured through a fifteen-item scale developed by Mowday, Steers and Porter (1979). *Followers' Trust* was measured using the seven-item scale created by Robinson and Rousseau (1994).
Followers' Challenge-oriented and Affiliation-oriented OCB was measured through an eleven-item scale adopted from MacKenzie et al. (2011), representing two main sub-dimensions of OCB: Challenge-oriented OCB (5 items) and Affiliation-oriented OCB (6 items).
A thirty-item scale adapted from (Schmidt, 2008) was used to measure the toxic leadership and its five sub-dimensions: Abusive Supervision (7 items), Authoritarian Leadership (6 items), Narcissism (6 items), Self-Promotion (5 items), Unpredictability (6 items).

3.3.   *Sample Demographics*

As shown in table 1, 47.7% of the sample comprised of males and 52.3% comprised of females. 57.7% of the participants were between the age categories of 20 – 30 years; however, 34.0% were in more than 30 years age category. Out of the total population, 56.06% were nationals and 46.94% were expatriates. 53.03% of the participants had 5 years to 10 years of work experience.
The majority of the individuals responding to the survey were from HR Departments (29%); however, 10.2% were from operations and production departments. Senior Management was represented by 12.7%. 38.5% was the total percentage of both middle management and supervisory level. The majority of the participants were in the non-managerial category (48.8%). The non-managers had been supervised by their existing managers for an average of 4 years (minimum = 1 year and maximum = 10 years). With respect to the level of education, 12.7% had completed high school, 23.3% had completed a two-year diploma or associate degree, 31.6% had completed a Bachelor's degree and 32.4% had completed a Master's degree. As for the industry, 38.6% of the

respondents is working in educational insinuations. However, petrochemicals, construction/real estate, healthcare, telecommunications and banking sectors are represented by 12%, 15.9%, 14.7%, 10.2%, and 8.6% respectively. For more details, see Table 1.

Table 1: Distribution of demographic data (n=660).

	N	%
Age		
Below 20	55	8.33
From 20 to 30	381	57.73
Above 30	224	33.94
Gender		
Female	315	47.73
Male	345	52.27
Citizens		
UAE Nationals	370	56.06
Expatriates	290	43.94
Experience		
below 5	191	28.94
5 to 10	350	53.03
above 10	119	18.03
Occupation		
IT	108	16.36
Finance	103	15.61
HRM	192	29.09
Customer Service	102	15.45
Operation	67	10.15
Administration	88	13.33
Job level		
Senior Management	84	12.73
Middle Management	167	25.30
Supervisory level	87	13.18
Employee	322	48.79
Industry		
Chemicals	79	11.97
Construction/ Real estate	105	15.91
Healthcare	97	14.70
Education	255	38.64
telecommunication	67	10.15
Banking, Finance/insurance	57	8.64

4. FINDINGS AND DISCUSSION

The study employed a variety of statistical techniques to analyze the data and to test the research hypotheses including reliability, validity, LISREL, T-test, ANOVA, and Correlation analysis. To examine the mediating effect of followers' trust and followers' commitment between toxic

leadership and OCB, multiple linear regression was performed (Arbuckle and Wothke, 2003; Da Silveira and Arkader, 2007; Hopwood, 2007; Hussey and Eagan, 2007; Yu and Choi, 2014). The first step of our analysis consisted of data screening: all cases with standard deviation less than 0.25 were dropped from the analysis (37 cases); Table 2 includes the descriptive statistics of the main constructs and overall measures:

Table 2: Descriptive statistics, reliability and Correlation Coefficients for the proposed model

		Toxic	Challenge	Aff	comm	Trust	Mean	Stdev	Alpha
Toxic	r	1	0.014	-0.088[*]	0.214[**]	0.115[**]	2.5606	1.79851	0.972
	pvalue		0.715	0.024	0.000	0.003			
Challenge	r		1	-0.064	-0.051	0.081[*]	2.8458	.97853	0.765
	pvalue			0.101	0.193	0.038			
Aff	r			1	0.135[**]	0.076	3.2985	.91299	0.678
	pvalue				0.001	0.052			
Comm	r				1	-0.008	3.8318	.84638	0.794
	pvalue					.0838			
Trust	r					1	3.0657	1.06114	0.731

* Correlation is significant at the 0.05 level (2-tailed).

