THE ROLE OF EMPLOYEE SILENCE AND ORGANIZATIONAL LEARNING BETWEEN TOXIC LEADERSHIP & ORGANIZATIONAL PERFORMANCE AT DIFFERENT LEVELS OF LEADER-MEMBER EXCHANGE QUALITY IN PAKISTANI BANKS

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DEDICATION

I dedicate this work to the most essential pillars of my life first and foremost, my parents who sacrificed their comfort for my education; to my beloved wife; children, and to my sisters for bearing with my lack of attention during the time I was writing the thesis.

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ABSTRACT

Modern services organizations are competing in a complex, volatile, and fierce market environment. In such an environment, certain leadership behaviors may derail organizational performance into failures. One such behavior is toxic leadership. However, the literature identifies that the investigation related to toxic leadership and organizational performance is limited and inconclusive. The current study examined the impact of toxic leadership behaviors on organizational performance with the mediating role of employee silence and organizational learning. Furthermore, the study explained the model at different levels of LMXQ in the banking industry. The study is cross-sectional, and the multistage sampling technique was employed where five geographic clusters were developed, and data was collected from 1177 (58.8%) respondents. A total of 1108 questionnaires were utilized for analysis using the structural equation modelling (SEM) technique. The findings of the study revealed that toxic leadership harms organizational performance. Further, employee silence and organizational learning mediate the relationship between toxic leadership and organizational performance at parallel. Moreover, the results illustrate that employee silence has moderated mediation effect between toxic leadership and organizational performance at different levels of leader-member exchange quality. Whereas the moderated mediation effect of organizational learning between toxic leadership and organizational performance is not supported. Finally, moderated mediation effects of employee silence and organizational learning at the parallel between toxic leadership and organizational performance for different levels of leader-member exchange quality have revealed significant results for employee silence, whereas the mediation effect of organizational learning is not moderated. For instance, the study findings revealed that toxic leadership leads to employee silence and reduces organizational learning simultaneously that ultimately puts adverse effects on organizational performance specifically, at extreme levels of LMXQ. The study is unique as it investigated the employee silence and organizational learning at the parallel. Secondly, it adds rigor to the model by investigating the conditional indirect effects of toxic leadership on organizational performance at different levels of LMXQ. The study contributed to the theory of the toxic triangle, the theory of conservation of resources, the theory of LMX, and organizational learning. The study unfolds implications for practitioners to identify and manage toxic leadership and finally provides suggestions for banks to improve performance.

Keywords: Toxic Leadership, Employee Silence, LMXQ, Moderated Mediation, Organizational Learning, Organizational Performance

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LIST OF ABBREVIATIONS

ABBREVIATION		DESCRIPTION
AL	-	Authoritative Leadership
AMOS	-	Analysis of Moment Structures
AS	-	Abusive Supervision
AVE	-	Average Variance Extracted
CFA	-	Confirmatory Factor Analysis
CFI	-	Confirmatory Fit Index
CI	-	Confidence Intervals
CMIN	-	Minimum Chi-Square
COR	-	Conservation of Resources
CR	-	Composite Reliability
CV	-	Content Validity
EAP	-	Employee Assistance Programs
EFA	-	Exploratory Factor Analysis
ES	-	Employee Silence
EV	-	Emotional Vulnerability
FA	-	Factor Analysis
KMO	-	Kaiser-Meyer-Olkin
KPK	-	Khyber Pakhtunkhwa
LB	-	Large Banks
LLCI	-	Lower Limit of Confidence Interval
LMXQ	-	Leader-Member Exchange Quality
MB	-	Medium Banks
MED	-	Mediation
MOD	-	Moderation
MOD-MED	-	Moderated Mediation
NAR	-	Narcissism
OD	-	Organizational Development
OL	-	Organizational Learning

ABBREVIATION		DESCRIPTION
OP	-	Organizational Performance
RMSEA	-	Root Mean Square Error of Approximation
ROA	-	Return on Assets
ROE	-	Return on Equity
SB	-	Small Banks
SBP	-	State Bank of Pakistan
SE	-	Standard Errors
SEM	-	Structural Equation Modeling
SP	-	Self-Promotion
SPSS	-	Statistical Package for the Social Sciences
SRMR	-	Standardized Root Mean Square Residual
TLI	-	Tucker–Lewis Index

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CHAPTER 1

INTRODUCTION

The introduction chapter covers the background and motivation of research. It provides a detailed account of the theoretical and practical problems in the literature and identified the potential theoretical gaps, research problem, research questions, research objectives, significance of the study, contributions and newness of the study, and definitions of the key concepts under investigation.

1.1 Background of the Study

Leadership is a critical component in the management, development, and success of an organization (Jing & Avery, 2016; Megheirkouni & Mejheirkouni, 2020; Yukl, 2012). Literature on leadership has highlighted the heroic and positive side of the leaders (Crawford, Dawkins, Martin & Lewis, 2020; Knies, Jacobsen & Tummers, 2016; Van der Kam, van der Vegt, Janssen, & Stoker, 2015), and advocated those leaders are always good and facilitating, like the transformational leaders, charismatic leaders, ethical leaders, authentic leaders, servant leaders and spiritual leaders (Antonakis, House, & Simonton, 2017; Avolio, Walumbwa, & Weber, 2009; Northouse, 2019). Although these leadership styles are accepted in diverse contexts and produce satisfactory results yet, various empirical studies have reported that sometimes competent leaders exhibit destructive behaviors leading to a negative impact on employee (Barnes, Guarana, Nauman, & Kong, 2016; Siangchokyoo, Klinger & Campion, 2020; van Knippenberg & Sitkin, 2013). This adds the complexity to the nature and influence of leadership behaviors and hence requires an in-depth examination into these destructive behaviors of leaders and their various outcomes (Kaiser & Craig, 2014; Knies et al., 2016; Leonard, 2014; Subramony, Segers, Chadwick, & Shyamsunder, 2018; Zhong & Robinson, 2020).

1.1.1 Contextual Analysis - Banking

The banking sector of Pakistan, which is considered an elemental factor for the growth of the economy (Hassan & Jagirani, 2019), is prone to challenges and threats. Thus, the banking sector, due to the turbulent politico and economic conditions of the country and increased market competition, requires more advanced management techniques, processes, and competent and ethical leadership (Jabbar et al., 2020). Asrar-ul-Haq and Kuchinke (2016) reported that these adverse situations and competitive environments have made these banks more demanding and hence has resulted into increased workload on their employees.

Moreover, several scholars have witnessed the lack of leadership and substandard leadership behaviors affecting the employee behaviors and outcomes. Jabbar et al. (2020) and Asrar-ul-Haq (2014) further confirmed the negative leadership practices and a lack of transformational leadership in banks. Moreover, bank managers sometimes use narcissist and toxic behaviors that are destructive to subordinates' morale, i.e., such negative leadership behaviors cause emotional exhaustion among employees and compel them to either adopt deviant behaviors or leave the organization (Asrar-ul-Haq & Anjum, 2020; Asrar-ul-Haq & Kuchinke, 2016). According to scholars the increased turnover rate may cost the employers up to 200 percent of their annual salary (Dunford, Oler, & Boudreau, 2008; Panday, 2017).

Moreover, the branch managers, who play a critical role in the implementation of the bank policies and are in direct contact with frontline employees can build or destroy the bank performance (Walton-Guillot, 2019). These mangers are considered responsible to maintain and guide their employees in developing relations with their customers for maximum economic benefits (Hassan & Jagirani, 2019). However, the research has reported the biased role of the bank managers in favor of few employees (Naseer et al., 2017; Pahi & Yadav, 2019). In some cases, their negative behaviors cause emotional exhaustion, stress and burnout that might ultimately result into employee negative behaviors like silence or aggression (Asrar-ul-Haq & Kuchinke, 2016; Asrar-ul-Haq & Anjum, 2020; Naeem & Khurram, 2020). Moreover, the scholars have confirmed a lack of clear focus for the organizational learning practices employed by the banks, in this regard, the role of the bank managers cannot be neglected (Edmondson, 2011; Mousa, Massoud, & Ayoubi, 2021). Additionally, if the level of toxic leadership behaviors is high than it is clearly predicted that they would ultimately affect the employee behaviors and

knowledge sharing procedures and process on the organizations causing adverse effect on organizational performance in banks (Asrar-ul-Haq, 2014; Schilling & Kluge, 2009). Hence, it could be said that the bank managers may become facilitators of organizational learning and performance or otherwise. Consequently, the study considers it an important aspect to investigate toxic leadership and its relationship with the employees' silent behaviors, organizational learning, and bank performance.

1.2 Research Gap

The research available on the relation between toxic leadership and organizational performance is disjointed and nascent (Pelletier, 2012; Milosevic, Maric, & Loncar, 2020; Samier, 2018; Thoroughgood et al., 2018). Moreover, there are several studies that deal with the consequences of toxic leadership on individual-level constructs (Burke, 2017; Hadadian & Zarei, 2016; Kilic & Gunsel, 2019; Webster, Brough, & Daly, 2016). For example, scholars have examined the toxic behaviors, causing increased psychological distress, burnout, and depression leading to employee dissatisfaction and lack of commitment and such conditions lead to employee silence (Brinsfield, Edwards, & Greenberg, 2009; Nevicka, Van Vianen, Hoogh, & Voorn, 2018; Tepper, 2000; Webster, Brough, & Daly, 2016; Xu, Loi, & Lam, 2015). Such literature usually addressed the effects on individuals, largely ignoring toxic leadership impact at organizational level (Fosse, Skogstad, Einarsen, & Martinussen, 2019; Indradevi, 2016; Schmid, Pircher Verdorfer, & Peus, 2018).

The scarce literature that analyzed the toxic leadership impact at organizational outcomes have mixed results. For example, some studies found that toxic leadership has a significant negative impact on organizational performance (Fosse et al., 2019; Goldman, 2012; Reed, 2012; Tepper, Duffy, Hoobler, & Ensley, 2004; Zellars, Tepper, & Duffy, 2002). While others have shown positive impact (Ashforth, 1994; Einarsen et al., 2007; Ferris, Zinko, Brouer, Buckley, & Harvey, 2007; Tepper, 2000; Leonard, 2014). While some studies remained inconclusive, for example, Schyns and Schilling (2013) pointed that toxic leadership have both negative and positive effects. Schmid et al. (2018) found toxic leadership to be having varying effects on the followers' behaviors and organizational outcomes and suggested further examination of the impacts of toxic leadership on both at the individual as well as organizational level.

Broadening the idea, Mackey, Ellen III, McAllister and Alexander (2020) proposed that while studying toxic leadership, one could include destructive leaders, susceptible followers, and conducive environments i.e., the toxic triangle for further analysis. Padilla, Hogan, and Kaiser (2007) proposed the idea of toxic triangle which includes destructive leaders, susceptible followers, and conducive environments. Which is followed by different scholars from different perspectives, but still these relationships are insufficiently explained (Kilic & Gunsel, 2019; Savas, 2019; Thoroughgood, Sawyer, Padilla, & Lunsford, 2018). Moreover, Nevicka et al. (2018) remained inconclusive as whether narcissism a dimension of toxic leadership is a liability or an asset for the organizations, however, identified that narcissistic leaders do cause employees turn over.

Some studies criticized the earlier approach towards the analysis of toxic leadership, either as too narrowly defined, or largely ignoring the whole processes that underlie while analyzing the impact of toxic leadership on various organizational outcomes. For example, Thoroughgood et al. (2016) considered that one must take the holistic approach in understanding the toxic leadership rather than individually analyzing each aspect. While other studies found concept of toxic leadership to be too narrowly defined (Avolio et al., 2009; Hernandez, Eberly, Avolio, & Johnson, 2011; Kilic & Gunsel, 2019). While, Padilla, Hogan & Kaiser, (2007) found various external factors to be equally playing important role in studying the toxic behavior of the leaders.

Although, most of the literature found good leadership to increase organizational learning (Garcia-Morales et al., 2012; Vera & Crossan, 2004). However, literature on the toxic leadership impact on organizational learning are scarce and various scholars recommend further investigation (Berson, Daas, & Waldman, 2015; Schilling & Kluge, 2009; Yukl, 2009). According to Kim (1993) organizations learn from individual learning. It is therefore intuitively correct to infer those toxic qualities of leaders may trickle down to the followers and hence hamper the learning processes, resulting in to depleted organizational performance (Morais & Randsley de Moura, 2018; Schilling & Kluge, 2009; Whitman et al., 2014)

One of the larger consequences of toxic leadership is the employees silence (Morrison, 2014; Xu et al., 2015). For example, Naseer et al. (2016) and Xu et al. (2015) found negative impact of toxic leadership on employees' silence. These studies have been conducted in the services sector and endorse that the relationship between negative leadership and the followers with employee silence behaviors should be studied more rigorously. However, considering the complex nature of employee silence, several studies

have suggested the investigation into the underlying mechanisms and boundary conditions that can further associate the effects of silence on varying outcomes (Dong, & Chung, 2020). Which is also supported Srivastava et al. (2019) As there are limited studies that have empirically tested underlying mechanisms that link employee silence and organizational outcomes. As employees silence may adversely affect the organizational performance by hiding the valuable knowledge and information from organizational actors. Therefore, various studies proposed the mediating role of employee silence between toxic leadership and organizational outcomes like organizational performance (Detert et al., 2010; Morrison, 2014; Xu et al., 2015).

Xu et al. (2012, 2015) suggested that toxic leadership studies largely considered such relationships as linear, while in fact they are non-linear. Complimenting the same, Braun (2017) found that narcissistic leaders a dimension of toxic leadership predicts differently the organizational outcomes and require to be studied in the presence of potential contextual moderators.

Consequently, Leader member exchange theory provides deeper insights into the nature of various types of leaderships. In case of toxic leadership, the leader member exchange theory views that toxic leadership may not be solely responsible for negative organizational outcomes, rather it is the interaction of members with leaders that could affect the organizational outcomes. For example, Duan-min (2017) and Thoroughgood, Sawyer, Padilla, and Lunsford (2018) explained through leader-member exchange theory that members are also responsible for negative organizational outcomes. In addition, few scholars have further suggested investigating the interaction effect of toxic leadership and leader-member exchange quality in organizational settings (Khilji, 2012; Kwon & Farndale, 2020, Naseer et al., 2016; Xu et al., 2015). This interaction effect would allow the researchers to understand the impact of toxic leadership on organizational performance more precisely at different values of leader-member exchange quality, and at the presence of organizational variables like employee silence and organizational learning.

The theory of toxic triangle (Padilla, Hogan, & Kaiser, 2007) is the overarching theory in the current study. The theory of toxic triangle views that leaders are not only the sole cause of toxicity in the organization but the employees and organizational environments that are supportive of them as well. They do not feel any hesitation in practicing toxicity. Following theory of toxic triangle the study examined the interaction effects of toxic leaders, employee silence and organizational factors (organizational

learning and organizational performance) in a single model and further explained the relationships in the presence of different conditions of the leader member exchange quality relationships between toxic leaders and employees with silence behaviors and contributed to the theory.

Besides, theory of toxic triangle, the current study has utilized several theories to understand toxic leadership. These theories include the theory of conservation of resources (Hobfoll, 1989); theory of leader-member exchange quality (LMXQ) (Blau, 1964; Graen & Uhl-Bien, 1995), and the theory of organizational learning (Vera & Crossan, 2004).

The conservation of resources theory views that the individuals are programmed to retain and gain resources. Therefore, in presence of toxic leadership instead of contributing their resources toward the performance, they direct their efforts on the conservation of resources for their individual use. They do that by trying to hide physical, psychological, and informational resources from others, by remaining silent. Based on the theory of conservation of resources, it is assumed that the toxic leaders, due to their abusive behaviors, push employees to conserve resources for themselves by remaining silent (Xu et al., 2015). This silent behavior by the employees hampers their performance and obstructs the transfer of knowledge, thus negatively affecting organizational learning and overall organizational performance as proposed by the theory of organizational learning, yet not tested empirically.

Further, the theory of LMXQ (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Pelletier, 2012) highlights an exchange relationship between the leaders and employees as the behavior is dependent upon the expectations of rewards from the leaders. It implies that the existence of LMXQ, the people having close relations to the leaders, may get more silent and vice versa (Xu et al., 2015).

