



Toxic Leadership: Systematic Review Based on Studies Made in Turkey

Zihniye Okray¹ , Anjelika Hüseyinzade Şimşek² 

Abstract

The aim of this paper was to investigate the Turkish literature on Toxic Leadership over the period of 2000-2019. 26 studies on Toxic Leadership were obtained and 21 studies were evaluated in accordance with the inclusion criteria. All publications were examined under four main headings. These; destructive leadership, abusive leadership, toxic leadership and measurement tools for destructive, toxic and abusive leadership. In the studies conducted on toxic leadership, most important variables, the measurement tools used, and the organizational factors related to toxic leadership are categorized according to the concepts and sample groups. As a result, toxic leadership perception decrease occupational burnout, negative emotional state, loafing behavior, intention and tendency to leave the workplace, job stress, need for the leader; and increase organizational trust, organizational commitment, job satisfaction, personal sense of accomplishment and job commitment. Female employees, single employees, employees who have less than 10 years of working experience, and private sector employees have a higher perception of toxic leadership. In Turkey, as in the world toxic leadership of the organization perceived as a significant negative factor. Scientific evidence on the importance and dimensions of this problem has been attained through the censoring of the studies on the subject.

Keywords

Destructive Leadership, Abusive Leadership, Toxic Leadership, Organizational Behavior, Systematic Review

1 **Corresponding author:** Zihniye Okray (PhD.), European University of Lefke, Faculty of Science and Literature, Psychology Department, Lefke, Cyprus. E-mail: zokray@eul.edu.tr ORCID: 0000-0002-9117-4991

2 Anjelika Hüseyinzade Şimşek (Lecturer), Çağ University, Faculty of Science and Literature, Psychology Department, Mersin, Turkey. E-mail: anjelikasimsek@cag.edu.tr ORCID: 0000-0003-4297-1780

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Introduction

Even though the size of the organizations is different, they all have common characteristics. These; there must be at least one leader in each organization, a specific organizational culture, a system for the organization to work and employees to achieve the objectives of the organization. Organizations are like living organisms. They are composed of sub-systems that must work in harmony with each other as in every living organism. With this analogy, if each subsystem performs its own task, the system can function as a whole (Levinson 2002, Carlock, 2013).

As with any living organism, it is possible to consider organizations as healthy and ill; In addition, we must accept the existence of some toxins that affect the organizations (Samuel, 2010). Bacal (2000) classifies organizations as healthy and well-functioning organizations, unhealthy organizations that can function, and finally unhealthy organizations that are devastating for both their leaders and employees. Until the 2000s, climate, performance enhancement, belonging, identity, were the main topics of the studies, since then, the dark side of the organizations, in other words, the toxic behavior in organizations has become the subject of research by researchers. (Appelbaum and Roy-Girard, 2007).

The concept of toxic organization was made by Frost (2004) as “the result of the emotional pain caused by the organization on the employees of the organization caused the decline in the self-values of the members and failing to fulfil the tasks related to their work”. Toxic work environment is a by-product of toxic organization (Samuel, 2010). Another point that is important in the formation and maintenance of the toxic organization is that the leader of the organization is a toxic leader (Applebaum and Roy-Girard, 2007). Reed (2004), explained toxic leadership; negative impacts on employees, organization and organization’s objectives due to the self-centred behaviour, motivations and behaviours of the leader. Toxic organisms ignore the climate of the organization and the needs of other employees, causing short or long-term adverse effects. The value of toxic leaders is much more than they have. Therefore, they cause toxicity in the organizations they work in (Reed, 2014).

The dark side of leadership was first described by Conger in 1990. This type of leadership has shown that both the organization and employees exposure to harm. According to Slattery (2009), the dark side of leadership is defined as a kind of behavior that is exhibited and continued by a leader who leads to unfavorable organizational results based on interactions between the leader, the follower and the environment S. Rober Hogan et al. revealed that negative personality traits are the determinants of the derailment of leadership (Hogan and Hogan, 2001). In his investigations into the leadership literature, he described narcissism, arrogance, and Machiavellianism as the ‘Dark Triad’ of the three main dark leadership traits (Judge et al., 2009; Paulhus and Williams, 2002).

Studies have shown that there are many kinds of Dark Leadership, but the concepts set forth are very close to each other and describe the attitudes and behaviors of the leader towards both the organization and the employees:

- **The Dark Side of Leadership:** Conger (1990) harms the leader organization and organization employees when a leader's behavior is exaggerated, loses contact with reality, or becomes a tool for personal gain.
- **Petty Tyranny:** Ashforth (1994) shows that cruel behavior involves arbitrariness and self-enlargement, underestimation of others, thoughtlessness, style of coercion, and discouragement and unconditional punishment. It is claimed that cruel management leads to low self-esteem, performance, business unit compatibility, leading approval, high frustration among subordinates, stress, reactivity, helplessness, and alienation of the organization. In addition, it is suggested that these effects may affect a large environment, which continues to undergo cruel behavior.
- **Abusive Management:** Tepper (2000) Continuous display of hostile verbal and non-verbal behaviors of the leader, except for physical violence against employees. Behavioral descriptors that are consistent with this definition include sözlü using derogatory names, causing sudden explosions (eg shouting or screaming to disregard someone), threatening them with job-loss threats, hiding/retaining necessary information, embarrassing someone in front of others, silently or verbally. or demean.
- **Poor Leadership:** (Kellerman, 2004) First, bad leaders are ineffective. According to Kellerman, the ineffective leader is the person who does not produce the changes that the followers want. Second, bad leaders are unethical. Kellerman describes the unethical leader as the one who cannot distinguish between right and wrong.
- **Destructive Leadership:** Einarsen et al. (2007) and Aasland et al. (2009) Systematic and repetitive behavior violates the legitimate interests of the organization by weakening and/or obstructing the aims, duties, resources, and effectiveness of the organization and/or motivation, goodness, or work of sub-objectives is a leader, supervisor or manager. Schyns and Schilling (2013) A process that continues to be perceived as hostile and/or disturbing by the activities, experiences and/or relationships of members of an individual or a group for a long time.
- **Poisoning (Toxic) Leadership:** Lipman-Blumen (2005) Toxic leaders are defined as managers who cause serious and lasting negative, even toxic effects on individuals, families, organizations, communities, and communities exposed to their leadership. The repertoire of toxic leaders includes toxic effects including corruption, sabotage, unethical (even if legal) behavior and criminal behavior .