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

The results in Table 2 indicated that there is a significant but weak relationship between Toxic leadership in general and Trust (r= 0.115, p = 0.003), Followers' Commitment (r = 0.214, p =0.000) and Affiliation-oriented OCB (r = -0.088, p = 0.024); moreover there were significant correlations between challenge and trust (r = 0.081, p = 0.024); and between Affiliation-oriented OCB and Followers' Commitment (r = 0.135, p = 0.001). The results indicated that the constructs were reliable with coefficient values ranging between 0.678 (Affiliation-oriented OCB) and 0.972 (Toxic leadership). Even though, the correlation between the latent variables mentioned above is weak but still the relationship is significant. It is well known the significant relationship affected by two main statistics, the sample size and the covariances values.

4.1. *Validity and Confirmatory Factor Analysis*

In the second stage of data analysis, we conducted Confirmatory Factor Analysis (CFA) such that the number of factors was fixed at 5. CFA is used to determine whether the number of factors (dimensions) and the loadings of measured items on them conform to what is expected on the basis of the proposed model (Kim and Mueller, 1978). Using CFA to fit the results to one factor for knowledge exchange, a Principal Components Analysis (PCA) with a Promax rotation with Kappa equal to 5 was carried out. Each item with loading less than 0.4 was dropped from the analysis. The total variance explained for the overall knowledge exchange model is 67.58% (see Table 3). The suggested theoretical model is found statistically reliable and valid, as emphasized by Podsakoff and Organ, (1986) and Yu and Choi (2014). Reliability is defined as the ability of used scale and method to generate the same results across multiple tests in the same circumstances (Nunnally, 1978). Cronbach's alpha is used to determine the reliability of all the measures, all of which exceeded the suggested thresholds of 0.670 which can be approximated to 0.70 (Nunnally, 1978), as shown in Table (3). Considering validity, it is defined as the extent to which a test discloses the needed authentic information (Podsakoff and Organ, 1986; Yu and Choi, 2014).

Content analysis validity tests the representativeness and the appropriateness of the survey items (Yu and Choi, 2014; Zeng, Meng, Yin, Tam and Sun, 2010). During the data collection process, there were no reports of any misinterpretation and confusion among the participants indicating adequate content validity.

The resulting pattern matrix that conform to the proposed model is used to compute composite reliability (CR), convergent validity (CV) by using the average variance extracted (AVE) criterion, maximum shared variance (MSV), average shared variance (ASV) and discriminant validity (DV) (see Table 3). Results indicated that the reliability of the construct is met as all composite reliability coefficients are more than .7; the convergent validity is satisfactory since all AVEs are more than 5. Further, discriminant validity is met since the square root of AVE is more than all correlation coefficients within each factor and AVE is less than MSV for all factors.

Table 3: CFA, reliability and validity measures for the proposed model.

	CR	AVE	MSV	ASV
Toxic Leadership Scale	0.93	0.54	0.404	0.38
Employee's commitments	0.81	0.77	0.31	0.24
Followers' Trust	0.79	0.52	0.41	0.31
Challenge oriented OCB	0.78	0.65	0.23	0.29
Affiliation oriented OCB	0.73	0.63	0.201	0.18

Notes: CR: Composite Reliability, AVE: Average Variance, Extracted, MSV: Maximum Shared Variance, ASV: Average Shared Variance.

Moreover, for evaluating the model used in CFA, residual means squared error (RMSEA), standardised root mean square residual (SRMR), normed fit index (NFI), comparative fit index (CFI) and goodness of fit index (GFI) values were taken into consideration, noting that a fit index value of more than .90 and a means squared error of less than .08 would indicate a close fit of the model. The fit of the measurement model was acceptable, with a significant chi-square value (χ^2/ degrees of freedom = 2.715, $p < .001$; SRMR = .049, GFI = .915; NFI = .925; CFI = .955).