Based on the above literature, several gaps were found in the literature that needs further examination. For example, several studies found the scarce literature exists on the toxic leadership impact on organizational outcomes (Berson et al., 2015; Morais & Randsley de Moura, 2018; Whitman, Halbesleben, & Holmes, 2014). While other studies found mixed results as how the toxic leadership affects organizational performance, ranging from negative to positive impacts, while some remained inconclusive (Fosse et al., 2019; Indradevi, 2016; Schmid et al., 2018; Schyns & Schilling, 2013). Moreover, a few current studies criticized the toxic leadership literature, considering that such impacts were linearly analyzed, while in fact they need to treat this phenomenon nonlinearly

(Nevicka et al., 2018; Schmidt, 2014; Zhou et al., 2017). Additionally, literature found that toxic leadership has been studied, either defining such leadership too narrowly, or largely ignoring the larger picture where such leadership operates (Indradevi, 2016; Mehta & Maheshwari, 2014; Schmidt, 2014). The mediating role of employee silence and organizational learning in toxic leadership has been ignored as espoused by various studies, and needs further examination (Nevicka et al., 2018; Xu et al., 2015). Furthermore, leader member exchange quality needs to examine impact of toxic leadership impact on employee silence (Detert & Burris, 2007; Morrison & Milliken, 2000; Xu et al, 2012) and organizational learning (Garcia-Morales et al., 2012; Islam, Khan, Ahmad, & Ahmed, 2013; Ummar, Bashir, & Zhao, 2015), as varying degree of impacts could be found based on leader member relationships. Moreover, the need to evaluate the moderating role of Leader-Member Exchange Quality on the relationship between leadership and organizational variables in developing countries like Pakistan is suggested by number of scholars (Khilji, 2012; Kwon & Farndale, 2020; Naseer et al., 2016; Thoroughgood et al., 2018). Moreover, after analyzing the theory of toxic triangle, the theory of conservation of resources, theory of organizational learning, and leader member exchange quality, various interesting gaps were found that could be analyzed.

Contextually, these research gaps are also relevant to Pakistani banking sectors and required to be addressed. Currently, a few studies have highlighted that the banking sector of Pakistan is characterized by the existence of narcissists, and down the line leadership quality (Karatepe & Aga, 2013; Karatepe, Yorganci, & Haktanir, 2010). Moreover, according to Javaid, Raoof, Farooq, and Arshad (2020) reported that the existence of leader's negative behaviors influences followers into exhibiting negative behaviors via obedience in banks. In addition, bank managers who implement the policies and evaluate their employees directly influence their behaviors and different studies have witnessed the existence of toxic leadership behaviors and organizational factors that might affect the individual and performance of banks (Asrar-ul-Haq & Anjum, 2020; Hassan & Jagirani, 2019)

The research gaps addressed in the study examined logical conjecture about the nature of the relationship between toxic leadership behaviors, organizational learning, employee silence, and organizational performance in the presence of LMXQ by following the positivist paradigm. The study for the achievement of these objectives used the theories namely, toxic triangle as the overarching theory and other theories and evidence are used to develop hypotheses, these theories are theory of organizational learning,

theory of conservation of resources and theory of leader member exchange. The study assumes that toxic behaviors have adverse effects on organizational performance, whereas toxic leadership, due to its unavoidable negative consequences, leads to employee silence and depleted organizational learning. It ultimately leads to adverse organizational performance. Secondly, based on the theory of conservation of resources, the study assumed that organizations are emotional beings as they incorporate the emotions of their leaders, followers, and other stakeholders. The interaction between these factors results in favorable or unfavorable behaviors and varying outcomes like increase or decrease in organizational learning and performance. Toxic leadership behaviors that are destructive and dysfunctional to the organizations compel employees to behave negatively and conserve their valuable resources like information, energies, and experiences. The employees modify their behaviors negatively either due to fear or to tackle the leaders and to save their valuable physical and informational resources. Hence, it results in depleted organizational performance. Conceptually and methodologically, the study following Schmidt (2014) has considered a broader view of toxic leadership as most of the earlier studies have taken only one or two aspects of toxic leadership (Maxwell, 2015; Xu et al., 2015).

Based on the complexity of the leadership phenomenon. The study adopted more integrative approaches that are based on the contemporary leadership literature and recognize toxic leaders, subject followers, and organizational factors as interdependent elements of a broader toxic leadership process, to get a complete understanding of the toxic leadership phenomena (Schmidt, 2014; Thoroughgood et al., 2018). Thus, the current study highlighted different gaps and developed an integrated research model to develop an understanding of leaders, followers, and organizational factors like organizational learning and added LMXQ as a boundary spanning phenomenon to get in-depth understanding of the of toxic leadership and its outcomes.

Furthermore, to achieve our objectives, the study employed moderated mediation and multiple mediations that is a new trend in the use of statistical methodology in organizational literature and usually advocated by scholars as it makes investigations more rigorous and provide valuable and comprehensive information (Hayes, 2013; Zhou, Liu, Niu, Sun, & Fan, 2017).

Consequently, the study addresses the main gaps and questions in the literature. Firstly, what is the effect of toxic leadership on organizational performance? Secondly, whether organizational learning and employee silence mediate between toxic leadership

and organizational performance relationships in the banking sector of Pakistan? Thirdly, whether LMXQ moderates between toxic leadership and employee silence, toxic leadership, and organizational learning. Finally, the study questions whether LMXQ moderates the mediating effects of employee silence and organizational learning between toxic leadership and organizational performance?

1.3 Statement of the Problem

Achieving enhanced organizational performance has always remained a serious problem for managers and researchers (Lee, To, & Yu, 2009; Lombardi, 2019; Singh, Darwish, & Potocnik, 2016). The recent wave of corporate scandals and failure at the mega-corporations are attributed to failed leadership and their unethical practices (Kanter, 2009; Yeoh, 2010; Zhong & Robinson, 2020). The literature and case reviews illustrated that the toxic leadership behaviors and their toxic effects remain hidden from the management till the end, when the toxic leaders leave the organizations into disasters (Van Rooij & Fine, 2018). Hence timely identification of the existence of toxic leadership is a big question before the practitioners and academicians. Moreover, the involvement of leadership in these scandals has questioned various established leadership models used in the last three decades (Lee, Cho, & Pillai, 2020).

The competitive era has highlighted the prevailing leader's toxicity in organizations (Milosevic et al., 2020). According to the National Business Ethics Survey (2015), 41% of employees felt that they had been involved in unethical/toxic practices in the previous year, with 10% feeling forced to do so because of organizational pressure and leaderships toxic or unethical behaviors (Javaid et al., 2020). A recent example of corporate wrongdoings, such as the Habib Bank money laundering scandal, illustrate both the negative impact of negative behavior by business leaders, and show how their followers are drawn into committing crimes of obedience (Hayat, 2019; Javaid et al., 2020; Kilic & Gunsel, 2019). Unfortunately, the attitudes and behaviors of the toxic leaders determine the subordinate's way of contribution (Mackey, Frieder, Brees, & Martinko, 2017). Hence, Toxic leadership is a combination of self-centered attitudes, motivations and behaviors that can create serious problems for the employees, teams, and organizations. Therefore, it becomes necessary to address the relationship between toxic

leadership, followers, and organizational performance (Indradevi, 2016; Kaiser & Craig, 2014; Mackey et al., 2017; Mehta & Maheshwari, 2014).

In this respect bank sector, which is normally considered as the strong contributor to the Pakistani economy (Hassan & Jagirani, 2019), is prone to challenges and threats. Due to the turbulent politico-economic conditions of the country and increased market competition (Jabbar et al., 2020). In response, there is a need for more advanced management techniques, processes, and competent and ethical leadership in general and especially, in the banking context.

On the contrary, the banking sector is abundant with more control mechanisms and strict rules and regulations. For example. The bank employees are expected to work longer hours, and meet higher targets, without compromising quality. To this backdrop, researchers are increasingly focusing on the banking sector, to gauge the consequences of this increased employee stress and anxiety (Pahil et al., 2016; Pahil & Yadav, 2019), which lead predominantly to sadness, irritation, and unhappiness (Saeed et al., 2014). It is, therefore, no surprise that the banking sector of Pakistan is facing the challenges of high turnover (Hassan & Jagirani, 2019). Furthermore, in the working environment of Pakistan in general, and the banking industry in particular, the authoritative style of leadership is the most prevalent (Ahmad & Begum, 2020). Employees are not given adequate autonomy, kept under tight control, and are most susceptible to be abused by their supervisors (Malik et al., 2018).

It is also viewed that toxic leader is not solely responsible for the depletion in the organizational performance, but the followers and organizational environment provide room for the leaders to exhibit toxic behaviors, leading to damaged organizational performance (Thoroughgood et al., 2018). The same is the case with the banking sector of Pakistan, where bank employees sometimes support toxic leaders. The possible reasons, according to Padilla et al. (2007) could be that the composition of this unique relationship of toxic leadership and follower may be subject to psychological benefits to more material gains. The literature identifies multiple categories of followers based on their relationship with leaders. For example, colluders and conformers of the toxic triangle (Padilla et al., 2007), lost souls, bystanders, opportunists, acolytes, and authoritarians of the susceptible circle (Thoroughgood et al., 2018), Which in our understanding either remain away or avoid the leader or remain close to the leaders or that could be understood in the light of the leader-member exchange relationship. More specifically, Pakistani culture, where these banks operate, is characterized by power

distance. The literature related to abusive and toxic leadership is examined in the western context where individualistic culture is dominant that is characterized by low power distance. Hence Toxic leadership and LMXQ to the employee's behavior and organizational performance in the banking sector of Pakistan provide strong rationale to be investigated.

The existing literature has explored toxic leadership, individual followers, and organizational performance from different perspectives, but the study suggested the organizational learning and employee silence perspective because the cultural setting of Pakistani context can bear more fruitful results as compared to developed countries. The study views that the individuals in the presence of toxic leadership adopt silent behaviors too and avoid sharing their experiences due to lack of prevailing trust, feelings of being negatively perceived, and leaders are perceived as they utilize employees' ideas for their promotion without crediting employees, make employees seize the information (Hinshaw, 2020; Kim et al., 2016; Lee, Kim, & Yun, 2018; Rousseau & Aube, 2018; Schilling & Kluge, 2009; Xu et al., 2015), thus harming organizational learning. Toxic leaders become a hurdle in the way to organizational learning and that is why organizations fail. The reason may be that organizational learning is a political process. When the employees feel uncomfortable working under a toxic leader and usually avoid giving feedback or otherwise change the information that makes it difficult and misleading for others to utilize it for effective problem-solving (Lawrence, Mauws, Dyck, & Kleysen, 2005; Thoroughgood et al., 2018).

Hence, the study postulates that toxic leadership causes depleted learning that ultimately causes performance compromises. As both organizational learning and employee silence are dependent on the relationship between leader and follower. Therefore, the LMXQ comes into play the behaviors of the leaders as well as followers contribute to depleting the organizational performance. Similarly, the presence of toxic leadership and a high level of LMXQ interactively predict negative behaviors like employees' silence and performance outcomes.

The research reasons that organizational performance will be negatively influenced by leader-member exchange quality, employee silence, and organizational learning rather than the influence of toxic leadership alone. The present study seeks to ascertain if employee silence and organizational learning mediate between toxic leadership and organizational performance or otherwise. Besides, the study further ascertains whether there is a conditional indirect effect of toxic leadership behaviors and

organizational performance through employee silence and organizational learning at different levels of LMXQ or otherwise.

1.4 Research Questions

Based on the problem statement, the following research questions were formulated:

1. What is the impact of toxic leadership on the organizational performance of Pakistani banks?
2. What is the impact of toxic leadership, employee silence, organizational learning, and LMXQ on organizational performance?
3. Whether employee silence mediates the linkage between toxic leadership and organizational performance?
4. Whether organizational learning mediates the relationship between toxic leadership behaviors and organizational performance in the banking sector of Pakistan?
5. Whether there exists parallel mediation between toxic leadership and organizational performance through employee silence and organizational learning?
6. Whether employee silence mediates between toxic leadership and organizational performance at varying values of leader-member exchange quality?
7. Does the leader-member exchange quality moderates the relationship between toxic leadership and employee salience?
8. Does the leader-member exchange quality moderates the relationship between toxic leadership and organizational learning?
9. Whether organizational learning mediates between toxic leadership and organizational performance at varying values of leader-member exchange quality?
10. Whether there is a moderated mediation effect of employee silence and organizational learning (at parallel) between toxic leadership and organizational performance at different values of leader-member exchange quality?

1.5 Research Objectives

Based on the problem statement and research questions formulated aimed to achieve the following objectives to be achieved:

1. To evaluate the effect of toxic leadership behaviors on organizational performance.
2. To investigate the impact of toxic leadership, employee silence, Organizational learning, LMXQ on Organizational Performance.
3. To investigate the role of employee silence between toxic leadership behaviors and organizational performance.
4. To investigate the mediating role of organizational learning between toxic leadership behaviors and organizational performance relationship.
5. To evaluate the mediating role of employee silence and organizational learning between toxic leadership and organizational performance.
6. To evaluate the moderating role of leader-member exchange quality on the relationship between toxic leadership and employee silence.
7. To evaluate the moderating role of leader-member exchange quality on toxic leadership & organizational learning.
8. To evaluate the moderated mediation effect of employee silence on toxic leadership behaviors and organizational performance relationships at different values of LMXQ.
9. To evaluate the moderated mediation effect of organizational learning on toxic leadership behaviors and organizational performance relationships at different values of LMXQ.
10. To examine the moderated mediation effect of both employee silence and organizational learning between toxic leadership behaviors and organizational performance at different values of LMXQ.

1.6 Significance of the Study

The study can be significant from the different aspects that include, academic significance, research significance, and significance for the policy/ practice. The following sections cover a detailed discussion on each one.

1.6.1 Academic Significance

The results of the study are expected to help in explaining the relationship between toxic leadership to organizational performance through investigating the role of organizational learning, employee silence, and leader-member exchange quality, which has not been tested collectively before in the literature. The study would provide foundation to extend the research on the theory of toxic triangle.

Walumbwa, Hartnell, and Misati (2017) and Kaiser and Craig (2014) suggested that the research related to toxic leadership and organizational level outcomes would assist the academics and practitioners to understand the underlying mechanisms through which destructive effects propagate and provide an opportunity to address the toxic effects as if they are set in motion.

1.6.2 Practice and Policy Significance

This section provides the significance of the study for the individual employees, managers, banks, and other organizations.

1.6.2.1 Significance for Managers and Employees

The study suggests the role of HR managers to equip their employees with knowledge, skills, and mindsets that enable them to cope up with the adverse and toxic behaviors of their leaders. Besides, the study suggests organizational development (OD) interventions to change the behaviors collectively. For example, interventions like appreciation inquiry (Cooperrider & Srivastva, 2017; Hammond, 2013) and development of positive psychological capitals of the individuals (Sweetman, Luthans, Avey, & Luthans, 2011). As a result, employees would become aware of the undesired behaviors in the workplace, how these behaviors affect them and what are the suggested strategies that can be adapted to tackle their toxic leaders at the workplace.

1.6.2.2 Significance for the corporate sectors like banks and services organizations

Contextually, the study would be helpful for the services organizations, especially for the banks to timely identify the toxic leadership and understand how these toxic

behaviors affect behaviors of the employees and organizational performance at large. Practically, the quality of services is substandard and loses their value due to undesired managerial practices and behaviors that results in an increased turnover rate. Moreover, these demotivated behaviors of employees affect the customers' perceptions and loyalty negatively.

The study suggests the practitioners and policymakers regarding adoption and utilization of different organizational learning strategies at the time of hiring, developing, and sustaining leaders and counteracting their respective negative behavior impacts on organizational learning processes and organizational performance. The current study establishes foundations for the top-level managers and employees to create an environment of collaboration and learning because the early identification and removal of toxic behaviors prevailing in banks would help to enhance the organizational capability, reduce the turnover rate, and increase the opportunities for the employees to practice and share valuable knowledge for the development of the organization. Hence, it would bring drastic changes in organizational performance.

1.6.2.3 Significance for organizations in a collectivist culture

Most of the toxic leadership studies are conducted in individualistic cultures, whereas the current study is related to toxic leadership, which is conducted in a collectivist culture like Pakistan. Due to the cultural changes, scholars suggest the exploration and validation of theories of developed cultures into the developing ones like Pakistan (Khan & Panarina, 2017; Khilji, 2012; Qamar, Muneer, Jusoh & Idris, 2013).

The study identifies that how the high and low levels of LMXQ affect toxic leadership and its relationship with other individual and organizational variables. The current study would help the organizations to develop and conduct number of trainings targeting their employees to learn that how they should maintain their relationship with their leaders. Further, the study suggests the practitioners and policymakers on the adoption and use of different organizational learning processes that can make individuals share the information relevant to the organizational problems.

1.7 Theoretical Contribution

The study in the following section has discussed first the findings and related these findings with the earlier one. Furthermore, the study discussed how the findings of this study are different and unique from earlier studies.

The study will explain the toxic leadership and OP linkage by including an evaluation of the mediating role of employee silence and OL using the theory of toxic triangle; theory of COR; leader-member exchange theory and organizational learning.

