

THE IMPACT OF TOXIC LEADERSHIP ON ORGANIZATION PRISONIZATION AND THE PSYCHOLOGICAL CAPITAL OF THE EMPLOYEES

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Abstract

This study aims to reveal the effects of employees' organizational convictions and psychological capital by measuring their perceptions of toxic leadership behaviors about senior managers.

Data from 527 employees working in different sectors was collected through a convenience sampling method (such as online surveys and hand-out surveys) and analyzed. The study focuses on correlation and regression analysis to put forward the relationship between the variables and the impacts.

The model can be said to be significant based on the ANOVA test results showing the influence of toxic leadership on prisonization. It has been determined that a self-promoting leader from the lower dimensions of toxic leadership does not create any impact on the prisonization whereas one can refer to a certain influence on the prisonization for the organizations with unpredictable abusive leaders and the ones with narcissistic and authoritarian leaders. The results point out that toxic leadership has a negative influence on organizational prisonization.

However, ANOVA test results also point out that the model is not significant for the impact of toxic leadership on the psychological capital. Toxic leadership has, indeed, no influence on psychological resilience, hope, self-sufficiency, and positivity. Therefore, it can be inferred that toxic leadership does not have a meaningful influence on psychological capital.

This research presents a discussion on all the results within the body of literature.

Keywords: Toxic Leadership, Organizational Prisonization, Psychological Capital


JEL Codes: M1, M10, M12


1. INTRODUCTION

Leadership has a significant role in helping organizations achieve success and attain their goals. When it comes to choosing a leader; organizations have always chosen leaders with different qualities so that he can lead them in a way that is most suitable to the financial, social, political, and technological conditions in their organization.

To achieve its goal, an organization must ensure that its leader has the leadership quality. Leadership is defined as a collection of knowledge and skill to lead a group of people to certain goals in a way to make them take action to achieve these goals (Eren, 2011: 129). However positive and constructive leadership can be considered, it can also be quite destructive when it is not done properly or when the leader has some personality flaws. It is seen that the leaders' decisions do not always lead to positive outcomes for the led and can be quite destructive although the led expects the leader to achieve the company goals and objectives.

The leader is the most important person in a society and in a relationship since he has the power to make the led thrive or fall. Therefore, scholars have always been interested in defining the most accurate leadership approach while dealing with man and management. That is why there have always been various approaches and theories. These researches reveal that in addition to many effective and successful leadership types; there are also plenty of others that can be defined as non-functional, selfish, narcissistic, unsuccessful, ill, autocratic, abusive, destructive, and toxic. In so doing, such leaders create a negative influence on the organization, the followers, and relevant organizations. Toxic leaders are

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generally bullying, swearing, moody people shouting at others, looking down on their inferiors, and making wrong decisions. They have poor interpersonal skills and therefore they cause the employees to gossip about them. With their negative attitudes and behaviors, toxic leaders harm their followers most (Çelebi, 2015; Çetinkaya & Ordu, 2018; İzgüden Et al, 2016; Reed, 2014).

Psychological capital is seen as a kind of motivation needed to boost personal performance. Employees are seen to be more optimistic and hopeful when the psychological capital is high, which leads them to have more faith in their own skills and to show more resilience against the negativities (Keleş, 2011; Çetin et al, 2013).

Organizational prisonization refers to a sense of being under pressure, feeling obligated, restricted, desperate, and imprisoned under the negative influence of working conditions in which the employees are not capable of feeling free within the organization (Erbay, 2018: 1-16). Therefore, it can be said that toxic leadership and organizational prisonization have an interactive influence on one another.

Employees are an indispensable source for the organizations and their significance improves considerably day by day. Accordingly, the know-how, skill, talent of the employees as well as their personal qualities and psychological states are also important. Their positive psychological capital influences the organization's efficiency, effectiveness, and success.

So far, there has been no research on "The impact of toxic leadership on organizational prisonization and the psychological capital of the employees". Therefore, the authenticity of the results hereby shall contribute significantly to the literature, society, and the sector. It shall contribute positively to the efficiency and happiness of the employees and thus to the success of the organizations in terms of organizational performance.

The collected data has been evaluated in terms of confirmatory factor analysis and exploratory factor analysis as well as demographic data.

2. CONCEPTUAL FRAMEWORK

2.1. Toxic Leadership

The term "toxic leadership" was first coined by Whicker (1996) as a leadership approach. It is defined as a negative type of leadership with a negative impact on the employees – which leads to an overall degradation in the performance (Reyhanoğlu & Akın, 2016:442-459).

Toxic leadership has named by Goldman as "destructive", "tyrant", "cruel" and "toxic" (2011: 235-241). Celebi Et al. also study its lower dimensions such as "unappreciation", "sordidness", "negative mood" (2015:249-268). In wider terms, toxic leadership can be defined as the negative leadership behaviors and attitudes of bullying, rude and disruptive nature (Yavaş, 2016: 229-276).