4.2. *The interrelation among variables – Testing the research hypotheses*

The research model was tested using a linear structural equation modeling (SEM) with latent variables as this approach is well-suited to highly complex predictive models. SEM is appropriate when theoretically derived paths amongst multiple exogenous and endogenous variables are estimated. Table (4) shows a non-significant relationship between the Challenge oriented OCB and the total toxic leadership scale, on the one hand, and between the Followers' Trust; Challenge-oriented OCB and Employee's commitments on the other.

Table 4: SEM model testing results

Hypothesis				Estimate	S.E.	C.R.	P	Results
H1	Employee's commitment	<---	Toxic Leadership	0.292	0.024	6.215	0.000	S
H2	Followers' Trust	<---	Toxic Leadership	0.172	0.027	3.550	0.000	S
H3	Challenge oriented OCB	<---	Toxic Leadership	-0.047	0.023	-1.004	0.315	NS
H4	Affiliation oriented OCB	<---	Toxic Leadership	-0.123	0.021	-2.467	0.014	S
H5	Challenge oriented OCB	<---	Employee's commitment	-0.010	0.051	-.200	0.841	NS
H6	Affiliation oriented OCB	<---	Followers' Trust	0.147	0.075	2.566	0.010	S
H7	Challenge oriented OCB	<---	Followers' Trust	0.116	0.060	2.176	0.030	S
H8	Affiliation oriented OCB	<---	Employee's commitment	0.222	0.067	3.949	0.000	S
H9	Employee's commitment	<---	Followers' Trust	-0.081	0.047	-1.531	0.126	NS

S: Significant; **NS**: Not Significant

In addition, the results indicate that a significant negative relationships between Toxic Leadership and Affiliation-oriented (= −.123; P-value=0.014); however, there is a positive significant relationship between Toxic leadership and Employee's commitments ($\beta = .292$; P-value<0.001) and Followers' Trust ($\beta = .172$; P-value<0.001). Moreover, a positive significant relationship occurred between Followers' Trust and Affiliation oriented OCB (= .147; P-value=0.010); and Challenge oriented OCB ($\beta = .116$; P-value=0.030); Also, there is a significant positive relationship between Employee's commitment and Affiliation oriented OCB ($\beta = .222$; P-value< 0.001). Figure 2 shows the significant SEM.

Figure 2: Significant Model
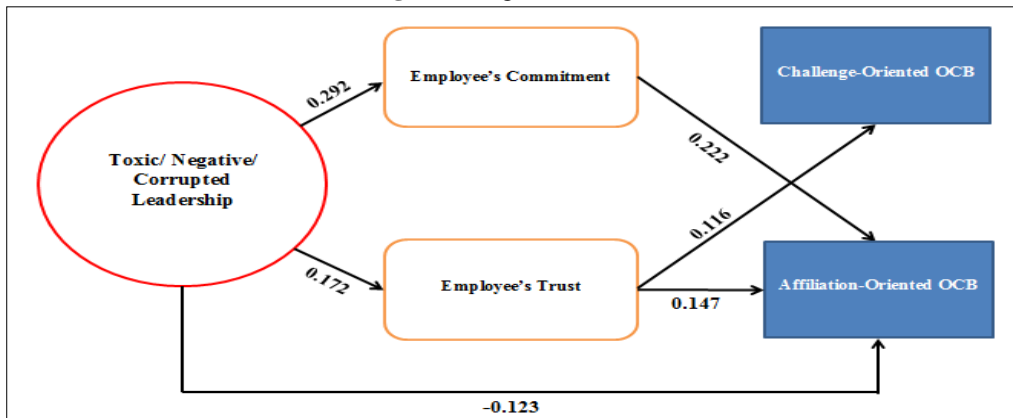
The fit indices of the significant model were computed using a covariance matrix as input to the Analysis of Moment Structure software based on the maximum likelihood estimation. The fit of the SEM was acceptable (see Hussain et al, 2015), with a significant chi-square ($\chi2(137) = 1.577$, $p < .001$; SRMR = .073; GFI = .965; IFI = .935; CFI = .933 and RMSEA = .030).