The findings of previous studies that have aimed to evaluate the relationship between toxic leadership (TOXL) and various factors associated with organizational performance (OP) are remained inconclusive (Fosse et al., 2019; Indradevi, 2016; Knies et al., 2016; Leonard, 2014; Mackey et al., 2017; Martinko et al., 2013). To explain the relationship, the study aims to examine the relationship between TOXL and OP and has investigated the role of underlying mechanisms like employee silence (ES) and organizational leaning (OL) between the TOXL and OP relationship. In this regard, the study is the first of its type that has collectively taken a broader set of TOXL behaviors, namely narcissism, self-promotion, abusive supervision, unpredictability, and authoritarian leadership and, employees silence, organizational learning, and organizational performance in a single model.

The study is unique, as most of the studies have examined positive leadership impact on OL Whereas the impact of TOXL on OL and also the mediating effect of OL between TOXL and OP has gotten limited attention. The study will address this gap and contributed to the leadership and OL literature. Moreover, the moderated mediation effect of OL between TOXL and OP at different values of LMXQ would add more rigor in understanding the OL in the Toxic leadership perspectives.

Theoretically, the study has contributed to the employee silence literature, where most of the studies lack the broader conception of toxic leadership and are limited to only one aspect of leadership or another whereas a complete TOXL construct and its impact is examined and addressed by this study in a more rigorous way in the presence of other relevant variables like OL and OP and LMXQ.

Most of the TOXL studies are conducted in developed countries and require to be examined in the developing countries like Pakistan. The current study has addressed this knowledge gap by developing research framework and empirically investigating the

relationship between TOXL and OP in the banking sector of Pakistan. (Khan & Panarina, 2017; Khilji, 2012; Qamar et al., 2013).

1.8 Methodological Contribution

The study has contributed methodologically as it has employed advanced conditional indirect effects of employee silence and organizational learning between toxic leadership and organizational performance at different values of leader member exchange quality. Moreover, the study empirically evaluated the direct, indirect, and interaction effects between the variables of interest namely toxic leadership, employee silence organizational learning and organizational performance, to achieve the purpose of the study, which is a unique contribution.

Furthermore, another interesting and unique contribution of the study is that it would explain the relationship between toxic leadership and organizational performance, through parallel mediation of two variables namely employee silence and organizational learning.

A multistage sampling technique is used that helps to minimize the sampling biases and flexible enough to utilize both probability and non-probability sampling. This study has utilized the data of six major cities of Pakistan that are large population wise. So, the generalizability of present study has been enhanced.

1.9 Managerial Contribution

This study has utilized the theory of toxic triangle, theory of conservation of resources and organizational learning for the explanation of the relationship between toxic leadership and organizational performance on which there are scant evidence available, especially, with respect to developing countries. So present study will guide highlight the influential factors in the toxic leadership and organizational performance. That would provide foundation for the managers and organizations to manage and cope up with the toxic leadership in the services sector, and more specifically, in the banking sector of Pakistan.

1.10 Assumptions and Delimitation of the Study

The positivist philosophy is followed, which assumes that reality is observable and can be measured objectively and quantitatively (Saunders, Lewis, & Thornhill, 2009). The present study used already established and validated measures to get observations from the respondents. This approach is also suggested and followed by different dominant scholars (Dobbs, 2014; Dobbs & Do, 2019; Gallus, van Driel, Walsh, Gouge, & Antolic, 2013; Labrague et al., 2020; Schmidt, 2014). The study selected quantifiable measures as given by Schmidt (2014), as these measures provide an advantage to quantify the qualitative phenomenon; and achieve the objectives of the study.

The study was delimited to toxic leadership, organizational performance, leader-member exchange quality, organizational learning, and employee silence. The study identified other potential variables like emotional exhaustion, counterproductive work behaviors, and organizational level variables such as organizational cultural values, organizational environment, organizational politics, organizational structures, and policies that may add value to similar investigations. The logic behind the selection of the variables like organizational learning, employee silence, and LMXQ was the lack of understanding of these types of variables in the current toxic leadership and organizational performance relationship literature and the advocacy of different scholars of leadership and organizational learning (Berson et al., 2015; Schilling & Kluge, 200; 9). Furthermore, the selection was based on the current debates and the relevant importance of the employee silence, and leader-member exchange quality based on the theory of conservation of resources in the abusive and toxic leadership literature (Naseer et al., 2016; Xu et al., 2015).

The exclusion of different variables was based on earlier studies that assume that due to the adverse behaviors of the leaders, most of the organizations remain unable to implement organizational learning concepts in the true sense (Amy, 2008Schilling & Kluge, 2009). Furthermore, the impact of toxic behaviors negatively affects the individuals in the organizations resulting in employees' silence, which creates hurdles in the free flow of information and learning processes, leading to depleted organizational performance. The scholars have suggested the inclusion of situational and contextual moderators, and which seem essential to get the complete picture of the relationships of different variables in the collectivist society (Moller, Zimmermann, & Koller, 2014; Xu

et al., 2015). In consequence, the study tested the moderated role of LMXQ on the mediated effects of OL and employee silence between TOXL and OP.

1.11 Definition of Key Terms

In this section, the definitions of the main variable are provided that are provided as follows.

1.11.1 Toxic Leadership (TOXL)

TOXL is considered an array of destructive behaviors that drive the leaders to achieve the personal goals and benefits consciously by leaving the interests of the individual employees, group, or organization (Schmidt, 2008, 2014). Further, Goldman (2009) defined TOXL as being: destructive, disturbing, and dysfunctional acts of supervision that spread among members of the workforce. However, due to the broader coverage of the TOXL concept, the study adopted the definition and taxonomy of TOXL given by Schmidt (2008, 2014). The subsection sections below provide a comprehensive overview of the dimensions of TOXL.

1.11.1.1 Abusive Supervision

A leaders' hostile verbal and nonverbal behaviors are shown to their subordinates, such as public demonstrations of anger, personal ridicule, and destructive feedback, but excluding physical abuse (Schmidt, 2008, 2014).

1.11.1.2 Authoritarian Leadership

It is a leader's behavior that restricts subordinate autonomy and stops them from taking the initiative. Authoritarian leaders demand total compliance with their agendas and operating procedures (Schmidt, 2008, 2014).

1.11.1.3 Self-Promotion

It includes leadership behaviors that are inclined to the promotion and achievement of personal interests from the high-ups and at the same time hide/ pushes back the performances of rivals and/or talented subordinates (Schmidt, 2008, 2014)

1.11.1.4 Unpredictability

The unpredictability of a leader covers a wide range of behaviors that reflect dramatic shifts in mood states of the leaders that confuse subordinates to follow their leader (Schmidt, 2008, 2014).

1.11.1.5 Narcissism

The narcissism of a leader is defined as having a grandiose self-image, an inability to empathize with others, and disrespect for the abilities and efforts of others (Schmidt, 2008, 2014).

1.11.2 Leader-Member Exchange Quality

Leader-member exchange quality refers to the overall quality of a supervisor-subordinate relationship that develops over time (Dulebohn, et al., 2012). The high-quality of exchange from the leader's point of view reflects the trust, interaction, support, and reward to the subordinates. Similarly, from the perspective of subordinates, the high-quality of relationships rests in trust, reward, and support from the leader (Jensen, Olberding, & Rodgers, 1997). In comparison, low LMXQ is characterized by formal relationships, absence of confidence, lack of participation in problem-solving, lack of support as well as the lack of a leader's attention (Naseer et al., 2016). The LMXQ theory assumes leadership as a process of social interaction between leaders and their subordinates. LMXQ has been shown as the moderating mechanism between leadership styles and performance. Therefore, the study considers LMXQ as an important boundary condition construct that interplays with the toxic behaviors of leaders and differently affect the relationships between leadership and individual; group; and organizational level variables (Naseer et al., 2016; Xu et al., 2012; Xu et al., 2015).

1.11.3 Employee Silence

Employee silence refers to employees' intentional withholding of critical or seemingly valuable information, ideas, questions, concerns, or opinions about issues relating to their jobs and the organizations in which they work (e.g., Brinsfield et al., 2009; Dyne, Ang, & Botero, 2003; Tangirala & Ramanujam, 2008).

1.11.4 Organizational Learning

Organizational learning is the creation and acquisition of updated knowledge and competencies through internal or external stimuli that bring a radical or incremental change in the group behaviors and that contributes to organizational efficiency and effectiveness (Spicer & Sadler-Smith, 2006). Organizational learning is a dynamic process of development, achievement, and integration of knowledge resources, aimed at developing the material and non-material resources and capabilities that allow the organization to achieve better performance and competitive edge (Lopez, Peon, & Ordas, 2006). The study followed the Spicer and Sadler-Smith (2006) view as it is related to behavioral change and assumed that it could best be related to the behavioral aspects of the leaders, in our case to TOXL. AS leaders are responsible for implementing the organizational learning concept in organizations (Lee, Kim, & Yun, 2018).

1.11.5 Organizational Performance

Organizational performance (OP) is defined as a set of both financial and non-financial indicators capable of assessing the degree to which organizational goals and objectives are accomplished (Kaplan & Norton, 1992). Tseng (2010) and Maltz et al. (2003) viewed OP consists of five factors, financial performance, market/customer, process, people development, and future. Based on the work of Tseng (2010), the study considers OP as the accomplishment of organizational goals and objectives through financial performance, market/customer satisfaction, process, employee development, and future.

1.12 Organization of the Dissertation

This dissertation is divided into five chapters; the detail of each chapter is provided as follows.

The **first chapter**, the introduction, undertakes a thorough overview of the field of inquiry. This chapter also includes the purpose of the study, major research questions, the problem statement, set objectives, and the reason for choosing this topic and its significance.

The **second chapter, literature review**, provides an extensive critical review of relevant literature. The key variables are conceptually connected in the form of a model for the reader's better understanding. It also includes the theoretical framework and hypotheses.

The **third chapter, methodology,** includes the development of conceptual and operational definitions of the variables, sample selection, data collection, and the analytical approach employed in data analysis.

The **fourth chapter, analysis, and results** comprise quantitative analysis and provides the major findings as they relate to the objectives of the research. The study utilized SEM using Analysis of Moment Structures (AMOS); and multiple regression analysis to find the moderation, mediation, and moderated mediation analysis through Statistical Package for the Social Sciences (SPSS) PROCESS macros.

The **fifth chapter, discussion, and conclusion,** covers the discussion on major findings of the research, conclusion, implication, recommendations, suggestions for future research, and limitations.

CHAPTER 2

LITERATURE REVIEW

The literature review covers the main objectives of the review of literature and further contributes to the development of the main arguments of the thesis. The detailed discussion is provided as follows.

2.1 Overview of the Chapter

The literature review chapter discusses the intellectual context of the study covering the dominant and theoretical views of the scholars for the discovery and advocacy of the main argument of the dissertation.

The first part of the current chapter covers a brief overview of leadership theory covering the general stream of research in leadership and then toxic leadership, its concept, evaluation, different theoretical perspectives, and its measurement. Furthermore, the dominant perspectives of organizational learning, employee silence, leader-member exchange quality, and OP have been discussed and synthesized that provided the basis for understanding the relationship between TOXL behaviors, organizational learning, employee silence, leader-member exchange quality, and OP in the banking sector of Pakistan.

The chapter aims to reach the following objectives.

a. To define and explain the concepts of the main variables of the study, namely toxic behaviors (independent variable/IV), employee silence (mediator), organizational learning (mediator), leader-member exchange quality (moderator), and OP (dependent variable/DV).

b. To identify and describe the linkage between IV and DV and how the variables like organizational learning, employee silence, and leader-member exchange quality interact between the toxic leadership and OP.

c. The context-related discussion also provides the foundation and justification of the implementation of theory in the banking sector.

The scholarly work in the last century illustrated the interest of scholars and practitioners to understand the phenomenon of leadership and its consequences (Bolman & Deal, 2017; Fernandez, Cho & Perry, 2010; Perry, Witt, Penney, & Atwater, 2010). Despite extensive efforts of the scholars, the knowledge and understanding of leadership are in infancy, in terms of having negative behaviors of leaders, thus leadership research might appear to some as disconnected and directionless (Day, 2001; Jiang, 2014; Yukl, 2009) and it calls for an extensive empirical investigation to fulfill the demands of the current environments characterized by technological development and globalization (Bass, 1990; Bolman & Deal, 2017; Ng, 2017; Yukl, 2012).

2.2 Leadership Behavioral Theory

The behavioral theory of leadership can be traced back to the "great man theory" or trait theory, which has resulted in the anti-thesis of trait theory. Before, behavioral theory of leadership, scholars like Thomas Carlyle (1902) and his colleagues were of the view that leaders are born instead of developed and leaders carry certain heroic and physical characteristics. This view after the 1900s faced opposition from scholars as it failed to qualify the criteria of empirical justifications. Especially after the work of Stogdill (1948), the focus of the researchers shifted from traits to the behavioral dimensions of leadership. During the 1960s to 70s, the behavioral theorists focused on the situation-leadership fit, stemming out from contingency theories like Adair (1973); Blake and Mounton (1964); Fiedler and Chemers (1967); Hersey and Blanchard (1977); and Tannenbaum and Schmidt (1958).

In an era from the 1970s to the 80s, additional leadership theories were developed that has gotten the attention of leadership scholarship, like servant leadership (Greenleaf, 1970), team leadership theory (Belbin, 1981), transformational and transactional leadership (Bass, 1985; Burns, 1978). These modern leadership theories have gotten immense appreciation and consideration of researchers and still, after three decades, contemporary leadership theorists consider these theories applicable in different contexts (Avolio et al., 2009).

Contrarily to the mainstream of leadership literature that considers only the positive side of leadership behaviors and that intends to improve efficiency and performance (Berson, Nemanich, Waldman, Galvin, & Keller, 2006; Peterson, Galvin, &

Lange, 2012). The current work focuses on the negative type of leadership and its adverse outcomes in organizational settings. As several scholars have advocated the need to study the TOXL especially, the investigation into the negative aspects of the leaders in explaining organizational learning, employee silence, and OP (Bell, 2017; Berson et al., 2015; Reed, 2012; Schmidt, 2014). In this respect, the current study is one of its types that concentrate on the linkage between TOXL and OP and the underlying mechanism between the linkages.

2.3 Toxic Leadership (TOXL)

The TOXL literature, reported below, encompasses the concepts, evaluation, measurement, theoretical underpinning, and linkages with other potential variables.

2.3.1 Conceptual Perspectives of TOXL

The scholars have explored the nature, ontological standing, consequences, and measurement of TOXL. However, there is limited consensus on the meaning, definition, and measurement of TOXL (Labrague et al., 2020; Samier, 2018; Schmidt, 2014; Thoroughgood et al., 2018). The study has noted different perspectives, concepts, and terminologies to explain and represent the negative side of the leadership phenomenon see table 2.1.

Table 2.1: Alternative Terminologies for Negative type of leadership

Terms	Authors	Terms	Authors
Narcissistic	(Campbell et al., 2011; Reina, Zhang, & Peterson, 2014; O`Reilly et al., 2014)	Dysfunctional	(Walton,2011; Alemu, 2016)
Bullying	(Ferris et al., 2007)	Machiavellian	(Judge, Piccolo, Kosalka, 2009)
Destructive	(Padilla et al., 2007; Einarsen, Aasland, & Skogstad, 2007; Aasland et al., 2010; Thoroughgood et al., 2012; Krasikova, Green, & LeBreton, 2013; Schyns, & Schilling, 2013)	Psychopathic	(Boddy 2012; 2014; Mathieu, Neumann, Hare, & Babiak, 2014)

Terms	Authors	Terms	Authors
Toxic	(Lipman-Blumen, 2005; Pelletier, 2010, 2012; Webster et al., 2016; Samier, 2018; Schmidt, 2014; Thoroughgood et al., 2018)	Self- serving	(Decoster et al., 2014; Rus, Knippenberg, & Wisse, 2010, 2012)
Dark	(Marshall, Baden, & Guidi, 2013; Paulhus & Williams, 2002)	Despotic	(De Hoogh & Den Hartog, 2008)
Bad	Erickson, Shaw, & Agabe, 2007	Tyrannical	(Glad, 2004)

Source: Literature Review

Consequently, Griffin and Lopez (2005) explained that even subtle differences in how concepts are implicitly or explicitly conceptualized, may result in contradictory theoretical arguments and empirical conclusions. Different scholars have noted that TOXL is a separate type of destructive leadership with a unique identity among the other destructive leadership behaviors. (Pelletier, 2010; Schmidt, 2008, 2014). Furthermore, these scholars clarified that TOXL is a broader construct as compared to other destructive leadership styles and covers a broad range of behaviors and practices. For further illustration, see table 2.2 for a more precise and clear understanding.