The most undesirable impact of such toxic leadership behaviours is that it can be exhausting for the employees (Çetinkaya & Ordu: 2018: 15-28). There have been many studies on toxic leadership. Schmidt (2008: 3-5), states that toxic leadership has five dimensions: abusive behaviours, authoritarian leadership, narcissism, airs and graces, and unpredictable behaviours. Referring to the "dark" side of toxic leadership; Schmidt and Hanges determine that it should be more accurate to create a definition that shall also include narcissistic leadership and authoritarian leadership. The basic elements of toxic leadership include destructive behaviours, the use of offensive language while supervising, abuse, and selfishness. Toxic leaders neglect the well-being of their employees. They do not care for others and focus on their desires. They exhaust, criticize, and threaten their employees and make the employees do their biddings with the use of authority (Schmidt&Hanges, 2009).

It has been found that toxic military leaders assume that they shall not be defied by the member units due to the chain of military command. Abusive toxic leaders with ill intentions shall resort to malfeasance. The inferiors usually react to toxic leadership behaviour with the violation of rules, disobedience, and indiscipline (Gallus et al, 2013: 588-601). İzgüden et al studied the toxic leadership

behaviours in a hospital environment (2016: 262-276); Kasalak and Aksu carried out researches on the perception of toxicity within the organization, the impact of the perceived toxicity and the strategies to cope with organizational toxicity (2016: 676-694).

Today, the use of such terms as toxic leaders, toxic managers, toxic culture, and the toxic organization has become quite widespread in the fields of business, leadership, and management. According to Reed (2004: 67-71), toxic leadership is a syndrome consisted of three elements. These include those who are not interested in the well-being of their inferiors, those who have negative personal and interpersonal relations, and those who maximize their own interests over the interest of their inferiors. Toxic leaders are transformed into bullying, threatening, shouting, aggressive managers if their moods change on any business day. It is suggested that this leadership has a significant impact on the lack of motivation and lack of spirit within the organization, which eventually affects the organizational culture.

Toxic management style has a direct influence on despair, anger, low spirit, poor communication, exhaustion, lack of security, lack of employee efficiency and thus it negatively affects cost-benefit relation, and directly leads to an increase in absenteeism, employee rotation, work assignment and organizational cynicism (Eğinli & Bitirim, 2008: 124-140).

2.2. Organizational Prisonization

The term “prisonization” is usually defined as the reaction against the state of deprivation resulting from imprisonment (Smith & Hepburn, 1979: 251-262). The imprisoned person can develop either assimilation or adaptation as a reaction to this state of deprivation.

The employee who feels imprisoned within the organization isolates himself from the other employees, complies with the corporate rules and norms, and performs attitudes favored by the management, which is defined as “the reaction of assimilation”. It is defined as “the reaction of dissociation” when the employee defies the corporate rules and norms and acts as an opponent together with his co-workers (Berry, 1997: 5-68).

This phenomenon known as the sense of prisonization or imprisonment does not merely account for the restrictions on physical freedoms. It is rather the outcome of a perception when the individual is not allowed to go out and is confined within an existing physical environment and not allowed to realize his business-related goals (Erbay, 2018: 158).

The individuals’ socio-demographic features are also thought to play a role in prisonization (Irwin and Cressey, 1962: 142-155). However, organizational prisonization is a sense of feeling resulting from oppressive management applications. Furthermore, over-monitoring, lack of autonomy, and lack of support also help the sense of prisonization develop. Individual-based reasons include financial obligations, acceptance, normalization, and silence. The emergence of prisonization can be influenced by the fact that the employees may face financial difficulties and desperation in case they decide to leave the organization. When the employees are obstructed and deprived by the organization; they feel restricted, trapped, desperate, and imprisoned. That the employees work for an organization ripping them off their autonomy and their physical connection with the outside world via its over-monitoring and over-controlling structure will transform the organization into a certain prison for the employees (Erbay & Turgut, 2018: 1-16).

It can also be stated that the employees who do not feel satisfied enough by the company conditions or who do not have enough support from the family and social life cannot show enough devotion (Hatam et al, 2016:107-118; Siu, 2014: 37-46). At this point, the sense of prisonization at the workplace and the employee gets imprisoned within the organization can be defined as a restriction on his professional freedom, lack of professional development, and a sense of desperation due to financial liabilities. Organizational prisonization occurs when the employee spends more time within the organization and thus feels more deprived (Erbay, 2018:157-158).

2.3. Psychological Capital

With the advent of globalization, the concept of classic management was forced to change and as a result, the way people compete and carry out business has also changed. Man is no longer the clog of a machine. He has rather become the most significant component of the manufacturing process. This wind of change has led to the emergence of a notion called “psychological capital” which has been widely studied since it has been considered incredibly important to boost human efficiency and motivation (Erkuş & Fındıklı, 2013; Zhao & Hou, 2009). The emerging positive approach in psychology also had an impact on the management of human resources, which eventually gave birth to the concepts of positive organizational behaviour and positive psychological capital (Akçay, 2011: 73-98).