4.3.   *The mediation effect – Testing the research hypotheses*

Followers' trust and commitment play a significant mediation role () between toxic leadership and Affiliation-oriented OCB (Behery and Al-Nasser, 2016). The total effect of such role is given in Table. 5.

Table 5: The Mediation Effect

Hypothesis	Manifest		Mediator		Leadership Style	Total Effects	Results
H10	Challenge oriented OCB	<---	Employee's commitment	<---	Toxic Leadership	No Effect	NS
H11	Challenge oriented OCB	<---	Followers' Trust	<---	Toxic Leadership	No Effect	NS
H12	Affiliation oriented OCB	<---	Employee's commitment	<---	Toxic Leadership	-0.027	S
H13	Affiliation oriented OCB	<---	Followers' Trust	<---	Toxic Leadership	-0.018	S

4.4. Controlling variables – testing the effect of demographic variables

To test the impact of the different demographic variables on the various variables and constructs of the present study, independent t-test was used to compare between two independent groups. However, general Analysis of Variance (ANOVA) was used to compare between more than two independent groups considering more than one dependent variable. Having done so, the results show that Age (below 20, 20 to 30 & above 30); Job level (Senior Management, Middle Management, Supervisory level & Employee); the industry (petrochemicals, construction/real estate, healthcare, telecommunications and banking sectors), and Gender (female & male) have no significant differences, with P-value >0.05 within all dependent variables considered in the proposed model.

However, the citizenship variable (local or expatriate) has significant differences on both Affiliation-oriented OCB (t = - 2.134, p-value=0.033), where Local M=3.23, SD=0.93 and Expatriate M=3.83, SD=0.88, and Followers' trust t = - 3.8 , p-value<0.001; where Local M=2.92, SD=1.03 and Expatriate M=3.24, SD=1.07; see Table.6.

Table 6: Independent T test results

	Gender	Mean	SD	t-Value	P-Value
Toxic Leadership Scale	Female	2.5898	1.77704	0.399	0.690
	Male	2.5339	1.82005		
Challenge oriented OCB	Female	2.8183	1.00640	-0.692	0.489
	Male	2.8710	0.95313		
Affiliation oriented OCB	Female	3.2550	0.90070	-1.169	0.243
	Male	3.3382	0.92359		
Employee's commitment	Female	3.8643	0.85820	0.942	0.347
	Male	3.8022	0.83559		
Followers' Trust	Female	3.0815	1.07177	0.366	0.715
	Male	3.0512	1.05269		
	Citizenship				
Toxic Leadership Scale	Local	2.4400	1.85423	-1.950	0.052
	expatriate	2.7145	1.71567		
Challenge oriented OCB	Local	2.8662	0.99013	0.604	0.546
	expatriate	2.8198	0.96460		
Affiliation oriented OCB	Local	3.2315	0.93293	-2.134	0.033
	expatriate	3.3839	0.88112		
Employee's commitments	Local	3.7939	0.90463	-1.300	0.194
	expatriate	3.8802	0.76448		
Followers' Trust	Local	2.9279	1.02963	-3.805	0.000

Considering the years of experience as a control variable with three independent categories (below 5, 5 to 10, and above 10), the results of ANOVA test (See Table 7) showed that there is a significant effect of the number of years of experience on the Toxic leadership scale, Followers' Commitment and Followers' Trust at the $p<.05$ level for the three conditions [F(1.654) = 112.3, p = 0.000], [F(1.654) = 8.92, p = 0.003], [F(1.654) = 5.65, p = 0.019] respectively. Hereafter, the LSD fisher multiple comparisons test was used to find out the differences between the groups. The results indicated that there were statistical differences between the three age groups, where the average of the group with experiences between 5 to 10 was the highest in the three cases; then the expertise and the least average responses occurred with the group that had less than 5 years' experience.