Table 2.2: Harmful Leadership Behaviors and Related Theories

Behaviors/themes	***Abusive*[1]**	***Tyrany*[2]**	***Destructive*[3]**	***Bullying*[4]**	***Toxic*[5]**	***Laisezfaire*[7]**
Demeaning/ marginalizing, or Degrading	X	X	X	X	X	
Ridiculing/mocking	X	X	X	X	X	
Social exclusion	X			X	X	
Ostracizing /disenfranchising employee						X
Inciting employee to chastise another					X	X
Exhibiting favoritism	X	X	X			X
*Harassment (including sexual) *	X		X	X		
Emotional volatility	X		X	X		
Coercion	X				X	
Using physical acts of aggression		X	X	X	X	

Behaviors/themes	***Abusive[1]***	***Tyrany[2]***	***Destructive[3]***	***Bullying[4]***	***Toxic[5]***	***Laisezfaire[7]***
Threatening employees job security				X	X	
Forcing people to endure hardships				X	X	
Being deceptive/lying	X	X	X		X	
Blaming others for the leader's mistakes	X	X	X	X	X	
Taking credit for others' work		X		X		
Pitting in-group against out-group members					X	
Ignoring comments/ideas					X	X
Acting disengaged			X			X
Stifling Dissent		X			X	X
Being rigid		X			X	X
Presenting toxic agendas as noble visions					X	

Note. Tepper[1] (2000); Ashforth[2] (1994); Einarsen[3] et al. (2007); Namie[4] (2000); Rayner and Cooper[5] (1997); Lipman-Blumen[6] (2005); Lewin et al.[7] (1939)

The study has chosen TOXL instead of other negative types of leadership styles following Schmidt (2014) as TOXL behaviors consist of a broader view of destructive leadership, covering a greater number of negative behaviors, which provide a comprehensive view of the destructive nature of leadership. Furthermore, it has a background from the organizational perspective (Lipman-Blumen, 2005) and psychological perspective (Goldman, 2012), and the same model of TOXL is adopted and followed by different scholars like Behery, Al-Nasser, Jabeen, Rawas, and Said (2018); Leet (2011); Maxwell (2015); and Popa, Rotarescu, Sulea and Albulescu (2013). These studies have examined the complex nature of TOXL using the TOXL construct following Schmidt (2008) and its consequences in different organizational settings. A detailed review of the concept and its ontological understanding is provided in the following section.

2.3.2 Toxic Leadership Definitions

The TOXL is a complex concept and ontologically, it is multidimensional, hence, taken differently by different scholars. In this regard, according to Ulmer (2012) "toxic" means poisonous, destructive, or harmful. This definition relates toxicity with poison, which has the capacity to spread all over the body. Similarly, the negative influence of

TOXL behaviors spread throughout the organization. Walton (2007) further described that TOXL behaviors are negative, which are abusive, exploitive, psychologically damaging, and legally corrupt.

Furthermore, Reed (2004) considers that TOXL shows little or no concern for the well-being and care of their juniors or followers. He further explains that TOXL is a complex behavior or interpersonal practice that adversely affects the whole organizational climate. Based on Reed (2004); Javaid et al. (2020) and Walton (2007), we can deduce that the TOXL is a set of behaviors and interpersonal relationships that are destructive to the whole organizational climate, by damaging the psychological well-being of the individuals, by exhibiting behaviors that are exploitative, abusive, destructive or in other words dysfunctional and have the capacity to make the whole organization toxic or poisonous.

Analyst Flynn (1999) and Javaid et al. (2020) have described that a toxic manager frequently yells, threatens, and bullies his followers. This is the manager who is characterized by mood swings that result in the adverse climate of the office during working hours. Such type of toxic leader is emotionally vulnerable and cannot manage his mood and, as a result, also affects the mood of their followers. Furthermore, the study found that a toxic leader exhibits negative behavior to bully, threaten and shout at his or her followers, i.e., they are abusive to subordinates.

According to Padilla et al. (2007), toxic leaders are extremely hazardous physically and psychologically at the individual-level and a hurdle for discipline and order at the organizational level. Furthermore, Wilson-Starks (2003) defined TOXL as a leadership style that is characterized by the exercise of micromanagement and over-control in organizations. These leaders can rightly be called killers of creativity and innovation, and adversely affect the enthusiasm and autonomy of their followers.

Schmidt (2008) reviewed several definitions of toxic leaders and identified several common themes. Firstly, toxic leaders neglect the well-being of their subordinates and sometimes may be abusive. Secondly, toxic leaders practice micromanagement strategies to observe the functionalities and activities of their subordinates to the point where they are “cowered and stifled.” Lastly, toxic leaders are narcissistic and “are often described as being self-interested, lacking empathy or sensitivity for others and having inflated opinions of their importance” (Schmidt, 2014). The study has taken the same meaning as TOXL due to its comprehensiveness and covers a broader perspective of TOXL.

As per Schmidt (2008), abusive supervision is considered as hostile leadership behaviors that comprise of verbal and nonverbal behaviors which they display to their subordinates. For example, those leadership behaviors consist of a showing of anger publicly over their subordinates, individuals' ridicule, and negative feedback. This excludes the physical abuse of the subordinates. Authoritative leadership behaviors consist of leadership, strict actions that limit subordinate's autonomy and discourage inventiveness. Authoritarian leaders give priority to their agendas and demand complete obedience from their subordinates. Hence, they provide a controlled working environment to the employees that diminish their creative capabilities over time. The self-promotion behaviors of the leaders enable them to promote and achieve their interests and to grab maximum resources from high-ups for personal instead of organizational objectives.

These types of leaders usually exhibit behaviors that decrease the chances of success of the subordinates and rivals. The unpredictability factor of TOXL reflects the mood fluctuations; it involves several behaviors that are related to the fluctuations of the mood or emotional vulnerability of the leader. Moreover, this state of mind and fluctuation in the behaviors make subordinates difficult to follow leaders (Yavas, 2016). For example, often, toxic leaders will be warm and welcoming one moment, then vicious and cruel the next. Employees never know what kind of behavior to expect, and this unpredictability keeps everyone on edge all the time. In fact, this creates a psychological effect called "learned helplessness." (Schmidt, 2008). Essentially, when people are exposed to negative circumstances in a predictable way, they can prepare themselves and cope with the situation. When people can not predict the negative circumstances, they remain on edge for so long that they eventually give up and stop trying to protect themselves from harm. In other words, they learn to be helpless. Toxic leaders create this situation by making employees feel powerless to protect themselves. Personnel cannot come close to them when they are angry and furious mood. They show their negative mood through the loudness of their voice and harsh tone. They have low control on their emotions, so they reflect sudden bursts of anger, short temperedness, and irresponsible behaviors in their relationships with their subordinates (Mawritz et al., 2012). This emotional vulnerability has the capacity to trickle-down (Kim, Lee, & Yun, 2020). This phenomenon is also backed up by the theory of emotional contagion. the studies have defined emotional contagion phenomenon, as being the tendency to automatically mimic and synchronize facial expressions, vocalizations, postures, and movements with those of

another person and, consequently, to converge emotionally. Hence the emotional vulnerable behaviors transfer to the subordinates, and they portray the same behaviors to their peer and customers, causing vicious circle of toxicity in the organizational environments.

Narcissistic behavior includes those behaviors that are backed up by a grandiose self-image of the leader, lack of empathy with others, and disrespect to the hard work and strengths of colleagues and subordinates (Schmidt, 2008, 2014). Narcissism, a dimension of TOXL, is linked to the feelings and behaviors of leaders that make them think they are superior to others, while at the same time not crediting the efforts of other team members. The backhand feeling of these types of leaders is related to the psychopathic problem, where they consider themselves superior and become unable to understand the emotions of other people, i.e., they lack empathy and respect for others (Schmidt, 2008; 2014). According to Lubit (2004), destructive narcissism is the core personality attribute of various toxic leaders. Destructive narcissism of managers develops thinking of superiority and lack of concern for fairness, which makes them consider others as an object rather than as a human being. This attribute allows leaders or individuals to exploit, bully and scapegoat others without worry about the consequences of their behaviors on the victim (Kilic & Gunsel, 2019). There are certain psychological problems are related to the leaders with narcissistic personality for example, lack of empathy, inferiority complex, phobias and fears, hypersensitivity, anger, and inflexibility that result in to unlimited need for power (Asrar-ul-Haq & Anjum, 2020; Baumeister, Bushman, Campbell, 2000).

Malik and Khan (2013) examined the impact of narcissistic leadership on psychological contracts of employees (i.e., motivation level, commitment level, ownership of work, and behavior and attitude). The findings illustrated that narcissistic behavior of the leaders is associated with the decrease in psychological contracts of the subordinates. The narcissism of the leaders results in to the undue benefits to the leaders, while demotivation and low level of well-being of the employees, who suffer from the narcissistic behaviors of their boss.

2.3.3 Origin of Toxic Leadership

The evolution of the philosophy of the toxic form of leadership can be traced back to old times. Whicker (1996) used the term “toxic leadership” for the first time and argued

that toxic leaders are confused, complaining, often wicked, and mean for the sake of their self-benefit and success. These leaders also tear down other individuals.

Advancing the work on TOXL, the work of Lipman-Blumen (2005) has gotten special attention from the leadership literature. She provided a comprehensive definition of TOXL and identified that these are the individuals who frequently involve in damaging and negative behaviors and display some dysfunctional features of their personality. She further explained toxic behaviors as those behaviors that mostly cause chronic destruction and damage to the followers and organizations at large. In her work, she advocated that the intention of bad behavior is vital for the leader to be called toxic. According to her, "intention" should be considered as the aim or intent to maltreatment others or to get self-benefits while sacrificing the interests of others. The level of harm experienced by the follower may include physical or psychological damage and long-lasting if the leader is to be considered toxic (Lipman-Blumen, 2005). However, Schmidt (2014) further clarified the concept that TOXL behaviors only consist of non-physical behaviors that are intentionally and frequently exhibited by the leaders to harm subordinates and colleagues.

One of the important characteristics of TOXL behaviors is the capacity of toxic behaviors to spread and trickle down in the organization, creating a highly destructive leadership climate. In this regard, Goldman (2006, 2012), based on the theory of emotional contagion, explained that the toxicity of the leaders spread and transfer to the other employees. Hence, it may pollute the whole organizational climate. Therefore, Mawritz et al. (2012) suggest that it should be the interest of the researchers and practitioners to proactively make sense of the toxicity in work settings and take corrective actions before it spreads in the whole organization.

The debate on the TOXL characteristics revealed that these leaders could also be competent (in terms of skills). Secondly, incompetent leaders may not necessarily be toxic leaders; they may simply lack the skills necessary to accomplish their targets. Conversely, competent leaders intentionally use their power and authority to achieve their advancement instead of overall organizational outcomes (Ferris et al., 2007; Leonard, 2014; Walton, 2007).

Conger (1989) observed that the competency of the leader affects the perception of the leaders' toxicity in the mind of followers and employees. Furthermore, Kellerman (2004) explained that leaders who are inexperienced lack the necessary education or expertise of incompetent leaders, sometimes they might lack soft skills like motivation, energy, willpower, and lack of concentration. Another category may include unwise,

inflexible, unstable, or lack emotional intelligence and are unable to perform like an efficient and effective leader. The later type of leaders can be truly called toxic if these toxic behaviors are backed up by strong conscious intention to achieve personal benefits over the interests of followers and long-term goals of the organization.

2.3.4 Current Controversies

TOXL is a separate area of the leadership domain with limited consideration. Several studies have advocated the need to investigate this area (e.g., Goldman, 2011; Lipman-Blumen, 2005; Padilla et al., 2007; Pelletier, 2012; Reed, 2004). Although, there exist such studies that have investigated the outcomes of bad leadership behaviors, e.g., counterproductive work environments (Zellars, Tepper, & Duffy, 2002), emotional exhaustion, and organizational silence (Xu et al., 2015), counter to organizational effectiveness (Reed, 2012). Yet, to date, there is a dearth of empirical evidence that has investigated the impact of TOXL behaviors on employee silence, organizational learning, and OP in work settings where LMXQ plays its boundary spanning role. The TOXL is investigated in different contexts, including private organizations (Pelletier, 2010), Military services (Reed, 2004; Schmidt, 2014; Steele, 2011), University students (Pelletier, 2012), automotive manufacturing, and hospitality (Yavas, 2016). However, there is limited research available in the banking context. The banking sector in developing countries like Pakistan seems relevant because there is a dearth of knowledge regarding TOXL.

2.3.5 Toxic Leadership in Banks

Leadership is considered a core factor that enhances the OP in general, especially the leadership in the banking sector. The leaders in banks are considered responsible for implementing the policies of the central bank, i.e., State Bank of Pakistan. Besides this, they are accountable for following and implement the rules and regulations of their banks. Asrar-ul-Haq and Kuchinke (2016) reported that the banking sector in Pakistan is under continuous change and strict control of the central bank. Furthermore, the environment is competitive, where new banks are entering the market due to the liberal policy of the government, which has increased complexity in the environment. These adverse

situations and competitive environments have made these banks more demanding and hence, resulted in increased workload on their employees.

The banks in general and in a developing country like Pakistan specifically are noted as incompetent leadership and the lack of concern for the employees that have resulted in the high turnover rate, lack of commitment, and job stress among employees (Naseer et al., 2016). Naseer et al. (2016) found that authoritarian leadership, a dimension of TOXL, has a negative consequence on the followers' creativity. They further found that the negative effect of despotic leadership on followers' creativity was high in level for in-group members than out-group. Furthermore, job satisfaction of the employees is mainly related to the HR practices and leadership behaviors, among other factors (Hunjra et al., 2010). Besides, inefficient leadership and a low level of employee satisfaction are the root cause of depletion in OP (Rahim, 2012).

Bartel (2004) noted that most of the activities of banks are performed at the branch level, where the branch managers have direct interaction with both the frontline officers of the bank and the customers. According to Karatepe and Aga (2013) and Karatepe, Yorganci and Haktanir (2010), the lack of co-workers' support leaders and peers leads to role conflict and emotional exhaustion, leading to the depleted job performance of the frontline banking officers. The authors expressed that the different demands from the co-workers make the employee feel helpless as they cannot fulfill all the demands. Hence, it results in unsatisfied employees and customers. Due to the significant role of the bank managers, the study considers that the examination of the behaviors of these managers would be of great value. The study assumes that the bank manager could become facilitators of organizational learning and performance or do otherwise. Consequently, it seems relevant to study leadership and its association with the employees and banks' performance. The scholars identified that negative leadership is under-researched and requires more attention from the researchers concerning organizational learning and OP in general (Yukl, 2012) and specifically in the banking context of Pakistan.

Expanding based on social learning theory (O'Leary-Kelly, Griffin, & Glew, 1996) and leadership of organizational learning literature (Vera & Crossan, 2004), the study assumed that leadership is related to the organizational learning and facilitating behaviors of the leaders like transformational leadership, Servant leadership, transactional leadership is essential for the proper implementation of learning organizational policies and programmers. Berson et al. (2015) investigated the leadership and organizational learning relationship and argued that organizational learning has a

significant positive influence on OP and suggested facilitating the type of leadership behaviors for successful learning. On the contrary, these scholars also advocated the need to study the negative type of leadership in relation to organizational learning as they might become a barrier to organizational learning and OP. Therefore, it seems essential to discuss and understand the organizational learning phenomenon in the subsequent section and then underpin the relationship between TOXL and organizational learning.

2.4 Organizational Learning

Organizational learning (OL) is a complex process investigated in many disciplines (Lopez et al., 2006). However, the nature and theory of organizational learning are in infancy (Crossan, Maurer, & White, 2011). Argyris (1999) viewed that learning occurs whenever errors are detected and corrected or when a mismatch between intentions and consequences is produced for the first time. Likewise, Huber (1991) described OL as a process where knowledge is acquired, shared, correctly analyzed, and recalled. DeNisi and Griffin (2008) defined OL as the process through which organizations learn like individuals from past mistakes and adapt themselves to be compatible with the environment. These studies consider that the mistakes, issues, and paradoxes are the learning sources, and organizations can explore or exploit the experiences of their employees involved in these problems for creative actions and organizations' performances (Garcia-Morales et al., 2012).

The literature of leadership related to the organizational learning phenomenon indicates the vitality of the leadership role in the organizational learning process (Vera & Crossan, 2004; Yukl, 2009). Besides, the literature identifies many facilitating leadership behaviors that contribute towards OL, e.g., strategic leadership (Vera & Crossan, 2004), transformational and transactional leadership (Birasnav, 2014; Zagorsek, Dimovski, & Skerlavaj, 2009), authentic leadership, and charismatic leadership (Wilderom, van den Berg, & Wiersma, 2012). These leadership behaviors or styles are empirically tested with organizational learning and performance in different contexts and cultures. However, scholars suggest the need to examine the leadership behaviors that can cause the failure in the implementation of organizational learning phenomenon (Jansen, Vera, & Crossan, 2009; Schilling & Kluge, 2009; Elliott, 2009). Moreover, Yukl (2009) drew the attention of the scholars towards the negative side of leadership that affects organizational learning.