Unlike its financial, human, and social counterparts; psychological capital is rather about who the individual is and what he can be (Çetin et al, 2013: 95-108). In other words; psychological capital is defined as the positive psychological development state of the individual. The term ‘psychological capital’ was first coined by Fred Luthans et al (2006; 2) and was associated with the positive strength of the individual. Assuming that it will boost the performance and efficiency of the employees by ensuring that they are happy and at peace within the organization; it was studied whether the positive organizational behaviour will help developing positive behaviour within the organization (Erkuş & Fındıklı, 2013: 302-318). Luthans et al analyzed financial capital, social capital and human capital-based upon positive psychology and positive organizational behaviour. Psychological capital does not focus on the problematic and flawed sides of the employees; instead, it rather focuses on what is right and good for the employees (Zhao & Hou, 2009: 35-40).

Organizational psychological capital refers to a unity of features that can be changed and improved through experience and education. Positive psychological development state causes individuals to perform positive workplace behaviour and to work hard enough so that he may succeed in challenging tasks (Luthans et al, 2007: 8). Positive organizational behaviour is a notion about underlining and encouraging the strengths of the individual instead of his weaknesses (Seligman & Csikszentmihalyi, 2000:5-14). It has been determined that the psychological capital at the workplace is about attitudes, behaviors, and performance (Norman et al, 2010: 380-391).

Luthans and Youssef suggested four dimensions of positive psychological capital. These include efficiency /trust, hope, optimism, and resilience. It has been argued that the more improved the dimensions of the psychological capital become, the more contribution shall be made to the physical and mental well-being at work. Therefore, positive psychological capital is interested in “making people’s lives more productive and valuable as well as in realizing human potential” (2004: 8). They concluded that low levels of psychological capital are related to lack of job satisfaction, which eventually leads to absenteeism, a tendency to resign and poor performance.

Self-sufficiency, one of the dimensions of psychological capital, is used to express the self-confidence of the individual in revealing his whole potential and skills to achieve his goal. In other words, it refers to a state of not feeling intimidated by trying new methods due to his faith in his skills. Hope refers to a will to achieve goals and to come up with different methods to achieve that goal (Luthans & Youssef, 2004:143-160). Hope is a motivational state including (the willpower) to set valuable goals and (the strength to succeed) by believing that one can overcome the obstacles to achieve those goals ((Snyder, 2003:122-139). Besides, it is put forward that efficient leaders with hope for the future create an atmosphere of hope around themselves and this makes them even much stronger to think about alternatives (vicarious thinking), to find solutions, and to set goals. Thus, hope is considered as a factor with a positive outcome on the employee performance and thus adds value to the psychological capital within the organization (Shorey et al, 2003:322-331).

Resilience refers to the self-recovery and reformation capacity of the individuals when they encounter an unexpected state such as failure or more responsibility (Keleş, 2011: 343-350). In brief, it refers to a state of resilience to achieve his goal. Optimism is used to express an individual’s positive opinion on being successful either now or in the future due to his self-confidence (Çetin et al, 2013: 95-108).

The term “psychological capital” does not refer to “a stable personality feature” but to “a conditional” state. This is because each of these four dimensions is also conditional. The positive psychological state of the individuals is indicated to have a positive impact on the workflow, as well (Avey et al, 2010: 430-452).

Psychological capital deriving from the positive organizational behaviour and emphasizing the strengths of the individuals is seen as an element of motivation to increase individual performance (Özkan et al, 2019: 113-126). On an individual level, psychological capital creates more job interviews, more offers, and more recruitment for job seekers (Georgiou & Nikolaou, 2019: 91-103).

Employees with high job satisfaction and organizational devotion allow the organization to achieve its goals and objectives more easily; furthermore, they also decrease absenteeism and intentions to resign in the workplace and boost customer satisfaction. Within that scope, every organization should develop and manage its own psychological capital and make it a company’s product (Ocak, Güler, & Basım, 2016: 113-130). It is seen that employees are more positive and hopeful when their psychological capital is high. Besides, they believe more in their own skills and have a more resilient attitude towards negative developments (Roberts, Scherer, & Bowyer, 2011: 449-458).

Literature search puts forward that leadership has a considerable impact on organizational outcomes and makes the human resource happier and more successful, which is of utmost importance for the business. This research examines the impact of toxic leadership on organizational prisonization and psychological capital. The relevant research model and hypothesis are listed below.

2.4. Intervariable Correlation

In overall literature, toxic leadership is said to have 4 lower dimensions. These are selfishness, self-interest, unappreciation, and negative emotional state (Tepe & Yılmaz, 2020: 3360-3381). In case the leader has toxic behaviour, this shall have a considerable impact on the dedication, efficiency, and efficacy of the employees and thus will profoundly change the organizational climate filled with negative emotions. Goldman (2011) and Tepe & Yılmaz (2020) indicate that toxic leaders negatively influence the loyalty, motivation, well-being, happiness of the workers and the climate. According to a study conducted by Kasalak and Aksu (2016), toxic behaviours lead to negative emotions in the workers and it can even have a permanent impact in case it persists. Reyhanoğlu and Akın (2016) also concluded that toxic leadership behaviours can create a negative climate within the organization.