In Turkish literature generally used terms are; toxic leadership (Bektaş and Erkal, 2015, Çelebi, Güner and Yıldız, 2015, Bakkal and Aydınтуğ, 2016, İzgüden, Eroymak and Erdem, 2016, Reyhanoğlu and Akın, 2016, Slow, 2016, Çetinkaya and Ordu, 2017, Unur and Pekersen, 2017, Bektas and Erkal, 2018, Bozkurt, Coban and Colakoglu 2018, Demirdag, 2018, Yalcinsoy and Isik, 2018, Uzunbacak, Yildiz and Uzun, 2019) as well as abusive leadership (Ülbeği, Özgen and Özgen, 2014, Coşkuner and Şentürk, 2017, Başar, Sığı and Printing, 2016, Sezici and Güven, 2017, Bolat, Bolat, Seymen and Yüksel, 2017) and destructive leadership (Gündüz and Dedekorkut, 2014, Sezici, 2016, Akman, 2016, Güldü and Esentürk- Aksu, 2016). Binboğa, Eğin, and Gülova (2018), in their systematic review “The Dark Side of Organizational Behavior”; examined 273 studies according to toxic leadership done among 2010 and 2017 and found that many of them were consist of mobbing, cynic behaviors, and organizational silence.

Purpose and Research Questions of the Study

The aim of this study is to bring together studies in Turkish literature related to toxic leadership. The aim of this study is to evaluate what variables are given importance in the studies related to toxic leadership, the measurement tools used, and the organizational factors related to toxic leadership. Questions expected to be answered within the scope of this study are as follows:

- a- What is known about toxic leadership in our country?
- b- Which socio-demographical variables such as marital status, experience, age etc. are at the forefront to determine the toxic leadership and to take measures?
- c- Which scales developed or adapted to measure toxic leadership in our country?
- d- Are destructive, abusive and toxic leadership expressing the same concepts?

Method

Systematic review method has been used in this study for collection of studies related to toxic leadership concept. A systematic review is defined as a method of gathering the information that conforms to the criteria determined on a given subject (Herdman, 2006). The 27-item PRISMA (Declaration on Declaration of Reporting and Meta-Analysis) statement, which was developed in English were used to identify the reporting features of the Data Drawing Form for systematic compilation and meta-analyses, was taken as a reference for evaluating the articles.

Search

TÜBİTAK ULAKBİM EQUAL and TÜBİTAK ULAKBİM Dergi Park service, articles which are published in Turkish and English, were selected with the “toxic leadership”, “destructive leadership”, and “abusive leadership” key words. In total 26 studies, including one compilation, were reached. After evaluation of articles within the scope of the research., 3 papers on destructive leadership, 5 articles on abusive leadership, 8 articles on toxic leadership and 5 scale validity and reliability studies that were selected to measure abusive, destructive or toxic leadership behaviors were selected. The search was conducted in January 2019.

Study Selection

In this study, between the years 2000-2019, the title and keywords are limited to articles with toxic leadership, destructive leadership, and abusive leadership concepts in Turkish and English. As the studies were limited to 26, no occupational group sample was excluded. Five the studies were excluded from the research because it was a compilation study, as a result this study was carried out with 21 articles. As shown in Figure 1.