The researcher argues that when top leaders try to make decisions regarding innovation by themselves and avoid involving others in the organization. They usually create conflicts and resistance and halt information sharing and learning. Besides, when a manager tries to restrict or filter the free flow of information in the organizational clusters, he or she usually destroys the true nature of the message and makes it difficult and misleading for others to use it for effective problem-solving. Furthermore, the scholars explained that organizational learning is a socio-political phenomenon, which means the power and politics interact together to enable or impede learning at individual, group, or organizational levels (Lawrence et al., 2005). Similarly, the emotions of individuals make or disrupt the information flow and its quality used for learning (Vince, 2004). Although the scholars view organizational learning as a big source of OP that provides a sustainable competitive edge, yet the implementation of organizational learning processes and practices mostly remain unaddressed in the presence of TOXL besides other factors (Berson et al., 2015; Kitapci & Celik, 2014; Saqib & Arif, 2017; Walumbwa, Hartnell, & Misati, 2017).

Hence, based on the previous discussion on the organizational learning literature, the study view that there is a dearth of knowledge related to the outcomes and consequences of TOXL in relation to OL and ultimately on OP, whereas this study is an attempt to address this literature gap. Here, the study takes the stance that toxic leaders are injurious to the OL phenomenon and OP. As the toxic leaders take credit for their achievements, mislead the employees working in the organization and become a source of demotivation for employees to share knowledge.

Besides, Morrison (2014) explained that passive behaviors of employees become a problem for organizational learning, knowledge sharing, and free flow of information. This gives rise to the argument that OL is a vital aspect of being studied with a special focus on TOXL behaviors concerning OP.

Furthermore, according to Kim (1993), organizational learning is linked with individual learning, but in the presence of a toxic leader, there is a lack of employee feedback and sharing of knowledge. Hence, TOXL leads to depletion in organizational learning and employees' voice, which requires to be investigated (Schilling & Kluge, 2009). The current trend in literature advocate studies on the relationship between the negative type of leadership and employees' silence (Xu et al., 2015). The study henceforth considers employee silence as an important factor in examining the relationship between TOXL and OP.

2.5 Employee Silence

Employee silence (ES) is described as an employees' conscious and deliberate concealment of critical evidence, viewpoint, queries, apprehensions, information, or views about a problem particularly related to their functional jobs and organizational improvement (Brinsfield et al., 2009; Dyne et al., 2003; Tangirala & Ramanujam, 2008). Besides, Morrison (2014) described that withholding of information by the employees and not sharing it with the potential employees is silence behavior. This concealment of valued information results in adverse consequences like organizational failure and loss of valuable tacit knowledge.

Detert and Trevino (2010) explained that silence emerges due to the thinking and behaviors of the leaders because employees avoid feedback and hide information since they consider it against the viewpoint of the leader. This information may be considered negative or threatening by the recipients or leaders. Milliken, Morrison, and Hewlin (2003) suggested that there is a need to examine the employee silence behaviors due to their adverse effect on employee morale and task performance.

The employees at the frontline and functional levels are considered as a central source of tacit information that is generally hidden in the functional areas of the organization and if this information is not shared with the leaders, it creates problems at the time of decision making. The scholars noted that most of the leaders and key decision-makers remain unaware of the employees' silent behavior and consider the employees to be free to interact upward without hesitation (Ashford, Sutcliffe & Christianson 2009). Moreover, leaders perceive that they have full information about the happenings in the organization. Hence, the leaders and organizations fail to learn from the tacit knowledge of their employees because of the silence adopted. Xu et al. (2015) explained that if the employees face toxic or abusive leadership, then they become emotionally exhausted and adopt silent behavior.

Though several studies (e.g., Mengenci, 2015; Morrison, 2014; Vokola & Bouradas, 2005) have investigated the antecedents and consequence of employee silence, however, the area is still nascent and requires further investigation. The study, based on the discussion and review of literature in the preceding sections, assumes that the silent behavior of followers is linked with the TOXL, OL, and OP. Nevertheless, it has gotten very limited attention of the scholars and the study based on the theory of COR considers that employees’ silence mediates the relationship between TOXL and OP.

The study also presumed that LMXQ plays a very important role in identifying and explaining the relationship between TOXL, OP, ES, and OL. The preceding sections cover the ontological understanding of LMXQ and its moderating effect on the mediated effects of ES and OL between TOXL and OP.

2.6 Leader-Member Exchange Quality

LMXQ is known as the overall consistency of the Leader-Follower relationship that matures over a long period (Dulebohn et al., 2012). The foundations of LMXQ can be traced back to the leadership theories, which assume that employee performance is increased if the leader and employee have a good relationship (Dansereau, Graen, & Haga, 1975; Gerstner & Day, 1997).

The scholars categorize the employees into two groups, i.e., in-group and out-group. This categorization is grounded on the quality of employee relationships with their leaders. The in-group members are those followers that have a close relationship with the leader and share common values and interests. The leaders offer them extra care, recognition, and high evaluation of job appraisals. In return, the followers put their extra efforts and contribute more than the job requirement. These relationships are based on trust and have long-term understanding. In contrast, the out-group members are those that have a formal relationship with the leader or supervisor; and only satisfy the minimum requirements of their jobs. Hence, they get average and formal evaluations from their superiors (Lian et al., 2012; Settoon, Bennett, & Liden, 1996; Xu et al., 2015).

The scholars have found variation in the quality of the relationship and explained that the quality of the relationship has a positive impact on the leaders' effectiveness (Graen & Uhl-Bien, 1995; van Breukelen, Schyns, & LeBlanc, 2006). On the contrary, Xu et al. (2015) examined abusive leadership behaviors resulting in emotional exhaustion and identified that this relationship is moderated by leader-member exchange quality, which further predicts employee silence in the organizations. He explained, following the theory of COR, that followers experiencing stronger LMXQ are severely affected as compared to those experiencing lower LMXQ. The reason behind this may be that the followers with high LMXQ develop more expectations and when their desired expectations are not met, they would feel emotionally exhausted and adopt silence.

In Pakistan, the national culture is collectivist, where power distance exists between elders and younger members of society (Khan & Panarina, 2017; Khilji, 2012; Qamar et al., 2013). Moreover, the scholars noted that the collectivist attributes, which can easily be observed in the Pakistani organizational setups (Khilji, 2004). One of the characteristics of such a type of culture is power distance, where the employees hesitate to communicate with superiors in a social setting (Hofstede, 1991; Khilji, 2004). Yazdani and Siddiqi (2013) provided an analytical discourse on Pakistani society, covering leadership in a political, social, and economic context. Building on Hofstede's cultural model, they found a potential gap in the Pakistani literature relating to the dark side of leadership and LMXQ. Therefore, it seems relevant to study the LMXQ along with the TOXL and organizational performance when employee silence and organizational learning play their mediating role. The preceding section covers a review of the literature on OP.

2.7 Organizational Performance

The organizational performance (OP) concept is an important construct primarily within the services sector. Besides, OP is a dynamic phenomenon with a multidimensional nature. (Prieto & Revilla, 2006), therefore there is a lack of agreement on the nature of OP. Elaborating further, scholars identified that OP has different meanings because each stakeholder has a different yardstick to measure it (Espinosa & Porter, 2011).

Singh et al. (2016) conceptualized OP as a function of financial and non-financial entities rightly reflecting capability to be evaluated to measure the success in the achievement of organizational goals based on the work of Kaplan and Norton (1992). Similarly, OP is considered as a relative term that is directly related to the performance of industry competitors. It includes the production of quality products and services, the ability to attract and retain the right people, the degree of customer satisfaction, the best relationships with employees, and excellent market performance (Delaney & Huselid, 1996; Shea, Cooper, De Cieri, & Sheehan, 2012).

Based on the stakeholder theory presented by Freeman (1984), experts like Neely, Adams and Kennerley (2002) suggested different meanings to OP based on different perspectives and interests of the shareholders and stakeholders. In the case of

shareholders' perspective, OP is measured through financial indicators like profit growth, sales growth, return on assets (ROA) and return on equity (ROE), and the operational effectiveness achieved through optimization of the internal processes. Whereas stakeholders' perspective, on the other hand, tries to fulfill the stakeholders' interests like investors, suppliers, regulators, intermediaries, employees, customers, and communities (Hubbard 2009, Richard, Devinney, Yip & Johnson, 2009).

Instead of the previous discussion, the study considers that OP includes both financial and non-financial measures, capable of evaluating the degree to which organizational goals and objectives have been achieved for the quality and development of products and services, moreover, about this and having the potential to recruit and retain staff, capacity to retain customer loyalty, workplace relationships, market performance, reputation and innovation (Tseng, 2010).

In the literature of business and management fields, the significance of OP is globally reflected (Lee et al., 2009; Welch, 2003). Especially, after the recession in the year 2007 and the collapse of banking systems, the scholars predict the need for more efforts to effectively monitor and measure the OP (Kanter, 2009; Yeoh, 2010).

Similarly, in Pakistan, after the privatization of the local banks and foreign investments is encouraged. The new business trends on one side have contributed towards the well-being of all the stakeholders, while, on the other side, created an environment of competition, thus, making sustainability and improved OP a big challenge.

While looking at the measurement aspect of OP, many researchers have utilized subjective views of the respondents to assess OP. In contrast, others prefer objective measures, like return on assets. The literature has found a strong correlation and convergent validity between objective and subjective data on performance, which implies that both are valid measures to be used for measuring OP (Aragon-Correa, Garcia-Morales & Cordon-Pozo, 2007; Garcia-Morales, Llorens-Montes & Verdu-Jover, 2008). However, the current study, based on the work and suggestions of Richard et al. (2009) and Tseng (2010), follows the subjective measures of OP.

The phenomenon of OP is examined by several researchers in the Pakistani industry like Rahim (2010); Latif (2015); Latif and Baloch (2015); and Rahim and Malik (2010). These scholars have reported positive as well as negative aspects of the banking industry, e.g., long working hours, employees' exhaustion, and work-family conflicts among bank employees. It is observed that most Pakistani banks do not regard employee engagement as a catalyst for better employees ' performance (Kamal & Hanif, 2009) and

do not give value to the employee's point of view and consider that decisions taken by the managers themselves have more fruitful results on performance. It means that the valuable knowledge of employees, especially the frontline employees who directly interact with the valuable customers, is not considered and hence, results in loss of tacit knowledge.

Michie and Williams (2003) further explained that the work-related issues of the employees negatively affect morale, causing loss of work efficiency, making them unable to contribute their best. Similarly, the literature review shows that an adverse working environment leads to an increased turnover of employees (Wright & Cropanzano, 1998). Normally, it is recognized that the turnover rate is high in the banking sector, even though the banks are showing high performance. This can become a problem for the banks because organizational members leaving the organizations take away the knowledge with them, thus generating a knowledge gap (Majeed, 2009).

Similarly, OP is also affected positively and negatively by the leadership behaviors, making the relationship more complex, thus leaving a gap for investigation regarding organizational processes like organizational learning, as suggested by Schilling and Kluge (2009) and Yukl (2009).

2.8 Toxic Leadership and Organizational Performance

The consequences and outcomes of TOXL behaviors have been noted by many researchers like Ferris et al. (2007); Detert, Trevino, Burris, and Andiappan (2007); Eberly, Bluhm, Guarana, Avolio, and Hannah (2017) and Schmidt (2014). Yet there is a dearth of knowledge and research that has empirically examined the TOXL-OP relationship (Goldman, 2012; Leet, 2011; Mehta & Maheshwari, 2014; Samier, 2018; Schyns & Hansbrough, 2010; Schyns & Schilling, 2013).

In addition, the literature identifies mixed types of outcomes of TOXL. For example, Schyns and Schilling (2013), in a meta-analytic study, noted the studies that have examined the TOXL and OP linkage and have produced varying results. They concluded based on different studies that the relationship between TOXL and OP is non-conclusive as it sometimes reflects the low influence and zero influence on the OP and sometimes generated a severe effect on the OP. The empirical results of Ferris et al. (2007) have depicted that there could be positive results of dysfunctional leaders. In these

cases, the organizations achieve their short-term targets and benefits. Similarly, sometimes affected subordinates, due to fear, try their best and put maximum efforts to satisfy the toxic leaders' demands. They do so either due to pressure from the leader or due to the close association with the leader. The scholars have found that leadership behavior that increases the emotional levels of the employees directly influence the employees' behavior and productivity (Dasborough & Ashkanasy, 2002; Kilic & Gunsel, 2019). Zellars et al. (2002) have examined that abusive supervision is directly related to counterproductive work behaviors. Detert et al. (2007) used different organization-level measurement scales such as operating profit, Product loss, and actual turnover. De Hoogh and Den Hartog (2008) found no link between the negative type of leadership (despotic leadership) and OP. Detert and his colleagues found only one important relationship out of the five that they tested, and this was with product loss.

The above discussion and empirical findings support that the nature of the TOXL, and OP relationship has a mixed type of outcomes, and it requires to be investigated to evaluate the underlying mechanisms between these two variables. Based on reviews of different articles, the study argues that although the results are contradictory and mixed type regarding the linkage between TOXL and OP, yet negative consequences have more effect on the OP than the positive ones, and the depletion in OP is not solely related to leaders' behaviors but also followers and organizational processes and practices are equally responsible in damaging OP. Furthermore, in the case of TOXL, the positive results in OP might be on the surface and reflect success for a short period while the negative consequences have a long and permanent effect on the OP (Schyns & Schilling, 2013).

Abusive Supervision, an important characteristic of and the dimension of TOXL, is a set of non-physical types of abusive behaviors, consisting of verbal and nonverbal aggressiveness of the leaders directed towards their subordinates. These behaviors may include demonstrations of anger in public, ridicule of employees before others and negative comments targeting the employees or subordinates (Schmidt, 2008, 2014).

Abusive supervisors, according to the theory of conservation of resources, cause depletion in the employee resources, which leads to emotional exhaustion and strain. As a result, the abused subordinates underutilize their psychological and social resources for the fulfillment of their job and task performance, try to recover and maintain their resources. Furthermore, analysis of different studies indicated that the wastage of

resources due to abusive supervision leads to a low level of individual performance (Harris, Kacmar, & Zivnuska, 2007) that ultimately affects the OP.

An important indicator of good performance is the innovative capability of the organization. According to Amabile (1998), too much control over employees blocks the creativity and innovativeness of the employees. In contrast, authoritative leadership covers those behaviors of leaders that limit subordinate's freedom and autonomy and discourages creative actions. Moreover, these types of leaders require total obedience to their orders. Hence, it creates an environment of control through too many operational mechanisms (Schmidt, 2008, 2014). This blocks the flow of information and feedback in the organization regarding the policies, procedures, and these types of discrepancies, leading to low performance at individual and organizational levels.

Schmidt (2014) explained that self-promotion is about adopting behaviors that promote leaders, e.g., taking credit for others' work and building his image in front of the high-ups in the organization while bouncing back the talented subordinates and rivals in the organization.

These tactics lead to a lower level of morale and demotivation of the employees or subordinates and boost emotional exhaustion and distress among the employees. As a result, employees stop initiating and contributing towards their organizations, stop sharing information and important feedback. According to Gustafson and Ritzer (1995), self-promoters are likely to threaten their bosses or co-workers, cheating to their supervisors, presenting colleagues' or subordinates' proposals as their own, mismanaging budget, failing to formulate or execute long-term strategies, failing to obey ethical or legal protocols, resisting transparency, and probably resorting to violence when offended. Again, if such type of leadership exists in the organization, then the toxicity would curtail down to the subordinates. Hence, it could result in a low level of individual and OP and the performances, if achieved, would be of a short period of time (Goldman, 2012; Reed, 2012). Hence, the study proposes that the self-promotion behaviors, in the absence of actual achievements, are disastrous for the OP at all levels.

Besides, Petrenko, Aime, Ridge, and Hill, (2016) noted the views of different scholars that narcissistic CEOs regard themselves as highly intelligent and superior in their ability to control the environment (Campbell, Hoffman, Campbell, & Marchisio, 2011; Campbell, Goodie, & Foster, 2004; Judge, LePine, & Rich, 2006; Khan, Imran & Anwar, 2019; Pratto, Sidanius, Stallworth, & Malle, 1994). Petrenko et al. (2016) argued that their thinking could lead to the behavior in which leaders depend on their own

experiences and intellect, which is again a barrier to organizational learning and superior performance.