Toxic leadership boosts conflict within an organization. And the impact of toxic behaviour enhances as the working period lasts longer (Çiçek & Almalı, 2020:214-235). Toxic leadership behaviours should be decreased to empower the social environment within the organizations and to restore the wellbeing and productivity of the employees (Zengin, 2019: 2754-2766). According to research conducted by Erbay and Turgut (2018: 1-16); it is determined that organizational imprisonment has a negative impact on the employee’s being assimilated within the organization and a positive impact on such responses as differentiation from the organization.

The psychological state is considered as a motivational element to boost individual performance. Psychological capital helps organizations be sustainable and to maintain their success; besides, it also creates positive business outcomes, positive attitudes, behaviours (Özkan & Omay, 2019: 743-757). With the advent of globalization, the business enterprises in the modern world look for ways to stand out among their rivals and thus to gain an advantage in the competition. And the psychological capital has significant importance in making this advantage sustainable (Çalışkana & Pekkan, 2017: 17-33).

This research has studied the correlation between toxic leadership and organizational imprisonment, and it has been concluded that toxic leadership partially affects organization imprisonment. This finding is consistent with the previous findings stating that toxic leadership has a negative impact on the organizational environment and on employees. Besides, the research has also studied whether toxic leadership influences psychological capital within an organization and no such effect has been found.

3. METHOD

3.1. Research Objective

This research measures the toxic leadership behaviour of the superiors and aims at determining to what extent the leadership in self-promoting, abusive, and unpredictable leaders with narcissistic and authoritarian leadership style influences the organizational prisonization and psychological resilience, hope and self-sufficiency, and optimism of the employees. The application made to the Istanbul Aydın University Ethics Committee for the ethics committee permission required for the study has been approved by following the decision dated 31.08.2020 and numbered 2020/07.

3.2. Population and Sampling

The research data was collected from March 15 to June 15 in 2020. The population accounts for 4 million 137 thousand 618 people with insured employment in Istanbul, according to TUIK (Turkish Statistical Institute) and SGK (Turkish Social Security Institution). The formula used to determine the number of employees for this sampling is given below:

$$n = \frac{Nt^2pq}{d^2(N-1) + t^2pq}$$

n= Sample size

N= Universe (population) (4 million 137 thousand 618)

p=accrual probability (0,5)

q= nonaccrual probability (0,5)

t= t-test level (1,96)

d=error margin (%5)

With this formula, it is concluded that the sample size to represent the population with a 5% margin error should be 384 employees, at least. By using a convenience sampling method, 527 employees working for various sectors in Istanbul such as education, health, tourism, accommodation, food, finance, entertainment, and textile were asked to participate in a survey.

3.3. Research Model and Hypothesis

According to the objective of this research, the following model was designed.

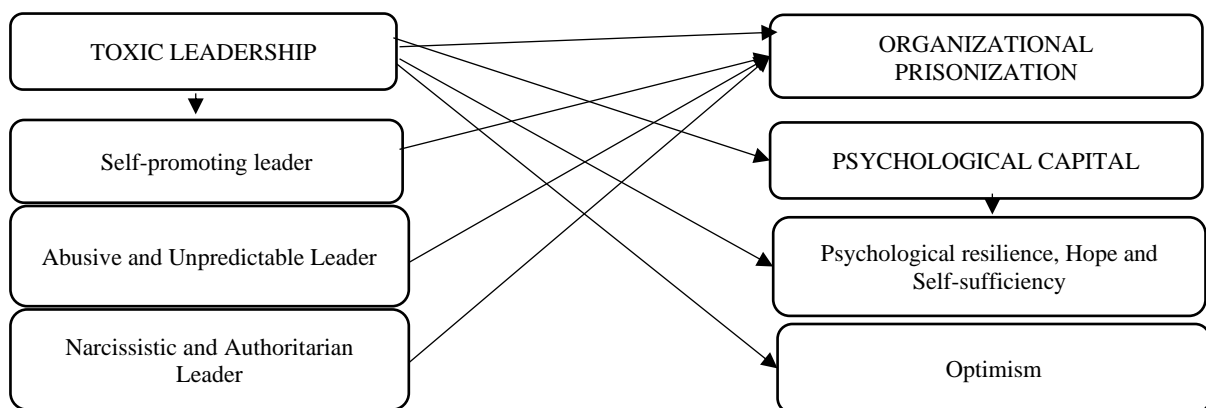


Figure 1. Research Model

The main and sub hypothesis of the research is given below.

Hypothesis 1: Toxic leadership affects organizational prisonization.

Hypothesis 1a: Self-promoting leader affects organizational prisonization.

Hypothesis 1b: Abusive and unpredictable leader affects organizational prisonization.

Hypothesis 1c: Narcissistic and authoritarian leader affects organizational prisonization.

Hypothesis 2: Toxic leadership affects psychological capital.