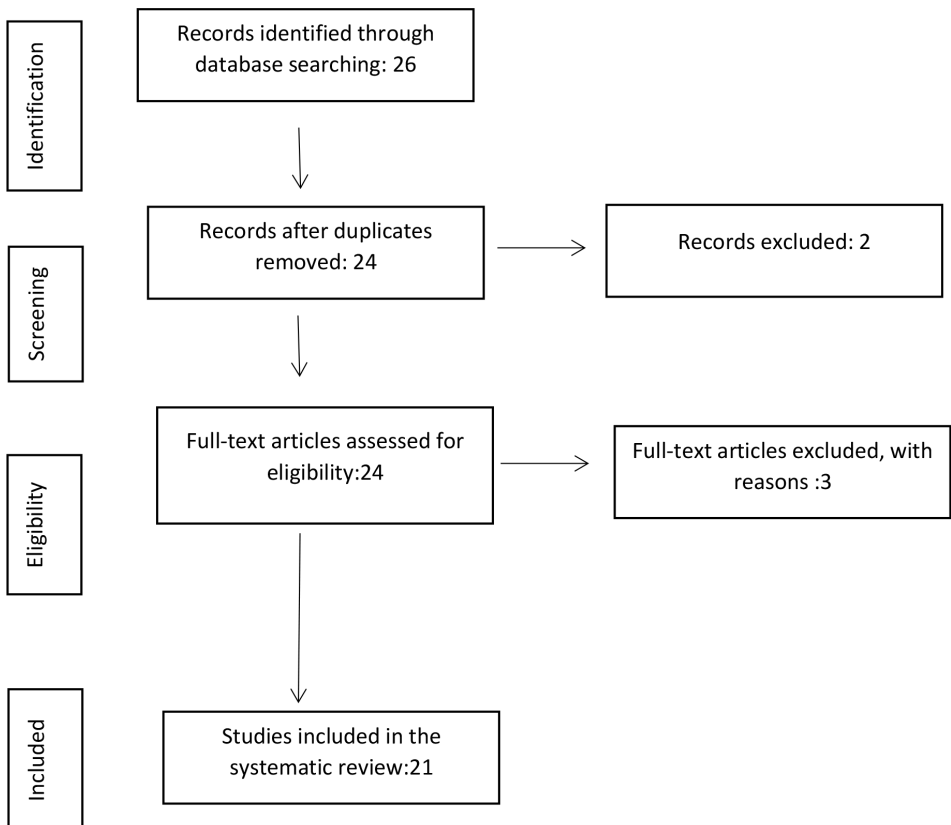


Figure 1. Flowchart depicting material collection and analysis procedures for this Systematic Review.

Results

The findings of the study were examined under four main headings. They have been assessed on the basis of destructive leadership, abusive leadership, toxic leadership, and finally scales developed to measure toxic leadership, destructive leadership and abusive leadership (given in Table 1). After examining each type of leadership, a discussion was made about whether the destructive, abusive and toxic leadership concepts point to the same concept.

Table 1
Characteristics of Researches Taken into the Systematic Review

Authors (years)	Research method	Data collection tool	Working area	Sample	Gender distribution	The average age of the employee	Average employee's seniority	Findings
Studies on destructive leadership								
Akman (2016)	cross-sectional research	Survey	teachers	423	%54.8 female %45.2 male		More than 10 years	- A positive relationship between outgoing leadership perception and occupational burnout -Be male and single increases the perception of destructive leadership
Güldü, Esentürk ve Aksu (2016)	Cross-sectional research	Survey	Public employee	373	%45.3 female %54.7 male	33.15	14.6	- Increased levels of occupational burnout and adverse mood states as the perception of leadership increases Females are more affected by destructive leadership than males

Sezici (2016)	Cross-sectional research	Survey	Bank, health and education employee 54.7% public 45.3% private	867	%44.2 female %55.8 male	—	Among 1-21 years	- 42% stated that they were subjected to destructive leadership behaviors. - As job satisfaction, organizational commitment decreases, tendency to quit and to quit, job stress, need for leader increases - As education level decreases, perception of destructive leadership is increasing
Studies on abusive leadership								
Ülbeği, Mimaroglu-Özgen ve Özgen (2013)	Cross-sectional research	Survey	Private sector	178	%42 female %58 male	31.3	8.8 years	- In order to eliminate the effect of the executive administration, employees use tactics of impression management.
Başar, Sığırı ve Basım (2016)	Qualitative research	Interview, Focus Group, Observation	Security Service, training, consulting, tourism, construction, banking and mining	9	%55.6 female %44.4 male	----- ---	----- -----	- Dark leader behaviors are considered as harassing, narcissistic, insincere and bully. -The effects on the patient were evaluated in psychological and physiological dimensions. - Employees' reactions were described as passive and active.
Sezici ve Güven (2017)	Cross-sectional research	Survey	Hotel management, front desk, housekeeping, food, and beverage department	269	%43.9 female %56.1 male	35	6 month-21 year	- Traumatic administrator perception predicts emotional exhaustion and increases the behavior of loss.

Coşkuner ve Şentürk (2017)	Cross-sectional research	Survey	Mall employees	200	%57.5 female %42.5 male	18-40	-----	- Traumatic leadership perception reduces organizational commitment
Bolat, Bolat, Seymen ve Yüksel (2017)	Cross-sectional research	Survey	Public factory employee	363	%14 female %86 male	37.4	9 year	- Abusive leadership perception reduces leader-member interaction, power distance. - The perception of abusive leadership increases burnout.
Studies on toxic leadership								
Çetinkaya ve Ordu (2018)	Cross-sectional research	Survey	Teachers	352	----- ----	----- ----	-----	- Toxic leadership perception increases burnout and depersonalization. - Toxic leadership perception decreases the sense of personal accomplishment.
Unur ve Perkerşen (2017)	Cross-sectional research	Survey	Chef and co-chefs	449	%12 female %88 male	25-56	-----	- As the work stress increases, the perception of toxic leadership increases. - Organizational policies are the factor that increases toxic leadership perception
Yavaş (2016)	Cross-sectional research	Survey	Hotel managers and managers in the automotive manufacturing sector	385	%37.9 female %62.1 male	----- ----	1-9	- Automotive industry employees uncertainty and indecision toxic leadership behavior - In the hotel business, negative mood, unworthiness, and autocratic management perceive more toxic leadership behaviors.