Yang and Konrad (2011) observed that the lack of involvement on the part of an employee contributes to the underutilization of employee understanding for organizational innovation. In particular, the knowledge held by employees on the lower level of the organizational pyramid is an underused source of new ideas that can be useful to the organization. Organizational leaders should keep a low tone in the work environment by accepting the prevailing differences. Developing ways and processes for feedback should be on a continual basis within organizations, to attain a high level of performance. Hence, the study hypothesized based on the above literature.

H_{1a}: Toxic leadership has a negative impact on organizational performance.

2.9 Toxic Leadership and Employee Silence

Voice behavior has gotten a significant position in the behavioral characteristic of the individuals in the modern organizations, which is a source of new ideas and cause improvements in the organizations (Whitman et al., 2014). The voice behaviors consist of constructive expressions of the employees that contribute to the organizational outcomes, creativity, and innovation (Ng & Feldman, 2012). This sort of behavior requires positive leadership behaviors. In contrast, negative leadership behaviors result in several negative outcomes, like employee silence (Park, Carter, DeFrank, & Deng, 2016).

Similarly, the studies have found that TOXL in the workplace causes a lackluster job environment, a decline in productivity, increased absenteeism, poor morale, and high turnover. They further identified that employees feel unsatisfied and cynical that causes them to have decreased enthusiasm, low level of energy, and low self-esteem.

The scholars also pointed out that these adverse toxic behaviors are not limited to only depression and stress but both physical and psychological problems like headaches, ulcers, hypertension, depression, anger, and anxiety (Reed. 2004). In addition, he argued that TOXL causes de-motivational behaviors that affect morale and the general culture of the organizations, specifically in the services sector.

Furthermore, according to scholars like Milosevic et al. (2020) and Webster, Brough and Daly (2016) explained that employees adopt coping behaviors against the TOXL, and to avoid toxic leaders, the employees are observed to have increased

absenteeism, turnover intention, seeking social help and support, challenging leaders, etc. The employee silence behavior that is opposite to employee voice behavior is also reported as the result of abusive behaviors of the TOXL (Xu et al., 2015).

Park et al. (2016) further observed that the abusiveness of the leaders promotes psychological distress among the employees that further leads to employee silence as avoidance behavior. This is also supported by Ng and Feldman (2012), who argued that TOXL behaviors negatively influence the emotions of employees, which leads to emotional exhaustion and employee silence.

Tepper (2007), based on the theory of COR (Hobfoll, 1989), examined that the negative treatment of the leaders on the subordinates makes them in distress and response, the followers try to conserve their resources, including physical, psychological, and informational resources. These abused followers adopt avoidant or passive coping behaviors by developing a distance from the toxic leader (a source of stress and exhaustion) and by remaining silent (Whitman et al., 2014; Zangaro et al., 2009). Based on these assumptions, the study hypothesized that.

H_{2a}: Toxic Leadership has a positive impact on employee silence.

2.10 Employee Silence and Organizational Performance

Employee silence is an issue when workers refuse to share information and are hesitant to raise their voices because of the non-cooperative or disrupted behaviors of the leaders (Lipman-Blumen 2005; Morrison, 2014; Xu et al., 2015). The reasons for employee silence behavior could be either the personality of the follower, leadership behaviors, or social and cultural aspects like power distance and conflict with the organizational norms and values (Ai-Hua, Yang, & Guo-Tao, 2018; Schilling & Kluge, 2009).

The toxic environment restricts employees from sharing experiences and, instead, withhold information that might be necessary for the organization. This response of the employees may be the result of leaders' narcissistic behavior that he perceives the capabilities of employees negatively and /or may discredit their efforts (Petrenko et al. 2016).

Additionally, Xu et al. (2015) found that TOXL behavior, like abusiveness, results in exhaustion and silence. Likewise, Schilling and Kluge (2009) summarized that

employee silence is the main hurdle to upward communication. The hiding of information leads to misleading decisions and hence, causes the depleted performance of the organizations. The study based on the COR theory (Hobfoll, 1989) has assumed that toxic organizations are the main cause of negatively influencing the leaders' behaviors, employees' behaviors, and performance (Padilla et al., 2007). With the presence of a hostile atmosphere and leaders, the exploited individuals remain silent and try to conceal the truth as a coping mechanism from their leader (Xu et al. 2015). Moreover, these silent behaviors and lack of sharing of feedback led to diminished organizational learning besides employee silence and depleted OP (Kaiser & Craig, 2014; Morrison, 2014; Schilling & Kluge, 2009). Morrison and Milliken (2000) found that employee silence causes demotivation and low levels of OP. Schilling and Kluge (2009) substantiated these findings and argued that inefficient leadership, conflicts between leaders and followers and the negative consequences faced by subordinates after voice, create an environment that discourages information sharing and ultimately leads to depleted OP. Hence from the above discussion, it is hypothesized that:

H_{3a}: Employee Silence has a negative impact on organizational performance.

2.11 Mediation of Employee Silence between TOXL and OP

The current study built on the theory of COR considers that TOXL de-motivates employees and drives them to negatively conserve and keep their physical, psychological and information resources. Their strategy also helps them to cope with negative leadership behaviors. Hence, instead of playing a positive role in the performance and decision making, they adopt silent behaviors and become the cause of wastage of valuable tacit knowledge (Xu et al., 2015).

Detert, Burris and Harrison (2010) further noted that silence behaviors exist in many organizations and workers avoid engaging in voice behavior. Firstly, because they feel that the information they have to deliver is against the will and values of the leader, secondly, they expect a negative response from the leader and thirdly, the information is considered threatening by the recipients. Hence, this silence behavior causes a lack of availability of valuable knowledge (Morrison, 2014), which ultimately could result in adverse consequences and declined OP (Morrison & Milliken, 2000). Consequently, because of TOXL practices, organizations fail to benefit from the experience and implicit

knowledge of the employees and eventually reduce OP. Founding on the above literature the study hypothesized that.

H_{4b}: Employee silence plays the role of mediator between toxic leadership and OP relationship.

2.12 Toxic Leadership and Organizational Learning

In the last two decades, researchers have found that organizational learning is a multifaceted phenomenon. The reason attached to this finding is the emergence of OL literature from diverse fields and perspectives (Crossan et al., 2011). Scholars consider organizational learning as the source of innovation and creativity and claim that organizational learning provides a competitive advantage to the organizations (Ahmed, Khuwaja, Brohi, Othman & Bin, 2018; Baqir & Akhtar, 2016). Yet, the implementation of organizational learning is a difficult task as most organizational leaders fail to utilize the knowledge available in the organization to understand, interpret, integrate, and institutionalize the knowledge.

Similarly, Schilling and Kluge (2009) have identified in a systematic review the barriers to all four processes of OL, namely intuition, interpretation, integration, and institutionalization and suggested that the solution of most of the barriers in the organizational learning process rests on the efficient and effective leadership. Conversely, scholars contend that the leaders could also hinder the upward or the downward flow of the information and severely dysfunctional for the performance and organizational learning, since the leaders and followers have to move with their cultural values, political understanding, and emotional characteristics and to follow their interests. Therefore, their social and emotional relationships result in different organizational routines, understanding and organizational learning about different organizational issues. The scholars also highlighted that if these organizational members are subject to their interests, they would share selective and incomplete information and hence cause debility in the organizational learning processes. In more technical terms, double-loop learning, and single-loop learning would not be effective (Argyris, 1977).

TOXL is linked to organizational learning processes through the organizational members' politics and emotions (Lawrence et al., 2005; Vince, 2004). Organizational learning is, according to Vince (2004), a dynamic organizational process, developed from

the interaction between emotions and powers that establish the social and political framework through which both learning, and organization can take place. Hence, the power distance between the subordinate and leader creates a social gap, where followers hesitate to exchange knowledge with their leader or manager.

The toxicity of leaders for organizational learning is discussed indirectly by different scholars of organizational learning like Berson et al. (2015); Schilling and Kluge (2009); and Beer, Voelpel, Leibold and Tekie (2005). These scholars criticized laissez-faire leadership styles and termed it as a hurdle to the coordination across different functions and down the line flow of information. Similarly, Vera and Crossan (2010) found that different leadership styles contribute differently to organizational learning. In addition, Amy (2008) investigated the different effects of leadership on organizational learning processes in qualitative analysis and found negative associations with leaders' facilitating behaviors on organizational learning. Additionally, numerous scholars have found out that laissez-faire senior management style and poor leadership skills are detrimental to the organizational learning process (e.g., Beer & Eisenstat, 2000; Steiner, 1998; Zell, 2001). In addition, more recently Kim et al. (2016) conducted a study to find out the relationship between the negative type of leadership and knowledge sharing a dimension of the organizational learning phenomenon and found a negative correlation i.e., abusive supervision was negatively related to knowledge sharing, and employee learning goal orientation moderated the relationship. Employees who took ownership of their learning were less likely to stop sharing information in the presence of abusive supervisors than those who relied on others for learning motivation (Kim et al., 2016; Lee, Kim, & Yun, 2018).

Schilling and Kluge (2009) argued that the lack of learning orientation in the organizational culture, ineffective leadership in the introduction of ideas and ideas that conflict with organizational and industrial values and challenge to power relations are all negatively related to the acceptance of innovations that cause depletion in organizational learning. In short, it can be asserted from the above discussion that besides other organizational factors, TOXL negatively influences organizational learning. Therefore, this study postulated the following hypotheses.

H_{5a}: Toxic Leadership has a negative impact on organizational learning.

2.13 Organizational Learning and Organizational Performance

Several studies have studied and advocated the linkage between organizational learning and OP (Ahadmotlaghi & Rezaei, 2017; Garcia-Morales et al., 2012; Di Milia and Birdi, 2010; Garcia-Morales, Llorens-Montes, et al., 2008; Jyothibabu, Farooq, & Bhusan Pradhan, 2010; Khandekar & Sharma, 2006). The findings of these studies have revealed that OL contributes positively to OP. However, Van Gils and Zwart (2004) have found that knowledge sharing, and learning are positively related to turnover rate; besides, their study illustrated higher profits and development of the product range. All the studies have contended that the relationship between organizational learning and OP is positive and significant.

Chaston, Badger and Sadler-Smith (1999) found, on the contrary, that a continuous effort to acquire and interpret the information did not have a significant association with growth in sales. Hence, they examined the lack of association between organizational learning and sales growth as a measure of OP. Correspondingly, Birdthistle (2008) found a tendency of the respondents towards the learning orientation but found no relationship of the learning orientation with the performance. This means the lack of organizational learning or just acquisition or manipulation of the information has no or very little effect on OP. Similarly, it is noted by Karimi and Akbari (2015) that organizations invest huge amounts in the development of organizational learning resulting in an increased level of capabilities and resources. If the organizational culture and structure fail to fully utilize these skills and resources, such organizations face knowledge depreciation and barriers to the flow of information, acquisition of new information and new capabilities and skills with no fundamental shift (Schilling and Kluge, 2009).

Karimi and Akbari (2015) further explained that the organizations that are characterized as rigid and bureaucratic follow strict structure leaving no or very little room for initiation, creativity, sharing of knowledge, flexibility and learning the culture. He further pointed out that organizations that are good in organizational learning processes, flexible structure with culture conducive to learning promote sharing of knowledge, inquiry, dialogue, collaboration, and team learning.

Castaneda and Fernandez (2007) provided evidence that a lack of knowledge sharing leads to zero levels of organizational learning because knowledge sharing, and organizational learning are strongly linked. Thus, learning disability caused by lack of

acquisition of knowledge, wastage of valuable knowledge skills and resource through underutilization, and lack of knowledge sharing could be the cause of the organization's dysfunction and depleted performance. Ahadmotlaghi & Rezaei (2017) conducted a study in the banking context on the influence of OL and OP. The study aimed to examine the role of OL and innovation on financial performance and found that both OL and innovation have a positive influence on the financial performance of the banks.

In the Pakistani context, organizations maintain their paperwork to fulfill the requirements of the regulatory bodies and to gain the confidence of the stakeholders, whereas most of the organizations lack the proper procedures or the technology to implement the strategic goal of organizational learning (Akhtar, 2009; Akhtar, Khan, & Mujtaba, 2013; Latif, 2015). Moreover, in public sector banks, the customer satisfaction levels have no or very little value (Akhtar, Ali, Sadaqat, & Hafeez, 2011; Malik & Khan, 2013; Naseer et al., 2016). Therefore, the study based on the critical literature review hypothesized that:

H_{6a}. There is a positive impact of organizational learning on OP.

2.14 Mediating Role of Organizational Learning between TOXL and OP

Amy (2008) identified two types of behaviors of the leaders related to learning at individual and organizational levels. Good behaviors like facilitating or coaching behaviors of leaders, problem-solving, and decision-making behaviors mainly consist of customizing, emoting, motivating, and perceiving. Communicating, relating, developing, and the second list of behaviors identified as the ineffective behaviors consisting of authoritative, defensive, and nonresponsive.

Amy (2008) further identified the positive and negative outcomes of these behaviors on leaders, followers, and organizations. As far as organizational outcomes are concerned, the study identified that positive organizational outcomes enhance performance, enhances motivation, enhanced relationships, and shared/documented best practices, while on the other side, the negative organizational outcomes list depicts diminished performance, diminish motivation, diminished relationships, identified organizational learning failure and resistance to or neglect of learning.

For justification of our stance that TOXL, ES and OL, and OP interact together, the examinations of different scholars are provided below as support. In the case of

TOXL, one of the tools of abused employees is to remain silent and avoid feedback as a coping strategy as per literature like Maxwell (2015) and Moss, Sanchez, Brumbaugh, and Borkowski, (2009), in their report, these scholars clarified that this silent tactic helps employees to stay away from their leaders' violence or avoid unwanted interaction with the abuser.

Furthermore, Moss et al. (2009) and Moss, Valenzi, and Taggart (2003) reported that even though it is theorized that feedback evading is determined by the deprived performance of the individuals, but in the case of TOXL, subordinates avoid future feedback to minimize the chance of exposure to harsh, punitive, or unsupportive behaviors of the leader. Here the study indicates that the risk of abuse and loss of emotional resources may also worsen the deliberate avoidance of feedback from a toxic leader by a subordinate and thus trigger a reduced level of organizational learning and increase the silence of the employee leading to diminished OP. Hence from the discussion and evidence from the earlier work, the study developed the following hypothesis.

$H_{7b:}$ Organizational learning mediates the relationship between TOXL and OP.

2.15 Mediating Role of OL and ES at Parallel between TOXL and OP

Mostly, the research on organizational learning considers that facilitating leadership behaviors play an important role in OL and OP (Garcia-Morales et al., 2012; Mallen, Chiva, Alegre, & Guinot, 2015; Vera & Crossan, 2004). Garcia-Morales et al. (2012) have explained that organization learning plays a mediating role between leadership facilitating behaviors and OP and identifies a positive role of leadership in contributing to OP through OL.

However, their study neglected the negative behaviors of leadership while predicting OP through organizational learning. During the literature review, we found studies that have identified that the leaders could have both negative and positive roles in organizational learning and OP (Amy, 2008; Leet, 2011). Nevertheless, there is a lack of understanding of whether OL mediates between TOXL and OP or not. Theoretical understanding provides evidence that leaders may hamper the OL and can become a hurdle to OL when they consider that the success is based on their ideas and neglect the efforts of their team members. Hence superstitious learning occurs (Schilling & Kluge, 2009). Levitt and March (1988) described that superstitious learning represents the

conception of organizational leadership that success in an activity or project is exclusively derived from managerial actions and neglects the efforts of other key actors. As a result, leaders consider wrongly that good performance is the result of their strategies, which according to Miller, Droge, and Vickery (1997), develop confidence in the current approaches of leadership and management instead of the environmental conditions and other individuals. Hence, it leads to failure in the next coming stances due to these false conceptions. The scholars argued that the structure and policies developed based on these false conceptions lead towards the failure of an organization.

According to Schilling and Kluge (2009), and Sitkin (1996), these leadership practices or superstitious learning cause organizational homogeneity and restricts the innovative activities and sharing of information within the organizations. One of the assumptions of organizational learning is that the organizations will develop procedures that allow the employees to acquire and share information openly. Whereas in the case of TOXL, if it exists in the organization, employees try to hide information and employ face-saving strategies (Martinko et al., 2013; Park, 2011; Xu et al., 2015). The current research, based on the debate above, hypothesized that TOXL and OP linkage is mediated by both ES and OL at parallel.

H_{8b}: Employee silence and organizational learning mediate between toxic leadership and OP linkage in the banking sector.