Hypothesis 2a: Toxic leadership affects psychological resilience, hope, and self-sufficiency.

Hypothesis 2b: Toxic leadership affects optimism.

3.4. Research Measurement Tools

In this research, the data collection tool has been “The Toxic Leadership Scale” developed by Schmidt (2008) and adapted into Turkish by İzgüden, Eroymak, and Erdem (2016). Toxic leadership scale is a Likert scale of 5 points with the following options (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. İzgüden, Eroymak, and Erdem (2016) confirmed the validity and reliability of the scale. The dimensions of the original scale are an abusive leader (first three factors; $\alpha=0,74$), unpredictable leader (the next three factors; $\alpha=0,82$), self-advertising leader (the following three factors; $\alpha=0,74$); narcissistic leader (the following three factors, $\alpha=0,76$) and authoritarian leader (the following three factors; $\alpha=0,61$).

In this research, the second data collecting tool is the “Organization Prisonization Scale” developed by Erbay (2018). Erbay (2018) performed the validity and reliability studies of the scale. He determined four dimensions (four items, $\alpha=0,94$) for the scale. The organizational imprisonment scale is a Likert scale of 5 points with the following options (1) Strongly disagree; (2) Hardly Disagree; (3) Partially Agree; (4) Fairly Agree; (5) Strongly agree.

In this research, the final data collecting tool is the “Psychological Capital Scale” developed by Luthans et al (2007) and adapted into Turkish by Basım and Çetin (2012). Basım and Çetin (2012) performed the validity and reliability studies of the scale. The dimensions of the original scale are optimism, positive resilience, hope, and self-sufficiency. The scale has 24 items in total. ‘Optimism’ is measured with 1*, 9, 11*, 14, 18, 19; ‘psychological resilience’ is measured with 5, 7, 8*, 10, 13, 22; ‘hope’ is measured with 2, 6, 12, 17, 20, 24; and ‘self-sufficiency’ is measured with 3, 4, 15, 16, 21, 23 (items marked with * have reverse codes). The psychological capital scale is a Likert scale of 5 points with the following options (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

3.5. Validity and Reliability Analysis

After analyzing the factors for this research, abusive leaders, and unpredictable leaders (four items) are combined and narcissistic leaders and authoritarian leaders (four items) are combined and these two became two factors. And self-promoting leader became the third factor (three items). All items with a factor load less than 0.50 and all items combined under different factors are not included in the analysis and the final version after the analysis is shown in Table 1.

Table 1. Validity and Reliability Results of Toxic Leadership Scale

		Factor Loads	Variance Percent	Cronbach's Alpha (α)	<i>n</i>
Abusive and Unpredictable Leader	8. He gets angry at his inferiors for no apparent reason.	0,819	27,335	0,851	4
	6.He reminds his inferiors about their past failures and mistakes.	0,789			
	5.He clearly mocks his inferiors.	0,787			
	7. He allows his current mood to influence the whole work environment.	0,734			
Narcissistic and Authoritarian Leader	10.He is interested in his own personal rights.	0,810	22,420	0,813	4
	11.He believes that he is more talented than others.	0,795			
	12.He believes that he is extraordinary.	0,758			
	15.He personally makes every decision, whether it is major or minor.	0,564			
Self-promoting Leader	2.He only offers help to those who may contribute to his own development.	0,802	18,183	0,738	3
	1. The supervisor starts to act differently when his supervisor is around	0,750			
	3. He takes credit for the success that does not belong to him.	0,716			

To measure the validity of the toxic leadership scale, exploratory factor analysis was used. To measure the factor analysis of the scale, the KMO test was used, and “Bartlett’s Test of Sphericity” was used to measure the consistency between the items. Principle Component Analysis was used to determine the factors and Varimax was chosen for rotation to take the variance to the highest level and Cronbach alpha coefficient is determined to analyze the reliability of the scale.

KMO test value for toxic leadership scale is 0.879 ($KMO=0,90 < 87,9 \leq 0,80$). This rate shows that the scale is quite appropriate for the factor analysis. “Bartlett’s Test of Sphericity”, which took place later, was also found to be meaningful ($X^2=2527,31$, $p=0,000 \leq 0,01$). Thus, it has been determined that there is no correlation between the items of the scale. In other words, all 11 items on the scale are significant.

Then, it was detected that the scale consists of three factors. The first factor consists of four items and is called *an abusive and unpredictable leader*. The percent variance of abusive and unpredictable leader factors is 27,3% and the Cronbach alpha coefficient is found to be 0,851, which proves the reliability of the items in this factor. The second factor consists of four items and it is called a *narcissistic and authoritarian leader*. The percent variance of this factor is 22.4% and its Cronbach alpha coefficient is determined to be 0,813, which makes the items in this factor reliable. The third factor consists of three items and it is called a *self-promoting leader*. The percent variance of this factor is 18,2% and its Cronbach alpha coefficient is determined to be 0,738, which makes the items in this factor reliable.