İzgüden, Eroymak ve Erdem (2016)	Cross-sectional research	Survey	Health workers	150	%51.3 female %48.7 male	20-40	-----	<ul style="list-style-type: none"> - The lower the level of education and income, the lower the perception of toxic leadership. - The highest group of perceptions of toxic leadership of health personnel. - Single, female, young people are higher than the toxic leadership perception.
Bozkurt, Çoban ve Çolakoğlu (2018)	Cross-sectional research	Survey	Teachers	1202	%25 female %75 male	21-60	-----	<ul style="list-style-type: none"> - Toxic leadership perception was found high - Toxic leadership behavior decreases organizational commitment and organizational trust.
Uzunbacak, Yıldız ve Uzun (2019)	Cross-sectional research	Survey	Textile workers	241	----- ---	----- ---	-----	<ul style="list-style-type: none"> - Burnout increases as the perception of toxic leadership increases. - The perception of autocratic and misbehaving leader increases the most.
Demirağ (2018)	Cross-sectional research	Survey	Academicians	----- -----	%56.3 female %43.7 male	----- ---	1-21	<ul style="list-style-type: none"> - As organizational toxicity increases, the toxic effects are also increased. - Abuse, tyrannical, destructive, bullying, unethical and hostile are the most perceived toxic leader behavior.
Yalçınsoy ve Işık (2018)	Cross-sectional research	Survey	Textile workers	178	%45.1 female %53.9 male	18-42	1-7	<ul style="list-style-type: none"> - Toxic leadership perception decreases organizational commitment, increases intention to leave and behavior.

Studies On Destructive Leadership

In Turkish literature, three research articles on destructive leadership have been reached. When the socio-demographic variables used in these studies are examined, variables such as age, gender, education level, marital status, duration of employment, working in a public or private organisation, income level (lower-middle-upper) were used. Two of the studies (Akman, 2016, Güldü and Esentürk- Aksu, 2016) collected the data they used in the research on social media. In these studies, the differences between the destructive leadership and job satisfaction, burnout, welfare, organizational commitment and differences between the groups were analyzed according to socio-demographic variables. In these three studies, the sample sizes ranged from 373 to 867. The data used in the studies were mainly obtained from individuals working in the public and private sectors. Participants were described as teachers working in the education sector, bankers and health care professionals.

Akman (2016) held the study with 423 teachers on a voluntary basis. Within the scope of the research, the relationships and differences between the variables related to gender, marital status, education level, working time, the branches of the participants and where they work and the destructive leadership and occupational burnout levels were examined. All of the research participants stated that they have been working as a teacher for 10 years or more. 54.8% of the participants were women and 45.2% were men. The Disaster Leadership Scale developed by Uymaz (2013) and the Short Form of the Professional Burnout Scale, which were adapted and validated by Tümkaya, Çam, and Çavuşoğlu (2009), was applied to the participants.

Among the findings obtained from the study, there is a positive correlation between the total score of the Destructive Leadership Scale and its sub-dimensions and occupational burnout. As destructive leadership behaviors increase, occupational burnout increases.

Student T-Test was used to evaluate whether the results obtained from the Destructive Leadership Scale were different in terms of gender, marital status, and education level. According to gender, according to the male participants and marital status, single participants consider their leaders as more destructive. In the education level variable, the arithmetic averages of graduates were higher than undergraduates, although it was determined that being a graduate or master's degree educated did not make any difference in the perception of destructive leadership.

When we look at the differences between the type of school where teachers work, branch and seniority groups, and Destructive Leadership, working as a school type, in primary, middle or high school does not lead to any difference in the perception of destructive leadership; It was found that Equal-Weight and Foreign Language branches have a statistically significant difference compared to the teachers working in numerical verbal and talent branches. The professional seniority of the participants

created a statistically significant difference in a similar way. Participants with less than 10 years had higher destructive leadership perceptions than those with seniority between 11-20 years.

Güldü and Esenturk-Aksu (2016), 373 public personnel working in various public institutions on the internet were reached on a voluntary basis. In the study, Maslach Burnout Inventory and Yilmaz (2009) conducted a validity and reliability study adapted to Turkish by the Destructive Leadership Scale, Ergin (1992) The Negative Emotion-Situation Scale developed by Uymaz (2013) together with variables such as age, gender, education level, stage and year of study. 45.3% of the participants were female and 54.7% were male. The mean age of the participants was 33.15 ± 7.70 . The average of the participants' working years was 14.60 ± 2.08 .

Among the findings obtained from the study, it was observed that as the perception of Destructive Leadership increased, occupational burnout and negative mood-state levels increased. Participants' perceptions of their leaders in the organization as destructive affect their occupational burnout and moods negatively.

Hierarchical regression analysis was conducted to determine the predictors of occupational burnout. As a result of the hierarchical regression, the main predictor of burnout was the destructive leadership perception.

As a result of MANOVA analysis performed to examine the effect of gender and study stage independent variables on destructive leadership perception, it was found that the effect of gender and working stage was significant. Accordingly, female participants are more affected by destructive leadership perception. Participants working in the middle level are affected more in a similar way than the destructive leadership. In this study, the mediating role of the negative emotion-situation in the relationship between destructive leadership perception and occupational burnout was examined. According to the results of this analysis, the negative emotion situation has a partial mediator role between destructive leadership and occupational burnout.

In Sezici's (2016) study, 867 employees working in banks, health and education sectors were surveyed with the easy sampling method. 42% of the participants ($n = 364$) stated that they were subjected to destructive leadership behaviors. Data analysis and findings of the study were carried out by the group that stated that they were exposed to destructive leadership behaviors. In addition to the Destructive Leadership Scale developed by Uymez (2013), job satisfaction, welfare, organizational commitment, job leaving tendency, work stress and need for leaders were applied. The variables such as gender, length of service, age of public or private sector employees, age and education level are also collected. Accordingly, 44.2% of the participants were female and 55.8% were male. The participants stated that they have served at least 1 year

and not more than 21 years. 54.7% of the participants work in the public sector and 45.3% in the private sector.

The predictors of destructive leadership were examined by simple regression analysis. Accordingly, as the perception of destructive leadership increases, job satisfaction decreases worsening increases, organizational commitment decreases, the tendency to leave and the need for job stress and leadership increase.