Table 7: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
	Toxic Leadership Scale	0.098	1	0.098	0.036	0.849
	Challenge oriented OCB	1.491	1	1.491	1.561	0.212
Age	Affiliation oriented OCB	0.068	1	0.068	0.083	0.774
	Employee's commitments	0.508	1	0.508	0.724	0.395
	Followers' Trust	0.052	1	0.052	0.046	0.830

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Experience	Toxic Leadership Scale	306.618	1	306.618	112.928	.000
	Challenge oriented OCB	0.386	1	0.386	0.405	0.525
	Affiliation oriented OCB	1.429	1	1.429	1.725	0.189
	Employee's commitments	6.281	1	6.281	8.955	0.003
	Followers' Trust	6.222	1	6.222	5.547	0.019
Business unit	Toxic Leadership Scale	19.080	1	19.080	7.027	0.008
	Challenge oriented OCB	2.782	1	2.782	2.914	0.088
	Affiliation oriented OCB	0.140	1	0.140	0.169	0.681
	Employee's commitments	4.509	1	4.509	6.428	0.011
	Followers' Trust	0.568	1	0.568	0.507	0.477
Job level	Toxic Leadership Scale	2.445	1	2.445	0.901	0.343
	Challenge oriented OCB	1.002	1	1.002	1.050	0.306
	Affiliation oriented OCB	0.412	1	0.412	0.498	0.481
	Employee's commitments	0.010	1	0.010	0.014	0.907
	Followers' Trust	0.046	1	0.046	0.041	0.840
Industry	Toxic Leadership Scale	9.860	1	9.860	3.631	0.057
	Challenge oriented OCB	2.563	1	2.563	2.685	0.102
	Affiliation oriented OCB	2.053	1	2.053	2.478	0.116
	Employee's commitments	4.585	1	2.585	2.537	0.115
	Followers' Trust	0.011	1	0.011	0.010	0.920
Error	Toxic Leadership Scale	1775.723	654	2.715		
	Challenge oriented OCB	624.391	654	0.955		
	Affiliation oriented OCB	541.789	654	0.828		

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
	Employee's commitments	458.738	654	0.701		
	Followers' Trust	733.601	654	1.122		
	Toxic Leadership Scale	6459.040	660			
	Challenge oriented OCB	5976.188	660			
Total	Affiliation oriented OCB	7730.111	660			
	Employee's commitments	10162.750	660			
	Followers' Trust	6944.889	660			

With regard to the business unit categorical variable (IT, Finance, HRM, Customer Service, Operations, & Administration), the results of ANOVA test show a significant effect of the nature of the business unit on the Toxic leadership scale, Followers' Commitment at the $p<.05$ level [F (1.654) = 9.400, p = 0.008], [F(1.654) = 4.670, p = 0.011], where the differences occur with the HRM with higher average than the IT, and the least average response for customer services.

5. IMPLICATIONS

The study offers numerous theoretical implications worth mentioning, the first of which is its multidimensional approach to the study of toxic leadership. Particularly, to the best of our knowledge, the present study is considered the first paper in the Middle East to have conceptually and empirically examined the followers' perceptions and reactions to the different forms of toxic leadership. In addition, the mediation role of Followers' Commitment and Trust in the relationship between Toxic Leadership and OCB has been theoretically studied in this research. The under-emphasis on toxic leaders' traits to date in the Middle East contexts has barred researchers from following a more inclusive comprehension of this type of leadership as a multifaceted social-psychological process. Consequently, the current study explores the complicated connections that can probably occur between the various attributes of toxic leaders, followers' OCB, and the organizational outcomes that contribute to this complex process. Thus, it also provides a stimulus for scholars to go beyond the one-dimensional trait-based outlook of toxic leadership which has dominated theory up to the present time. The present research also studies how followers socially conceptualize their perceptions and communicate their reactions to toxic leaders based on prominent aspects of the organizational outcomes reflected in followers' commitment and trust. As a result of that, our study exemplifies a good attempt and a first step in scrutinizing the many complicated relationships embedded within Padilla et al. (2007)'s destructive triangle of leadership. Furthermore, corporations endorsing national cultural values such as high uncertainty avoidance, collectivism, and large power distance (like the UAE as discussed in Hofstede, 1984, 1985, 1998) are more prone to experience toxic leadership (Luthans, Peterson and Ibrayeva, 1998; Padilla et al., 2007). A longitudinal research will be carried out in future to test the multi-dimensional approaches of commitment created by Cohen (2011) considering the timing and the bases of commitment.