The total percent variance of the toxic leadership scale is 67,9% and the Cronbach alpha coefficient for the overall reliability of the scale is 0,879 and this result shows us that the scale has a fine level of reliability.

Upon conducting a factor analysis for this article, a single factor (four items) was measured. The factor analysis results are shown in Table 2.

Table 2. Validity and Reliability Results for Prisonization Scale

	Factor Loads	Variance	Cronbach's Alpha (α)	<i>n</i>
2. In the organization I work for, I feel like being deprived of my freedom.	0,927	79,361	0,912	4
3.In the organization I work for, I feel under pressure.	0,897			
1.In the organization I work for, I feel trapped.	0,894			
4. I feel obliged to work for this institution.	0,843			

KMO test value for organization prisonization scale is 0.828 ($KMO=0,90 < 82,8 \leq 0,80$). This rate shows that the scale is quite appropriate for the factor analysis. “Bartlett’s Test of Sphericity”, which took place later, was also found to be meaningful ($X^2=1516,72$, $p=0,000 \leq 0,01$). Thus, it has been determined that there is no correlation between the items of the scale. In other words, all 4 items on the scale are significant. The total percent variance of the organizational prisonization scale is 79,4% and the

Cronbach alpha coefficient for the overall reliability of the scale is 0,912 and this result shows us that the scale has a high level of reliability.

After analyzing the factors for this research psychological resilience, hope, and self-sufficiency (12 items) are combined into one factor. Optimism (3 items) is determined to be the second factor. The factor analysis is carried out again once all items with factor loading below 0.50 and other factors are excluded from the analysis and the latest version is formed as seen in Table 3.

Table 3. Validity and Reliability Results of Psychological Capital Scale

		Factor Loads	Variance Percent	Cronbach's Alpha (α)	n
Psychological Resilience, Hope and Self-sufficiency	4. I am confident while setting goals and objectives in my field of work.	0,806	48,477	0,946	12
	24.I can come up with many ways to achieve my business goals.	0,794			
	15.I am quite self-confident when it comes to explaining my own field of work in meetings attended by the executives.	0,786			
	23.I am quite self-confident while getting in touch with third parties (suppliers, consumers) to discuss the problems.	0,784			
	16.I am confident when I am trying to find a solution to a long-term problem.	0,783			
	3.I am confident when I am giving information to a group of colleagues.	0,782			
	5. I can cope with times of difficulties at work as I have been through challenges before.	0,775			
	12. If I find myself in a conundrum, I can think of many ways to get out of it.	0,763			
	13. I feel that I can deal with many things at work.	0,748			
	22.In general, I somehow cope with difficulties at work.	0,737			
	6. There are many ways to solve any problem.	0,697			
	21.I am confident when it comes to contributing to the strategy discussions within the organization.	0,679			
Optimism	19.I always see the goodwill in everything when something goes wrong at work.	0,852	14,600	0,627	3
	18. I am quite optimistic about my future at the workplace.	0,647			
	14. I always see the good things about my job.	0,609			

KMO test value for psychological capital scale is 0.953 ($KMO=0,90 < 95,3 \leq 0,80$). This rate shows that the scale is perfectly appropriate for the factor analysis. "Bartlett's Test of Sphericity", which took place later, was also found to be meaningful ($X^2=55159,51, p=0,000 \leq 0,01$). Thus, it has been determined that there is no correlation between the items of the scale. In other words, all 15 items on the scale are significant.

Then, it was detected that the scale consists of two factors. The first factor consists of twelve items and is called *psychological resilience, hope, and self-sufficiency*. The percent variance of this factor is 48,5% and the Cronbach alpha coefficient is found to be 0,946, which proves the high level of reliability for the items in this factor. The second factor consists of three items and it is called *optimism*. The percent variance of this factor is 14.6% and its Cronbach alpha coefficient is determined to be 0,627; that is to say, the items in this factor have a medium level of reliability.

The total percent variance of the psychological capital scale is 63,1% and the Cronbach alpha coefficient for the overall reliability of the scale is 0,935 and this result shows us that the scale has a high level of reliability.

4. FINDINGS

4.1. Distribution of Demographic Features

A frequency and percentage analysis of the demographic features of the participants is conducted in terms of sex, age, level of education, marital status, business sector, the period of work at the current organization, total work period, and position. The results of this analysis are given in Table 4.