Students T-Test was used to determine whether the variables working in gender, public or private sectors have created a difference in the destructive leadership perception. According to the results of these analyses, while the destructive leadership perceptions of male participants make a meaningful difference compared to women, in a similar way, private sector employees are more affected by destructive leadership behaviors than public employees.

Service time groups, the type of business, age groups of education and destructive leadership behavior perceptions were evaluated with One-Way ANOVA and whether there was any difference between groups.

Accordingly, those with the service life of between 1 and 5 years, bank employees, 20-29 age group, and high school graduates were the most affected groups from destructive leadership behaviors.

Studies On Abusive Leadership

5 research articles on abusive leadership were reached. Four of these studies were presented by the quantitative method and one of them was obtained by the qualitative method. In the studies, variables such as age gender, education level, marital status, working time were used as socio-demographic variables. Organizational cases such as occupational burnout, commitment to work, impressionistic management and job-loss have been examined in addition to the type of abuse management. The sample size in quantitative research ranges between 175-365. In the studies carried out in the management of abusive management, the employees of the shopping center consist of the employees of the hotel, the employees in the public factories and the employees serving in the private sector. In the qualitative study on abusive management, individuals working in different sectors formed the sample of the study.

Ülbeği, Mimaroglu-Özgen, and Özgen (2013) adapted to Turkish by Ülbeği, Mimaroglu-Özgen, and Özgen (2014), who applied to a total of 178 private sector enterprises. 42% of the participants were women and 58% were men. In addition to the gender variable, the level of education, working time and age of the participants are among the collected data. It was reported that the average working time of the employees was calculated as 8.8 years and the mean age was calculated as 31.3. The

findings of the study were calculated according to the structural equation model. According to this, those who are exposed to abusive management apply to the tactics of impression management (personal advertising, fatigue, intimidation, self-pity, etc.) in order to eliminate this situation.

Başar, Sıgır, and Basım (2016) conducted qualitative research on the abusive management of the workplace, which collected data by interview, focuses group interview and observation. Interviews were conducted with 55.6% (n = 5) women and 44.4% (n = 4) of the men. The interviewees consist of persons who are volunteers to participate in the study by means of purposive sampling in the social networks of the researchers. Participants; service-security, education, consultancy, tourism, construction, banking, and mining. The researchers conducted face-to-face interviews with each participant. After this stage, a focus group interview was held with 4 people, and finally, a volunteer participant visited the workplace and made observations. Interviews, focus group interviews, and analysis of the results of the observations was evaluated in three main categories: dark leader behaviors, the effects of dark leader behaviors on workers and their responses to these behaviors. While the dark leader behaviors were considered as irritable, narcissistic, insincere and bullying, their effects on the employee were evaluated in psychological and physiological dimensions and the responses of the employees to these conditions were classified as active and passive two groups.

Sezici ve Guven (2017), in the business of hotels, looked at the role of emotional exhaustion in the effect of the perception of exploitative managers on loss. In the study, a questionnaire was applied to 269 employees who work in the front office, housekeeping and food and beverage departments. In this study, the Turkish adaptation, validity and reliability study by Ülbeği, Mimaroglu-Özgen, and Özgen (2014) was applied. The scale was adapted to Turkish by Ergün (1992). and Age (2013) were adapted to Turkish and validity and reliability study was performed. Gender, duration of service, age and education level were used as socio-demographic variables. Sampling was easily achieved by sampling. The criteria for providing services for at least 6 months were used as exclusion criteria. According to these, 43.9% of the participants were female and 56.1% were male. Those who work do not work for more than 21 years and more than 6 months. Age ranges are distributed between 20 and 50 and over.

The results of the study showed that the effect of independent variable abusive manager perception on mediator variable emotional exhaustion was examined, then the effect of mediator variable emotional depletion on dependent variable depletion was examined, and in the final stage, the effect of the independent variable abusive manager perception on dependent variable depreciation was examined. As a result, it was found that the perception of abusive manager significantly predicted emotional exhaustion, emotional exhaustion increased loss behavior, and the perception of abusive

manager tended to increase shedding. In light of these findings, it is concluded that the effect of abusive manager perception on loss is realized through emotional exhaustion.

Çoşkuner and Şentürk (2017) evaluated the effect of transformational and abusive leadership on the commitment to work on shopping center employees. In the study, 500 questionnaires were distributed and there were 200 returns. The analyses were conducted through these feedback surveys. As in other studies, participants were asked about gender, marital status, education level, age, and income level. In this study, the Turkish adaptation, validity and reliability study by Ülbeği, Mimaroglu-Özgen and Özgen (2014), and the Adaptive Leadership Scale (Kurtulus), which was adapted to Turkish by Akçay and Akyüz (2014). 2011), a commitment to Turkish and a validity and reliability study was conducted. 57.5% of the participants were female and 42.5% were male. The ages of participants ranged between 18 and 40 years of age. As a result of the study, it was concluded that the perception of transformational leadership increased the commitment to work, and vice versa.

Bolat, Bolat, Seymen and Yuksel (2017), working in a state-owned factory in their work, where they look at the regulatory effect of exploitative management and burnout, leader-member interaction and power distance, formed the sample. In the study based on the voluntariness of the participants, data were collected with the questionnaire method. The current questionnaire was returned to 363 and the analyses were performed on this data. In this study, age, duration of the study, gender, marital status, and education variables were asked. In this study, the validity and reliability study of the Abuse Management Scale developed by Tepper (2000) was also conducted by Bolat (2011), Power Distance Scale and short version of the Burnout Scale were also prepared and adapted by Bolat (2011). The mean age of the sample was 37.4 years and the mean working time was 9 years. 86% of the participants were male and 14% were female. As a result of the statistical analyses conducted in the study, the leader-member interaction and power distance of the abusive leader perception adversely affect and increase the burnout. As a result of simple and hierarchical regression analysis, a relationship has been found that affects each other in the perception of abusive management. Dependent variable burnout was investigated by using hierarchical regression analysis of power distance and leader-member interaction, which is the main independent variable, exploitative management, and intermediary variables, and consequently, the perception of abusive management was determined as a factor that increased burnout and adversely affected the leader-member relationship.