Our results and findings have significant implications for managers and policy makers by presenting and signaling that while deciding on the methods of boosting Challenge-oriented OCBs and Affiliation-oriented OCBs, leaders should consider dedicating greater efforts to promoting their followers' commitment and trust and avoiding unethical toxic leadership behaviors. Our study highlights the necessity for contemporary organizations to evaluate corporate values and beliefs and any other organizational characteristics that embrace their corporate atmosphere. This helps in sending embedded messages about the methods in which toxic leaders are dealt with in corporations such as whistle-blowing practices and consequent disciplinary human resource management policies that highlight high moral standards and promote honorable role models as leaders. In addition, the study emphasizes the significance of leaders' selection and development practices, followers' strengthening and empowerment programs, and organizational culture reinforcement initiatives. Potentially toxic leaders might be recognized in the hiring and promotion processes by including assessment center practices that evaluate negative personality characteristics. Developing competent followers by endorsing a culture of enablement is vital in handling latent toxicity. Training programs could promote healthy leader–follower relationships.

6. CONCLUSION

This article reviewed various researches on toxic leadership and addressed this challenging reality in the under-researched Arab culture. Through an analytical empirical review of experts' perspectives, the researchers scrutinized some of the major dysfunctional dynamics of leaders at the workplace and then proposed both interpersonal and organizational propositions to recuperate follower sanity and organizational strength. The purpose of this study was to empirically test the key and interactive effects that toxic leadership may have on challenge-oriented and affiliation-oriented Organizational Citizenship Behaviors (OCBs) mediated by the influence of followers' commitment and trust.

With the goal of expanding the perception of the negative dark side of leadership, the current study has contributed to the existing literature (Conger, 1998; Hogan and Hogan, 2001; Mumford, Gessner, Connelly, O'Connor and Clifton, 1993; Tepper, 2000, 2007) in many ways. First, it has done so by proposing and testing a theoretical framework that examined the influence of the dark-side and toxic leadership variables on organizational citizenship behavior. Secondly, the study used followers' commitment and trust as a mediator between toxic leadership and organizational outcomes. The findings are in alignment with the previous researches that considered OCB as an outcome for many other organizational factors such as trust, commitment and fairness (e.g. Lehmann-Willenbrock et al., 2013). Furthermore, commitment has been discussed as a mediator between the effects of procedural justice and OCB (Lavelle et. al., 2009; MacKenzie, Podsakoff and Podsakoff, 2011). Thirdly and more specifically, the study examined whether or not workers in this non-western context and culture normally regard affiliation-oriented OCBs (e.g., helpfulness, conscientiousness, and courtesy) and challenge-oriented OCBs (e.g., taking charge, voice, and initiative) as equally important aspects of their task performance.

The study has various limitations. Although the sample size was adequate for correct quantitative analysis, larger samples might deliver more reliable and generalizable findings. The measures and scales were self-reported by the participants; thus common method bias might be a concern. Hence, preferably, scholars ought to measure the various variables from different sources in future.

Moreover, the analysis in the present study was done at a follower level. Therefore, future research might expand and study these relationships from a group perspective. Another limitation lies in the usage of cross-sectional data. Given the nature of the sample and the participants, the researchers could not measure toxic leadership followers' commitment and trust and OCB at different times.

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