Table 4. Distribution of Employees' Demographic Features

		Frequency (n)	Percentage (%)
Sex	Female	289	54,8
	Male	238	45,2
	Total	527	100,0
Age	less than 20	25	4,7
	20-29	176	33,4
	30-39	245	46,5
	40-49	81	15,4
	Total	527	100,0
Education	Elementary School Graduate	18	3,4
	High school Graduate	96	18,2
	University Graduate	252	47,8
	Post-Graduate	103	19,5
	PhD	58	11,0
	Total	527	100,0
Marital Status	Married	246	46,7
	Single	281	53,3
	Total	527	100,0
Business Sector	Education	131	24,9
	Health	125	23,7
	Tourism	33	6,3
	Accommodation	8	1,5
	Food	26	4,9
	Finance	30	5,7
	Entertainment	12	2,3
	Textile	28	5,3
	Others	134	25,4
	Total	527	100,0
Period of Work at The Current Organization	1 year or less	100	19,0
	2-5 years	215	40,8
	6 years or more	212	40,2
	Total	527	100,0
Total Work Period	1 year or less	39	7,4
	2-5 years	124	23,5
	6 years or more	364	69,1
	Total	527	100,0
Position	Employee	387	73,4
	Manager	140	26,6
	Total	527	100,0

Females account for 54,8% while males account for 45,2%. The ones between 30 and 39 years-old account for most of the target audience with 46,5% and it is followed by the age group 20-29 with 33,4%. 47,8% of these people are university graduates and 30,5% of them have either a post-graduate degree or a Ph.D. 53,3% of the employed are single and 46,7% of them are married. When their business sector is taken into consideration; 24,9% of them are in the education sector and 23,7% of them are in the medical sector. When the period of work at their current organization is considered, 40,8% of them have an experience of 2 to 5 years and 40,2% of them have an experience of 6 years or more; which means 69,1% represents the total work period for the ones with 6 or more years of experience. 73,4% of the participants are employees and 26,6% are managers.

4.2. Linear Regression Analysis

Regression analysis is conducted to determine if toxic leadership affects organizational imprisonment and if such leadership affects the psychological flexibility, hope, self-sufficiency, and optimism of the employees.

The results of this impact analysis are shown in Table 5.

Table 5. The Impact of Toxic Leadership on Organizational Prisonization

		B	S.E.	β	t	p	R ²	Revised R ²	F	p
Organizational Prisonization	(Fixed)	0,872	0,175		4,998	0,000				
	Toxic Leadership	0,545	0,055	0,398	9,952	0,000	0,159	0,157	99,050	0,000

Toxic leadership explains 15,7% (Revised R²=0,157) of the organizational prisonization. According to ANOVA test results, fixed variate, and independent variables (toxic leadership) have an impact on a dependent variable (organizational prisonization) – which makes the model significant (F=99,050, p=0,000≤0,01). It is concluded that toxic leadership ($\beta=0,398$) affects organizational prisonization. Therefore, *Hypothesis 1* is partially accepted. The basic linear regression model is presented below:

$$\text{Toxic leadership} = 0,872 + 0,545 * \text{Organizational Prisonization}$$

Table 6. The Impact of Toxic Leadership Dimensions on Organizational Prisonization

		B	S.E.	β	t	p	Tolerance	VIF	R ²	Revised R ²	F	p	Durbin Watson
Organizational Prisonization	(Fixed)	1,019	0,180		5,664	0,000							
	Self-promoting leader	0,030	0,056	0,027	0,544	0,587	0,661	1,513					
	Abusive and Unpredictable leader	0,351	0,053	0,326	6,571	0,000	0,643	1,556	0,175	0,170	36,934	0,000	1,716
	Narcissist and Authoritarian leader	0,142	0,059	0,120	2,417	0,016	0,638	1,568					

Self-promoting leader, abusive and unpredictable leader, narcissist, and authoritarian leader explain 17,0% (Revised R²=0,170) of the organizational prisonization. According to ANOVA test results, fixed variate, and independent variables (toxic leadership) have an impact on the dependent variable (organizational prisonization) – which makes the model significant (F=36,934, p=0,000≤0,01).

DW statistics of the model is between 1.5 and 2.5, which suggests no autocorrelation. VIF value is less than 10 and its tolerance value is above 0,2, which proves that there are no multiple linear connections between the independent variables. It has been concluded that the abusive and unpredictable leader ($\beta=0,326$) and narcissistic and authoritarian leader ($\beta=0,120$) all combined have an impact on organizational prisonization. As a result, *Hypothesis 1a* is refuted whereas *Hypothesis 1b* and *Hypothesis 1c* are accepted. The multiple linear regression model is shown below.

$$\text{Organizational Prisonization} = 1,019 + 0,0351 * \text{Abusive and Unpredictable Leader} + 0,142 * \text{Narcissist and Authoritarian Leader}$$

Table 7. The Impact of Toxic Leadership on Psychological Capital

		B	S.E.	β	t	p	R ²	Revised R ³	F	p
Psychological Capital	(Fixed)	4,064	0,123		33,097	0,000				
	Toxic Leadership	-0,026	0,039	-0,029	-0,667	0,505	0,001	-0,001	0,444	0,505

According to ANOVA test results showing the impact of the fixed variate, and independent variable (toxic leadership) on the dependent variable (psychological capital), the model is insignificant (F=0,444, p=0,505≥0,05). No impact of toxic leadership on psychological capital is found.