Studies On Toxic Leadership

8 research articles which were determined in the literature about toxic leadership in Turkish literature were made with the employees working in different sectors. Workers working in different sectors tried to determine the differences in toxic leadership

perceptions. Studies were conducted with many different samples and occupational groups. Examples of studies; managers working in the hotel business and the chefs working in the hotel business, health institutions, educational institutions, employees working in textile and automotive factories, and staff in the management staff and public officials.

In toxic toxicity studies, inter-sectoral toxic leadership perception differences, the effects of toxic leadership on employees, their relationship with work stress, burnout, organizational commitment and intention to leave are also measured. Socio-demographic variables were asked about the variables such as age, gender, educational status, working time, and income level. The sample size of the studies ranged from 150 to 1202.

Yavaş (2016), 385 participants working in hotel management and automotive manufacturing sectors examined how toxic leadership perception was in different sectors. In this study, the reliability and validity of the Toxic Leadership Scale, which was conducted by Çelebi (2015) on the teachers, was re-conducted in the employees of automotive production and hotel enterprises. As a result of this study, it was found that this scale, which has the original 4 factors, exhibited a five-factor structure in. These; Uncertainty and Uncertainty (α : 0.75), Value Consciousness (α : 0.76), Negative Mood (α : 0.84), Selfishness (α : 0.79), and finally Autocratic Management Behavior (α : 0.83) are called. Slow suggested that this difference developed in relation to different sectors. In the study, 37.9% of the sample group in which the data were analyzed was composed of women and 62.1% of them were men. 53% of the participants work in the automotive manufacturing sector and 47% in the hotel business. The working period of the participants is distributed between 1 year and 9 years and over. Among the findings of the study, it was determined that the employees working in the automotive production sector perceived the perception of ambivalence and uncertainty toxic leadership behavior more than the ones working in the hotel enterprises. Self-centrism, which is one of the toxic leadership traits, was found among the research findings that were perceived in both sectors in a similar way.

İzgüden, Eroymak, and Erdem (2016) studied toxic leadership behaviors in a university hospital. In their study, they used the Toxic Leadership Scale developed by Schmidt (2008) and they conducted valid and reliability studies within the scope of their research and accordingly they determined the internal consistency coefficients of each sub-dimension : Leading Leader (α : 0.71), Abusive Leader (α : 0.74), Unpredictable Leader (α : 0.82), Narcissistic Leader (α : 0.76) and Authoritarian Leader (α : 0.61). The sample of the study consists of 150 health workers. 32.4% was composed of health personnel, 29% administrative personnel, and 38.6% hospital personnel. 48.7% of the sample is male and 51.3% is female. The age range is between 20 and 40 and over.

The results of the study showed that toxic leadership is low in the hospital where the sample is located and toxic leadership perception varies according to socio-demographic variables. As the level of education and income decreases, the perception of toxic leadership decreases. The toxic leadership perceptions of the health personnel were defined as the highest group. In the study, it was found that narcissistic leadership behavior was the most common, followed by the leader, authoritarian leader and unpredictable leadership perceptions. Among the other findings of the study, it was found that toxic leadership behaviors of singles, women, young people, those with higher income and those with higher education level were higher.

Unur and Pekersen (2017) studied the relationship between work stress and toxic behavior in cooks. Data were collected from operating in Turkey in a five-star hotel with 449 apprentice chefs and cooks who work. In this study, a questionnaire with 44 questions about work stress and Toxic Behaviors Scales developed by Kusy and Holloway (2009) were used. In this study, the internal consistency coefficient (α : 0.94) and the internal consistency coefficient of the Toxic Behavior Scale (α : 0.74) were found. 12% of the study sample consisted of women and 88% of them were men. The age distribution of the sample ranged from 25 years of age to below 56 years of age. Working time of the employees at the time of the study is distributed between one year and 25 years.

Among the findings obtained from the research, as the work stress of the chiefs increases, the perception of toxic behavior increases. Organizational policies, organizational structure, physical conditions of the work environment, interpersonal relations between employees and time pressure increase the perception of toxic behavior. As a result of simple linear regression analysis, as the work stress increases, the perception of toxic behavior increases. As organizational policies are a factor that increases work stress, it has been determined as the most increasing factor of perceptions of toxic behavior.

Çetinkaya and Ordu (2018) examined the relationship between school administrators 'toxic behavior and teachers' burnout levels. 352 teachers who were determined by stratified sampling method were applied to Turkish by Ergin (1992), Maslach Burnout Scale which was validated and reliability studies and Toxic Leadership Scale developed by Çelebi, Güner, and Yıldız (2015) were applied. In this study, the socio-demographic variables of the sample were not reported. Teachers stated that school principals do not perceive that they display toxic leadership behavior. As in many other studies, a significant relationship was found between toxic leadership and burnout. The burnout levels of the teachers, who perceived the exploitation and value-wisdom dimensions of toxic leadership as high, were found to be significantly higher. Another finding of the study was that the perceptions of toxic leadership decreased emotional exhaustion and depersonalization and decreased the sense of personal accomplishment.