2.16 Moderating Role of LMXQ on TOXL and ES

The current research in leadership and employee silence has indicated that normally high level LMXQ reduces employee silence and predict positive employee behaviors and establishes an open environment for the employees to express and share their experiences (Detert & Burris, 2007; Graham & Van Dyne, 2006; Martin, Guillaume, Thomas, Lee & Epitropaki, 2016; Tangirala & Ramanujam, 2008). For example, Martin et al. (2016), in a meta-analytical review, noted that LMXQ is directly and positively related to the task performance, citizenship performance of the employees. Where LMXQ is negatively related to the counterproductive work behavior of the employees, they further explained that trust mediates the relationship between LMXQ, Task, and citizenship performance more than empowerment, motivation, and job satisfaction. Therefore, they concluded that for a high level of LMXQ, there would be a greater value

of trust and hence the subordinates would predict positive behaviors and performance. Where in the case of low level LMXQ, the subordinates predict negative behaviors. On the contrary, there are studies like Bellou and Dimou (2021); Ai-Hua et al. (2018); Lam and Xu (2019); Xu et al. (2015); and Zhou, Liao, Liu, and Liao (2017) who have found that high level LMXQ may result into negative behaviors like employee silence. In support of this, they argued that high LMXQ does not mean that the employee will always be privileged, but sometimes, they may also face negative behaviors from their superiors, causing them emotionally exhausted and go on in more stress than those with a low level of LMXQ.

Empirically, Duan-min (2017), based on the social exchange theory, has found that LMXQ has a negative impact on employee silence behavior. They also found that organization justice mediates the relationship between LMXQ and employee silence. It means that the high LMXQ creates a highly worth justice organization atmosphere, then breaks the silence.

Lam and Xu (2019) found that in the case of high political perception in the organization, high power distance employees are more sensitive to abusive supervision and engage in more defensive silence. Furthermore, they showed that organizational contexts with high political perceptions also emphasize abusive supervision's moderating effect on the relationship between employees' power distance orientation and acquiescent (defensive and due to fear) silence.

Ai-Hua et al. (2018) found in their study that abusive supervision, a dimension of TOXL and employee silence relationship is mediated by the perceptions of organizational politics, and LMXQ has a moderating effect on the relationship between abusive leadership and perceptions of organizational politics.

To further explain the relationship, Xu et al. (2015), following the Conservation of resources theory, have found that leaders' negative behaviors contribute to the emotional exhaustion that further causes the employee silence. They explained that due to the bad behaviors of leaders, the employees get stress and become exhausted. As per the theory of conservation of resources, the employees in adverse conditions created by their abusive leaders try to conserve their material and non-material resources like information and knowledge and try to cope up with the toxic or abusive leaders by avoidance strategy and by exhibiting silence behaviors. They further explained that LMXQ plays a moderating role between abusive leadership behaviors, emotional exhaustion, and employee silence. Scarce research has examined the effect of negative

antecedents on employee silence, which mainly focused on abusive supervision (Milliken et al., 2003). Research to date has little focused on the relationship between TOXL behaviors, employee silence, and LMXQ, especially in developing countries like Pakistani (Liu et al., 2017; Naseer et al., 2016).

In the Pakistani context, Naseer et al. (2016) have found that negative behaviors like the abusiveness and selfishness of bank leaders are negatively associated with the followers' creativity and organizational citizenship behaviors. They elucidated from their results that in the banking sector, the TOXL causes a lower level of LMXQ. Furthermore, they identified that abusive and selfish behavior of the leaders in banks compel bank employees to adopt and exhibit avoidance behavior and hence intentionally try to remain away from the leaders to avoid the negative consequences of the meetings with leaders and from the lower level of subjective evaluations by the leaders. Besides, Yazdani and Siddiqi (2013) researched the leadership in Pakistani culture and highlighted that the LMXQ perspective in collectivist cultures like Pakistan is a missing link, specifically, negative consequences that need to be investigated. They conducted a review of Hofstede's cultural model from the Pakistani perspective and noted that this type of culture is characterized by power distance that creates inequality in the distribution of power. The main power remains with the high-ups and the lower-level majority remain away from the power source, hence, create an environment of uncertainty, insecurity, risk avoidance, and lack of tolerance, leading to more complex and problematic behaviors and situations (Van Rooij & Fine, 2018).

Here the LMXQ is considered as moderator because logically, the mediator explains the relationship between IV and DV. Where, as moderator may increase or decrease the strength/change direction of the relationship between two variables. Here the LMXQ is considered as moderator because, the effect of in-group and out-group members can have different responses on the relationship between toxic leadership and employee silence and the organizational learning phenomenon. Moreover, existing shreds of evidence have suggested the use of LMXQ as a moderator e.g., Bellou and Dimou (2021), XU et al. (2015); Botero and Van Dyne, (2009)., and Naseer et al. (2016).

Therefore, based on the work of different scholars, the study assumes that the TOXL have different types of impact in different situations and considered that one of the potential reasons is the moderating role of LMXQ on the relationship between TOXL and employee silence, such that the TOXL has a stronger relationship with ES for the

employees with a high level of LMXQ as compared to low level of LMXQ. Hence, the study hypothesized that.

$H_{9c:}$ Leader-Member exchange quality has a moderating effect on the relationship between TOXL and employee silence. Such that the employees high in LMXQ will adopt more silent behaviors as the toxicity of leadership increases.

2.17 Moderating Effect of LMXQ on TOXL and OL

Organizational learning is considered as a vital phenomenon for the achievement of OP and, more specifically, can rightly be called as the strategic choice for the success of banks (Ahsan, 2018; Garcia-Morales et al., 2012; Para-Gonzalez, Jimenez-Jimenez & Martinez-Lorente, 2018). Scholars view that most of the organizations fail to implement the organizational learning concept properly and hence lose valuable tacit knowledge, where one of the factors is uninterested and incompetent leadership for the implementation of OL philosophy (Jasimuddin, Klein & Connell, 2005; Schilling & Kluge, 2009; Serrat, 2017). Scholars assert that the leaders could hinder the upward or the downward flow of the information and put severely dysfunctional influence on organizational learning and OP, which is mainly neglected (Yukl, 2012)

Leadership literature in response to this has investigated several leadership styles in relation to organizational learning and found that some leadership styles are more facilitating to organizational learning than the others (Amy, 2008; Garcia-Morales et al., 2012; Vera & Croosan, 2004). However, the relationship between TOXL and OL is in infancy (Berson et al., 2015; Schilling & Kluge, 2009; Walumbwa, Hartnell, & Misati 2017).

The study based on the theory of conservation of resources and evidence provided above argues that the negative effect of TOXL develops discomfort, emotional exhaustion, and fear among the employees and these employees start to conserve their valuable resources in the form of experience and knowledge from the leaders and organization (Xu et al., 2015; Lee et al., 2018). Hence, it causes damage to organizational learning and OP at large. Organizational learning is a source engagement of the employees, however in case of abusive leaders and LMX disruptions employees remain away from the decision making and sharing of view that may contribute to the op (Valle, Kacmar, Zivnuska & Harting (2019).

Quantitatively, Lian et al. (2012) examined, “how abusive leadership and LMXQ interactively affect the organizational deviance behaviors of the followers?”. They found that LMXQ has a moderating effect on the relationship between abusive leadership and deviant behaviors of followers. They further found that the impact of abusive supervision on deviant behaviors is stronger on the in-group members than the out-group members. Similarly, several studies have suggested and evaluated the moderating role of LMXQ like Bell (2017), Lian et al. (2012), Naseer et al. (2016), Bellou and Dimou (2021), and Van Rooij and Fine (2018). These scholars have suggested the investigation of the moderating role of the LMXQ on the TOXL and followers related behaviors and organizational level variables like organizational learning outcomes.

Naseer et al. (2016) investigated the moderating role of LMXQ in the banking sector between despotic leadership and job outcomes; organizational citizenship behavior and creativity. They postulated that the negative relationship between despotic leadership and job performance, organizational citizenship behavior, and creativity and explained that the negative impact of despotic and tyrannical leadership on these dependent variables is stronger for employees with high LMXQ.

Yip and Khishar Muhammad (2019) LMXQ contributes to the organizational commitment and performance; and Islam et al. (2013) collected responses from the bank employees and found that LMXQ, organizational learning culture, and organizational commitment are related to each other. They further explained that organizational learning culture and turnover intention are related to each other through organizational commitment it is also supported by Muldoon, Keough and Lovett (2018). These findings make it evident that LMXQ and organizational learning culture have a positive influence on organizational outcomes.

Ummar, Bashir and Zhao (2015) grounded on the theory of social exchange, have found that the leader-member exchange relationship leads to OP through the mediating effect of organizational identification, whereas organizational learning moderates between LMXQ and organizational identification linkage.

It is evident from the above discussion that TOXL and LMXQ are related to organizational learning. Moreover, TOXL and LMXQ are different and related to each other, but having a mixed type of results when tested with the TOXL and organizational variables (Xu et al., 2015).

Tepper (2007) contended that the toxic leader is related to the leader-member relationship but advocated the search into this relationship in the presence of

organizational variables, processes, and outcomes. They further identified that there is a mixed type of results in the case of TOXL, leader-member exchange, and organizational outcomes. These scholars further explained that the toxic behaviors have negative consequences on LMXQ and, in return, respond to negative behaviors. The study thus views based on social exchange theory that abused employees in response to the negative behavior of their leaders, respond negatively to the leadership and ultimately contribute negatively to the organizations by avoiding feedback and sharing of knowledge (Lee, Kim, & Yun, 2018). Especially, the employees high in LMXQ with their leaders remain away from the sharing of knowledge and learning as compared to employees' low in LMXQ with their leader.

The study, based on the findings and advocacy by previous work of different scholars, assumes that in the banking sector, specifically in the collectivist cultures like Pakistan. The toxic or abusive supervision and the leader-member exchange quality would interactively result in varying results of organizational learning, such that the toxic effect of leadership behaviors on employees with a high level of LMXQ would be more severe than the employees with a low level of LMXQ. The study considers that LMXQ moderates the relationship between TOXL and organizational learning. Hence the study hypothesized H10c as given below.

> $H_{10c.}$ Leader-Member exchange quality has a moderating effect on the relationship between TOXL and organizational learning. Such that the negative effects of TOXL on OL would be more severe for employees high in LMXQ than the low one.

2.18 Moderated Mediation Effects

The study based on social exchange theory (Blau, 1964); the theory of toxic triangle (Padilla et al., 2007), and from the support of empirical findings of the studies of the area (Bell, 2017; Islam et al., 2013; Tepper, 2007; Xu et al., 2015) considers that TOXL and OP are inversely related, where the negative and submissive behaviors like ES and decreased levels of organizational learning further extend the adversity of toxic behaviors at organizational level outcomes (Amy,2008; Schilling & Kluge, 2009).

Furthermore, the current trend in the leadership literature advocate investigation of the different relationships at different conditions of the contextual factors (Hayes,

2013a; Luethke et al., 2020; Naseer et al., 2016; Zhou et al., 2017). Similarly, here the study considered that LMXQ provides conditional boundary lining and a contextual role in these relationships. Therefore, it has evaluated the conditional indirect effect of TOXL on OP through the two mediating variables, namely employee silence and organizational learning at different values of LMXQ. To achieve our objectives, the study followed moderated mediation hypotheses, which is currently advocated by many scholars, as it adds rigor and provides more comprehensive information (e.g., Hayes, 2013a, Fairchild & MacKinnon, 2009; Zhou et al., 2017).

The role of LMXQ is examined by many scholars in relation to TOXL, Pelletier (2010) found that the perception of TOXL by followers may be affected by whether one is a member of the in-group or the out-group. Pelletier further explained that out-group participants were more likely to perceive the leader as toxic and more likely to challenge the leader. This provides some explanation for some of the dominant work of Lipman-Blumen's on toxic leaders, where she highlighted that the followers support their toxic leaders. Furthermore, scholars (e.g., Tepper et al., 2007; Thoroughgood et al., 2012; Muldoon et al., 2018) have also identified and explained the relationship of TOXL behaviors with LMXQ depicting the importance of the relationship in TOXL studies and advocated that TOXL and employees with common characters pursue the agenda of toxicity collectively, but when the employees close to TOXL are affected by the toxic behaviors of the leaders, they react more severely as compared to other employees, who are not close to the leader.

Tepper et al. (2009) study highlighted that the common understanding of abusive leadership suggests that the supervisor-subordinate relationship when subordinates become prey of toxic behavior, leads to a decreased level of employee performance and an increase in deviance behaviors. Tepper et al. (2009) in their study explained that the toxic effect is different for different subordinates based on the supervisor-subordinate relationship, which requires to be evaluated for a complete picture of the toxic phenomenon.

More recently, empirical studies, like Xu et al. (2012; 2015) have found that LMXQ moderates between the abusive leadership, emotional exhaustion, and employee silence relationship and further stressed the examination of a negative type of leadership with the LMXQ. Hence it seems relevant in our case to further elucidate the TOXL, OP, and ES relationships at different values of LMXQ. Therefore, the study hypothesized that.

H_{11d}: There is a moderated mediation effect of ES between TOXL and OP, at different values of LMXQ.

Furthermore, Vince (2004) and Lawrence et al. (2005) have identified that organizational learning is related to the emotions of the leaders and their followers and discussed that OL occurs in a political context depending upon the leader-follower relationships. Hence it seems relevant in our case to further elucidate the TOXL, OP, and OL relationship at different values of LMXQ.

H_{12d}.: There is a moderated mediation effect of OL between TOXL and OP, at different values of LMXQ.

Particularly, in Pakistani culture, which is predominantly collectivist and can easily be observed in Pakistani organizations and management practices (Khillj, 2012). Consequently, Yazdani and Siddiqi (2013) researched leadership phenomenon and emphasized that the LMXQ perspective in collectivist cultures like Pakistan has a negative consequence that requires to be investigated. They contended that there exists power distance, which creates inequality in the distribution of powers. They explained that the main power remains with the high-ups, whereas the poor majority remain away from the power source. Hence create an environment of uncertainty, insecurity, risk avoidance, and lack of tolerance leading to more complex and problematic situations.

The study based on the literature review above and justifications of the moderation of LMXQ in this section suggests the role of LMXQ as a moderator and views that (a) LMXQ moderates between TOXL on organizational learning; and also (b) LMXQ moderates the relationship between TOXL on employee's silence. Therefore, by extending the assumption (a) and (b) the study postulated that LMXQ moderates the mediating effects of the employee silence and organizational learning (individually and collectively) between TOXL and OP at the different values of LMXQ. The study was aimed to find the mediating role of employee silence and OL between TOXL and OP. Whereas, the moderating effect of LMXQ further explained the mediating effect of ES and OL between TOXL and OP, at the different values of LMXQ. To achieve these objectives, the study postulated moderated mediation hypothesis H13d that is given below.

H_{13d}.: There is a conditional indirect effect of TOXL on OP through employee silence and organizational learning at different values of LMXQ.

2.19 Underpinning Theories

Based on the extensive review of literature the study identified the theory of toxic triangle as the overarching theory (Padilla et al., 2007), while the other theories theory of conservation of resources (Hobfoll, 1989); theory of organizational learning (Amy, 2008; Garcia-Morales et al., 2012; Vera & Crossan, 2004) and social exchange theory (Blau, 1964) provide the pathway to explain and develop the hypotheses in this study. The toxic triangle is the overarching theory of the framework e g. the toxic triangle theory suggests the combined role of toxic leader, followers and the conducive environment/organizational factors that contribute or help the toxic leaders to exhibit toxic behaviors and negatively affect the individuals and organizational variables. Therefore, the study considered the selection of toxic leadership behaviors, individual behaviors like employee silence and organizational level phenomenon like organizational learning and OP in the single model. Moreover, other theories are utilized to establish underlying relationship. The study has collectively chosen these three factors and furthermore advanced the theory by testing different moderated, moderation and moderated mediation relationships/effects to explain the relationships at different conditions. The other theories like organizational learning, LMX theory and theory of COR are used to develop the relationships between the variables. The detailed discussion on each theory in next subsections provide an overview of underpinning theory, their relationship and standing in the TOXL literature and explain how these theories provide backing to the current study.

2.19.1 Theory of Toxic Triangle

The recent research on the toxic and destructive type of leadership has highlighted that the destructiveness of TOXL behaviors is not merely linked with the leader himself or herself; instead, there are other factors that should be examined to evaluate the full picture of organizational toxicity. In this respect, the TOXL theory (Padilla et al., 2007) has considered that toxicity is not limited to only the leaders' characteristics and behaviors; nevertheless, it is also the function of followers and the organizational factors. Thoroughgood, Hunter and Sawyer (2011) and Padilla et al. (2007) identified that these followers could be named as susceptible followers, i.e., bystanders as lost souls and authoritarian; confirmers and colluders. These followers advance their support for the

toxic leaders for the achievement of their personal benefits. These followers can also be categorized as opportunists; they extend their help to the toxic leader and accept their toxic functions and become part of the toxic team, that lead to destructive outcomes toxic organizational climate. The third factor besides toxic leaders and followers is environmental factors. It consists of a lack of organizational stability, unethical cultural values, lack of check and balance procedures and detrimental service delivery to customers that create room for the leaders to exhibit toxic behaviors in the organization.