Table 8. The Impact of Toxic Leadership on the Psychological Resilience, Hope and Self-Sufficiency Known as Psychological Capital Dimensions

		<i>B</i>	<i>S.E.</i>	β	<i>t</i>	<i>p</i>	R^2	<i>Revised R</i> ³	<i>F</i>	<i>p</i>
Psychological resilience, hope, and self-sufficiency	(Fixed) Toxic Leadership	4,157	0,132		31,405	0,000				
		0,022	0,042	-0,023	-0,532	0,592	0,001	-0,001	0,288	0,592

According to ANOVA test results showing the impact of the fixed variate, and independent variable (toxic leadership) on the dependent variable (psychological resilience, hope, and self-sufficiency), the model is insignificant ($F=0,288$, $p=0,592 \geq 0,05$). No impact of toxic leadership on psychological resilience, hope, and self-sufficiency are found.

Table 9. The Impact of Toxic Leadership on the Optimism Known as Psychological Capital Dimension

		<i>B</i>	<i>S.E.</i>	β	<i>t</i>	<i>p</i>	R^2	<i>Revised R</i> ³	<i>F</i>	<i>p</i>
Optimism	(Fixed) Toxic Leadership	3,692	0,136		27,160	0,000				
		-0,039	0,043	-0,040	-0,921	0,357	0,002	0,000	0,849	0,357

According to ANOVA test results showing the impact of the fixed variate, and independent variable (toxic leadership) on the dependent variable (optimism), the model is insignificant ($F=0,849$, $p=0,357 \geq 0,05$). No impact of toxic leadership on optimism is found.

5. RESULT AND EVALUATION

In business literature, there are several studies on the negative impacts of toxic leadership within the organization. Toxic leadership behaviours influence the employees' commitment to and efficiency within the workplace and unveil negative emotions within the organization with its profound impact on the organizational climate (Tepe & Yılmaz, 2020; Goldman, 2011; Reyhanoğlu & Akın, 2016). It has been detected that toxic leadership may result in permanent damage to the employees in case it sustains Kasalak & Aksu, 2016).

Toxic leadership enhances the conflict within the organization (Çiçek & Almalı, 2020) and organization imprisonment causes employees to feel under pressure and results in such responses as differentiation from the organization (Erbay & Turgut, 2018). Psychological capital leads to positive behaviours and positive business outcomes and therefore contributes greatly to the sustainability of the organizations and their success (Çalışkana & Pekkan, 2017).

This research finds that toxic leadership has a partial impact on organizational imprisonment and this finding is consistent with those of previous researches in the field, stating that toxic leadership has a negative impact on the organizational environment and employees. Another finding of this research is that toxic leadership does not influence psychological capital.

The research data was collected from March 15 to October 10 in 2020. This coincides with the global pandemic which had a profound influence on Turkey, as well. The employees, who are also the target audience for this research, might assume that top managers with toxic leadership behaviour might not change the employee's psychological resilience, hope, and self-sufficiency due to pandemic conditions.

Toxic leadership results in organizational prisonization of the employees, which eventually creates an impact on the employee's motivation and efficiency. Toxic leaders act without the boundaries of their goals and responsibilities and create a lack of motivation by tyrannizing their employees with certain remarks, cruel inhuman degrading treatment to force them to follow the company rules and norms. However, such leadership behaviour harms the employees. Employees either feel assimilated against the corporation or isolate themselves. Or in some cases, they feel obliged to stay close to the management and act warmly towards the members of the management. They can not oppose these rules and norms, to form an opponent view in coordination with their colleagues, or even to express their own opinions, clearly.

Although it is quite normal and necessary to have certain rules in a workplace; restricting and controlling the employee's freewill, exerting over-controlling management for office check-in and check-out or day-off requests make the employees feel disturbed and cause them to develop feelings of prisonization. And organizational prisonization occurs when the employees would like to do something in their business but not allowed to do it. Organizational prisonization and imprisonment restrict not only physical freedoms but also the intellectual freedom of the employees, which makes the individual feel restricted and imprisoned.

Human resources need to be enhanced to help the business enterprises adjust to improvements in the changing industry so that success can be achieved; therefore, executive leaders have a great responsibility to ensure the well-being of their employees as well to make sure they manage without causing any trouble. Leaders with positive attitudes increase the efficiency and the will to work within an organization. Toxic leaders have negative impacts both on the employees and on the organization's itself. They negatively influence company operations and efficiency due to their ill behaviour. The leader is supposed to determine the objectives for the group and should motivate them, coordinate them, and control them accordingly to attain these common goals and objectives.

It is thought that when the organization sets strict working conditions for the employees, when it keeps them under constant supervision and control and when the employees are not included in the decision-making process and are not allowed to take initiative; their intellectual skills cannot be used to develop new and original ideas; thus the intellectual manufacturing will remain restricted and confined within an enclosed space.

The fact that the research is carried out in a particular city with a particular number of people poses a limitation. For further analysis, future researches can be carried out in different cities and with different sample groups. Further evaluation can be conducted on the public and private sectors. Researches to be carried out under post-pandemic conditions may put forward comparative results. It is thought that the findings hereby will create positive contributions to the executives and employees by enlightening them so that the companies and employees can ensure sustainable success.

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