Demirdağ (2018) conducted a study on the academicians' perceptions of organizational toxicity. In order to collect the data of the quantitative part of the data collected by mixed method, Organizational Toxicity Scale developed by Kaşalak (2015) was applied. The internal consistency coefficient of this scale was calculated as (α : 0.89). 56.3% of the participants were female and 43.7% were male academicians. The term of the academicians participating in the study is 1 year to 21 years and above. Among the quantitative findings of the study, the perceived toxicity increases as the perceived organizational toxicity increases. No difference was found between the gender, academic title and working time groups with organizational toxicity. Among the qualitative findings of the research, academicians stated that they were exposed to toxic behaviors such as jealousy, sometimes they were abusive, tyrannical, destructive, bullying, unethical and hostile.

Yalçınsoy and Işık (2018) investigated the effect of the employees working in textile enterprises on the toxic leadership level of the leader in the organization, organizational commitment and intention to leave. The sample of the study consists of 178 business people. In this study, the Toxic Leadership Scale developed by Çelebi, Güner, and Yıldız (2015), the Organizational Commitment Scale developed by Meyer and Allen (1984) and the Intention to Leave Scale developed by Cammann et al. (1979) were applied. The sample of the study is composed of 46.1 female employees and 53.9% male employees. The age distribution was 18 and 42 years and older, and the work experience distribution was 1 year and 7 years and above. Among the findings of the study, the organizational loyalties of the participants decreased as the levels of perception, value and negative mood perception increased. Similarly, when the level of perceptuality, self-interest, and negative mental state perception increases from the toxic leadership characteristics perceived by their managers, their intention to leave work increases. As a result of multiple regression analysis, the predictor of organizational commitment has been the exploitation, negligence and negative mental state of toxic leadership.

In a general evaluation, Yalçınsoy and Işık found that toxic leadership decreased organizational commitment and increased intention to quit.

Bozkurt, Çoban, and Çolakoğlu (2018) looked at the role of organizational commitment in the relationship between teachers' organizational trust level and toxic leadership behavior. The sample of the study was carried out by the Organizational Trust Scale, Baysal and Paksoy (1999) developed by Altuntaş and Baykal (2015) in 1202 volunteer teachers who work in the Ministry of National Education. and Yıldız (2015) developed the Toxic Leadership Scale. 25% of the participants were female and 75% were male teachers. The age distribution of the sample is between 21 and 60 years of age. Among the findings of the study, toxic leadership behaviors were found to be high in the senior management of MoNE. As the perception of toxic leadership

behaviors increases, organizational commitment and organizational trust are decreasing. The toxic leadership behaviors of the managers define the organizational commitment of the teachers with the partial mediation role of the organizational trust relationship.

Uzunbacak, Yıldız, and Uzun (2019) investigated the effect of toxic leadership on the level of burnout of workers. 241 businessmen working in the textile factory were surveyed. In addition to demographic variables such as age, gender, and working time, the Toxic Leadership Scale developed by İzgüden, Eroymak, and Erdem (2016) and the Burnout Scale, which were adapted to Turkish by Tümkaya (2009), were applied and validity and reliability studies were applied. Among the findings obtained from the research, burnout increases as toxic leadership increases. The level of burnout of workers increases as the perceptions of the toxic leadership, especially the leader, the misbehaving leader, the unpredictable leader, the narcissist, and the authoritarian leader. According to the results of the structural equation modeling, the autocratic leader and the misbehaving leader were considered as two types of leadership that most affected and increased the burnout.

Measurement Tools of Destructive, Abusive and Toxic Leadership

In the Turkish literature, 5 measurement tools were found related to destructive, abusive and toxic leadership. Discriminatory Leadership Scale developed by Uymaz (2013) and other measures other than the Toxic Leadership Scale developed by Çelebi, Güner, and Yıldız (2015) was adapted to Turkish and validity and reliability was measured. Ülbeği, Mimaroglu- Özgen and Özgen (2014) The geliştir Emotional Management Scale gu developed by Tepper (2000), Bektaş and Erkal (2015) Keifer and Barclay (2012), and finally Bektaş and Erkal (2018) The adaptation of Toxic Administrator Behavior Scale developed by Kusy and Holloway (2010) to Turkish and their validity and reliability studies.

- i- Destructive Leadership Scale: Uymaz (2013) is a 5-point Likert-type measurement tool consisting of 28 items. I strongly disagree 1, and I completely agree with the 5 statements. It is a self-applied measurement tool. As a result of the factor analysis, the scale showed a six-factor structure. Determining factors, their names, and internal consistency coefficients, respectively, were excessive authoritarianism (α : 0.95), not being competent for leadership (α : 0.95), unethical behavior (α : 0.88), resisting technology and change (α : 0.89), insensitivity to subordinates (α : 0.90), Man Relocation (α : 0.87) and the whole scale (α : 0.96).
- ii- Abuse Management Scale: Adaptation by Turkish, Mimaroglu- Özgen and Özgen (2014) to Turkish, validity and reliability studies were conducted. Internal consistency coefficient (α : 0.97) was determined.

- iii- Toxic Leadership Scale: The scale developed by Çelebi, Güner, and Yıldız (2015) is a 5-point Likert-type measurement tool consisting of 30 items. I strongly disagree 1, and I completely agree with the 5 statements. It is a self-applied measurement tool. As a result of the factor analysis, the scale showed a four-factor structure. Determining factors, their names and internal consistency coefficients, respectively, were Exclusion (α : 0.95), Value Conscience (α : 0.93), Negative Mood (α : 0.87), Selfishness (α : 0.91) and for the whole scale (α : 0.96) calculated as.
- iv- Toxic Emotion Experiences Scale: The measurement tool, which was adapted to Turkish by Bektaş and Erkal (2015), was validated for reliability and validity. The identified factors, their names, and internal consistency coefficients were calculated as Repetitive Emotions (α : 0.91), Emotional Emotions (α : 0.81), Affective Emotions (α : 0.92) and the whole scale (α : 0.93).
- v- Toxic Manager Behavior's Scale: The Turkish version of Bektaş and Erkal (2018) is a 5-item Likert-type measurement tool consisting of 11 factors consisting of a single factor. Internal consistency coefficient (α : 0.92) was determined.

Discussion

Findings that are given above, seem to answer research questions. As a result of the investigations, destructive leadership is generally seen as a concept related to the way the leader or manager uses his / her influence. Gündüz and Dedekorkut (2014) in the field of the literature they have done with the destructive leader to prove the power of the value system, self-important vision, narcissism, authoritarianism, and low self-efficacy have concluded that the perception.

Başar, Sığırı, and Basım (2016) similarly stated that abusive leaders exhibit aggressive behaviors, both verbally and non-verbally, in relation to those working in the lower echelons. A narcissistic personality pattern is mentioned as the main feature of abusive leaders. Self-supremacy, selfishness, and self-interest are the characteristics of behavior that are frequently encountered in such leaders.

Reyhanoğlu and Akın (2016) described the toxic leadership characteristics as destructive leadership activities that disrupt the motivation and morale of the employees and direct them to inefficiency. Toxic leaders are described as leaders who have selfish, narcissistic tendencies, malicious, tendency to exploit their colleagues and the organization they work with while they use their power to cheat, scare force, and one-way communication. Similarly, Bakkal and Aydınтуğ (2016) described the effects of toxic leadership on health care organizations in their studies. They defined the toxic leadership as insufficient, not flexible to the employees, not open to communication, not to be trusted to employees, to see themselves as perfect, to be unbalanced and inconsistent.

As can be seen from this section, the leaders of the Turkish field in the literature seem to have almost no differences in their leadership as abusive, destructive and toxic leadership. The three kinds of leadership behaviors mentioned are that leaders or managers exhibit intolerant, empathic, malicious behavior towards their subordinates, as well as being narcissistic and egocentric as leaders' personality traits. At this point, it is recommended to combine the concept of destructive, abusive and toxic leadership in a single concept that seems to be different in Turkish in the literature and refer to the same concept.

At the end of this systematic review of toxic leadership: it shows that the studies on toxic leadership in our country are mostly carried out between 2016-2018 and that the workers are exposed to toxic/destructive/ abusive leadership.

In this study based on the index, toxic leadership has been seen as a common problem in organizations. Similar results are reported in studies conducted in our country and in other countries. These results indicate that the impact of toxic leadership on the employees should be emphasized in terms of being a healthy environment of the organization.

It is important to take into account the variables that stand out in the studies in order to anticipate toxic leadership and to take precautions. Systematized studies show that it is associated with many variables in terms of perception of destructive/ toxic/ abusive leadership behaviors. In this study, teachers, public and private sector personnel, banks, health, service, security, tourism, and shopping center employees, as well as chefs and academicians, have formed the samples. Destructive, toxic and abusive leadership perception predicted and increased occupational burnout among the employees (Whicker, 1996; Hobfoll and Shirom, 1993; 2000), negative mood (Frost, 2004; Goldman, 2008), hypothetical behavior (Einarsen et al., 2002), the intention to leave work (Schyns and Schilling, 2013), the stress of work (Anjum, Ming, Siddiqi and Rasool, 2018), the need for the leader, increased the behavior of loss (Byun, Karau, Dai and Lee 2018), and organizational trust. It has been found to reduce the feeling (Schyns and Schilling, 2013).

Studies have shown that destructive, toxic and abusive leadership perception diminishes some of the characteristics of organizations that significantly affect their work in a healthy way: Organizational commitment and job satisfaction (Pelletier, 2012), desensitization (Kampen and Henken, 2018) and personal sense of success (Warrick , 2015), and the commitment to work (Weber and Muller, 2019), adversely affect the leader-member interaction (Pelletier, 2012; Kampen and Henken 2018) and power distances (Pelletier, 2012). The finding that it is an autocratic and ill-acting leader who increases the level of burnout is similar to that of the international literature (De Hoogh and Den Hertog 2009).

When the studies have taken into this systematic review are examined according to socio-demographic variables, being a woman, being single as marital status, being less than 10 years senior, working in private sector, having low education and low-income level, toxic/destructive/ abusive leadership behaviors it has been seen more perceived.

Conclusion and Recommendations

The concepts of destructive, abusive and toxic leaders are used in the literature as the concepts that are close to their meanings. In recent years, researches emphasize that it is useful to take into account personality characteristics, especially when identifying imperfect persons (Judge, Piccolo, and Kosalka, 2009).

As shown in this review article Turkish scholars who are working in the same field use the different name/labels to identify the same phenomenon. Our conclusions on this subject can be a suggestion for the researchers in this field to use the ‘toxic leadership’ term in order to clarify the misunderstandings and also confusions according this important issue.

This is the first study -in authors knowledge- that tries to gather literature in Turkish according toxic leadership and it can be a guide for future researches in the scope which terms fits better to describe this issue. Our study has some limitations like the researchers do not conduct a quantitative study to describe and identify what does ‘toxic leadership’ stands for our country.

Looking at all these concepts, the bad/dark triad leader has a serious and lasting negative impact on the organization, its employees and the environment and the society.

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