The current study, therefore, following Padilla et al. (2007) advocates an in-depth understanding of the three main areas as identified by the theory of toxic triangle and claims that toxic behaviors in the organizations are the function of TOXL, susceptible followers and environments conducive to toxicity. The study in this respect has covered all the three aspects, i.e., TOXL behaviors from the leadership side, employee silence, a negative behavior from the individual employee (Xu et al., 2015), and lack of organizational learning as it is a combination of different activities, processes (Schilling & Kluge, 2009) and OP from the organizational environment perspective. Furthermore, the leader-member exchange theory helped to add an additional factor that provides boundary lining in the relationship between TOXL, employee silence, organizational learning, and OP.

The study is of the view that most of the studies have examined either the individual-level variables or organizational leave variables. Whereas the combined relationship of all the three factors in a single model has gotten very little attention from the scholars, specifically, the role of organizational learning is missing in the literature. Therefore, the study has examined these relationships and still view that the relationship is inconclusive and requires an in-depth investigation into the nature of the relationship between TOXL and OP.

2.19.2 Theory of Conservation of Resources

The theory of conservation of resources (COR) by (Hobfoll, 1989; 1998; 2001) assumes that individuals are programmed mentally to gain, retain, foster, and protect the valuable resources. Here the resources might be (a) physical health and energy, (b) psychological resources like self-efficacy and motivation, (c) material resources like financial benefits, job, promotion, etc.

Based on the assumption that individuals are motivated to retain resources, the authors of COR posit that the individuals feel pressure and stress when (a) their key resources are at risk of damage or loss; (b) the resources are vanished or lost; (c) when these individuals are unable to get the required key resources after putting their sincere efforts.

The intention of the individuals to acquire, store, retain and protect resources is motivated by the automatic reaction, where the individuals maintain their reservoir of resources to be prepared for the bad times; to save themselves and their social group from stress by utilizing their resources to minimize the resource loss (Hobfoll, Canetti-Nisim, & Johnson, 2006). Furthermore, the COR theory considers that the individuals give more weight to resource loss and underestimate the resource gain. i.e., they are more sensitive to resource loss as compared to resource gain in their daily life. They also posit that the risk of losing resources makes the individuals more stressful and results in coping strategies adopted to counter affect the loss and to prevent themselves from negative consequences (Hobfoll & Shirom, 1993; 2000).

COR theory has been used by many studies to illustrate different general and specific mental and psychological stress indicators that are revealed from followers when they feel unsuccessful in coping with the negative behaviors. These indicators may include silence, emotional exhaustion, job strain, post-traumatic stress, and job burnout (Khan, Imran & Anwar, 2019; Vinokur et al., 2011; Xu et al., 2015).

The underlying COR theory considers that individuals possess limited resources, so it is better for them to continuously increase their resources to fulfill their daily demands. Preferably, these individuals should balance the expenditure of resources through the acquisition of more sources through a variety of activities, e.g., developing social networks, generating money and material through exchange processes like job or business. Similarly, they can put efforts to improve and keep psychological power through developing mastery in their skills at the workplace, etc. The scholars argued that these individuals get negative results in the form of social and psychological losses if their resources get reduced or lost, instead of increase (Harris, Wheeler & Kacmar, 2011; Wright & Cropanzano, 1998).

Earlier research based on COR theory has shown that the organizational factors can increase or drain resources of individuals and, as a result, can affect employee well-being (Kalshoven & Boon, 2012). More specifically, the COR theory provides a foundation for the development of the relationship between leadership behaviors and

followers' behaviors in the organizational contexts. Specifically, in the last decade, several studies utilized this theory to find the underlying relationship between different ethical and TOXL behaviors with different individual and organizational level constructs. (Hobfoll, Halbesleben, Neveu & Westman, 2018).

Van Direndonck, Haynes, Borrill and Stride (2004) explained that ethical and moral behaviors of leadership increase the employee resources and result in increased job resources like role clarification, emotional well-being, and care, which is linked with the increase in the overall performance of the organization.

Whereas Wright and Cropanzano (1998) have found that bad behaviors of the leaders cause resource depletion in the employees triggering emotional exhaustion that leads to high turnover intention and lower job performance, which is also verified by Khan, Imran & Anwar (2019). Similarly, Harris et al. (2011) have found that job dissatisfaction and a high rate of turnover are linked with resource loss of the individuals. Furthermore, Vinokur et al. (2011) examined the influence of failure of coping strategies of the subordinates and the main reason for job burnout and stress and declared that the adverse environment and behaviors have the consequences of the depletion of the job-related resource. Frequently, COR theory advocates those negative behaviors are the main reason for resource depletion and adverse job outcomes. Based on this assumption, Giumetti, McKibben, Hatfield, Schroeder and Kowalski (2012) have empirically found that incivility of leaders is related to resource loss, which ultimately causes an increase in burnout and turnover intentions. The study based on COR theory considered that the toxic leader behaviors are related to individual resource loss and depleted organizational outcomes. The toxic behaviors are the main cause of depletion in resources of the individuals and different organizational outcomes because, in the case of TOXL behaviors, the individuals try to avoid toxic leaders for their survival and remain away from him as a coping strategy. This avoidance strategy at one end seems good for the individual employees as in this way they remain away from the contact of the main source of emotional disasters and loss, i.e., abusive leader, but at the same time, it results in loss of valuable knowledge and information that can be shared for the success of an organization. Similarly, in the case of employee silence, which is considered by many as a coping strategy, it also causes loss of valuable tacit knowledge and a decline in organizational learning, which ultimately harms OP. The current study is an attempt to contribute to the existing body of knowledge by investigating the impact of TOXL on OP through employee silence and organizational learning at different values of LMXQ.

2.19.3 Theory of Organizational Learning

The stance of the study is also supported by the organizational learning literature, which considers that leadership contributes to organizational learning and OP (Garcia-Morales et al., 2012; Vera & Crossan, 2004). These studies have expressed that different leadership facilitating behaviors play a critical role in managing OL and OP. The scholars that advocate this view consider that leaders are central to the development of organizations. They are designers, provide the vision, formulate policies, stewards that implement the philosophies and policies of the organization. In short, in an organizational learning context, the leaders are teachers that develop the subordinates to a higher level, like transformational leadership (Garcia-Morales et al., 2012; Senge, 1990).

Empirically, Garvin, Edmondson, and Gino (2008) confirmed the role of leadership behaviors on the organizational learning and explained that when leaders advance their facilitating efforts to engage the employees, provide the opportunity to their subordinates of dialogue and discussion and to express their views, employees feel empowered to share their expertise and make it clear for the good of the company and, ultimately, for success in organizational learning. Vera and Crossan (2004) identified a direct connection between leadership style and organizational learning, believing that transformational leadership and transactional leadership influence positively the OL its success and stability. Based on their theory, Zagorsek et al. (2009) further found that four constructs of organizational learning, namely knowledge gaining, sharing, interpretation, behavior, and intellectual changes, are positively related to transformational leadership. Similarly, Garcia-Morales et al. (2012) explained that organizational level learning plays its mediating role between transformational leadership and OP. Hence, justifies the mediating role of organizational learning between the leadership and OP relationship.

Although there are several studies that have identified and explored positive aspects of leaders that contribute to organizational learning, yet what is the impact of negative leadership on organizational learning is mostly neglected by scholars. Based on the work of Howell and Avolio (1992); Conger (1990); Hogan, Raskin and Fazzini, (1990) and Yukl (1999); the study considers that there is a lack of understanding of the negative leadership behaviors as these scholars have identified that the good leaders like transformational leaders and charismatic leaders sometimes show negative behaviors, e.g., the charismatic or transformational leaders use their charisma for personal benefits and followers unconsciously fulfill their leaders' personal requirements, due to their

charismatic influence. This type of behavior may affect the emotions of the employees or followers, causing an adverse effect on individual behaviors and OP.

Scholars have advocated the examination of negative leadership along with the OL and OP. For example, Crossan et al. (2011) discussed that although many scholars consider organizational learning as the source of innovation and creativity and claim that organizational learning provides a competitive advantage to the organizations. Yet, the implementation of organizational learning has been a difficult issue as most of the organizations and leaders fail to utilize the knowledge available in the organization. Similarly, Shilling and Kluge (2009) and Mallen, et al. (2019) have identified in a systematic literature review that inefficient and passive type of leadership negatively affects the innovative idea generation, knowledge sharing and silence. Lee, Kim, and Yun (2018) noted that the negative leadership and its effect on organizational learning had gotten very limited attention that is also detrimental to individual emotion and performance at large.

Scholars contend that the leaders might hinder the upward or downward flow of the information, which is severely dysfunctional to the OL and OP. As the leaders and followers bring their own socio-cultural values and political backgrounds and follow their personal interests, therefore, the organizational learning depends on the interaction of these socio-cultural and political aspects of individuals and their personal interests frame learning negatively or positively (Vince, 2002). Amy (2008) identified the facilitators, triggers, behaviors, and outcomes of the leaders on OL at individual and organizational levels. The study verified the transformational leadership role as the contributing style in individual and organizational learning and, at the same time, identified certain leadership behaviors that can hamper the organizational learning outcomes. They furthermore suggested an in-depth investigation into the negative aspects of leadership behaviors in relation to organizational learning. The study in hand is an attempt to fill this knowledge gap and have considered the negative impact of the TOXL on OL and OP at different values of LMXQ, which is also a contribution to the OL theory.

2.19.4 LMXQ and Social Exchange Theory

The current study aims to evaluate the boundary lining role of the LMXQ while testing the role of ES and OL between TOXL and OP. The LMXQ theory considers the theory of social exchange as the cornerstone of the establishment of the relationship

between leaders and followers (Graen & Uhl-Bien, 1995; Settoon, Bennett, & Liden, 1996). Similarly, following the same view the study considers social exchange as one of the main sources between TOXL, leader-member exchange relationships and employee behaviors. The social exchange theory assumes an exchange relationship between specific performers as behavior dependent and their behaviors emerge in response to rewards from others (Blau, 1964). Social exchange theory clarifies how relationships are developed, supported, and explains that these relationships need a continuous exchange of rewards in response to certain actions and the actions further depend on the reward.

The theory of social exchange is used in different organizational contexts. It assumes that employees' work and performance depend on direct and indirect rewards. The direct rewards include pay, material resources and services they get, while indirect rewards include socio-emotional benefits or rewards such as rank and appreciation. This theory advocates that the exchange occurs in response to some benefit from the employer or leaders (Settoon et al., 1996). The scholars of LMXQ contend that leaders and their subordinates interact together and develop and maintain their relationship through exchanges in the form of physical and non-physical motivational factors like reward and emotional displays. Furthermore, LMXQ theory discusses the question of what the underlying mechanism between in-group and out-group relationships with leader and subordinate is evaluated the resulting outcomes of these relationships (Graen & Uhl-Bien, 1995).

A limited number of researchers have explored how leader-member exchange quality interacts with the negative type of leadership behaviors to affect other organizational constructs. During the literature search, the study found studies that covered this area like Bellou & Dimou (2021); Meng, Tan, & Li (2017); Lian, Ferris and Brown (2012); Naseer et al. (2016); Pelletier (2012); Valle, Kacmar, Zivnuska & Harting (2019); and Xu et al. (2015).

The specific work on the relationship between the TOXL and LMXQ can be traced back to Pelletier (2012), who investigated the interaction effect of LMXQ and toxic leaders on follower outcomes. He found that members with a high level of LMXQ had evaluated their leaders to be more toxic than in-group members when they faced toxicity and showed more inclined to challenge the leader and hence have a more negative effect on the outcomes or behaviors of these employees. He explained further that high LMXQ members view their leaders as less toxic if the victim of the leader was an out-group member. This suggests that high LMXQ may limit the degree to which employees

question the leader, notice unethical actions of the leader, or even "blow the whistle" when the leader is engaged in questionable actions. Further research regarding the blinding effect of LMXQ is warranted. Reed (2004) noted that TOXL deteriorates team spirit and group morale; it shows that TOXL influence few employees more than the other within groups and is related negatively with group dynamics. Their view is also based on the assumption that TOXL focuses on a few subordinates and influences them more than others (Whicker, 1996; Lipman-Blumen, 2005).

Furthermore, Lian et al. (2012) evaluated the moderating effect of LMXQ on the linkage between abusive supervision and followers' basic needs satisfaction and organizational deviance behaviors. They found that LMXQ moderates between abusive supervision and needs satisfaction. Furthermore, explained that a high level of LMXQ has a more negative effect on this relationship as compared to LMXQ at a low level.

Mehta and Maheshwari (2013), based on the work of Pelletier (2010, 2012) evaluated the linkage between TOXL, job satisfaction and organizational commitment; and found that there is a negative relationship between TOXL and both dependent variables, namely organizational commitment, and job satisfaction. Following the same stream, Xu et al. (2015) investigated the relationship between abusive supervision and followers' emotional exhaustion and found that LMXQ moderates between this relationship and further leads to employee silence. They also suggested that the moderation effect was higher for employees from the in-group as compared to the out-group.

Moreover, Naseer et al. (2016) investigated the interaction effect of despotic leadership and LMXQ on the outcomes of the followers. The study results showed that a significant negative relationship existed between despotic leadership and the outcomes of the followers when LMXQ was high. Therefore, it focused on the social exchange theory, leader-member exchange theory and TOXL. The study adopted the stance that LMXQ significantly influences the TOXL and the job habits and outcomes of employees.

Furthermore, the study based on studies like Bellou & Dimou (2021); Pelletier (2012), Naseer et al. (2016); Xu et al. (2015), considers the interaction effect of the TOXL and LMXQ as an important phenomenon. The study is aimed to fill the knowledge gap in these theories and, for the first time, evaluated the interaction effect of TOXL and LMXQ on the employee silence, organizational learning individually and further examined the conditional direct and indirect effects of the employee silence and organizational learning in the presence of TOXL and OP at different values of LMXQ,

which is a contribution in theory. The current study is unique as it explains the existing theories that, along with employee silence, organizational learning is important variables that contribute between the TOXL behaviors and OP, and their mediation effects are moderated by LMXQ. The study developed its research model based on the existing literature and had adopted a step-by-step approach to evaluate different relationships individually and simultaneously between TOXL and OP in the next section. Besides this, the summary of the studies that have contributed to the development of the conceptual understanding and development of the relationships are also provided in the table 2.3 in the Appendix F for more detail.

2.20 Theoretical Framework

To draw the existing knowledge and relevant factors into sharper focus, a theoretical model for the explanation of "The conditional indirect effect of TOXL on OP through Organizational Learning and Employee Silence in the banking sector of Pakistan at different levels of LMXQ" was proposed. The theoretical model aims to aid in the elaboration of aspects central to the research questions and guide the empirical analysis of the mentioned issues.One of the study's desired outcome was to measure the impact of TOXL behavior on OP and explain how organizational learning and silence influence the linkage between TOXL and OP in Pakistan's banking sector. The study also extended the understanding of these relationships by estimating the moderated mediation effects of both ES and organizational learning between TOXL and OP at different values of LMXQ.

In this respect, the study intended to develop a viable predictive model, which would guide a comprehensive study of the conceptually relevant factors in empirical research. Several hypotheses about the relationship between the variables were drawn up to develop the theoretical framework. These hypotheses were expected to empirically verify the model, the resultant propositions and working hypotheses that constituted all essential elements of the study. The proposed theoretical framework posited five main variables, which could be labeled as TOXL behaviors (an independent variable), employee silence (mediator); organizational learning (mediator); OP (dependent variable); and LMXQ (moderator).

The study based on an extensive literature review assumed that TOXL leads to employee silence at the workplace and also causing barriers to knowledge flow in the

organization and hence, leading to a low level of organizational learning, which affects OP negatively. This thesis is based on the assumptions of different theories. These underlying theories are (a) COR Theory (Hobfoll, 1989); (b) Theory of toxic triangle (Padilla et al., 2007); leadership of organizational learning theory (Vera & Crossan, 2004; Amy, 2008; Garcia-Morales et al., 2012) and leader member exchange based on social exchange theory (Blau, 1964).

Based on the COR theory (Hobfoll, 1989), the study view that the TOXL causes depletion in the cognitive (emotional resources) and social resources of the individual employees resulting in employee silence, which leads to the low-level organizational learning. Secondly, the drainage of valuable energy of the employees in reaction to leaders' abusive behaviors results in stressful conditions and as a coping strategy, employees put their efforts to conserve their resources while sacrificing the performance objectives and hence result in a low level of OP, as individual performance is related with the organizational level performance positively.

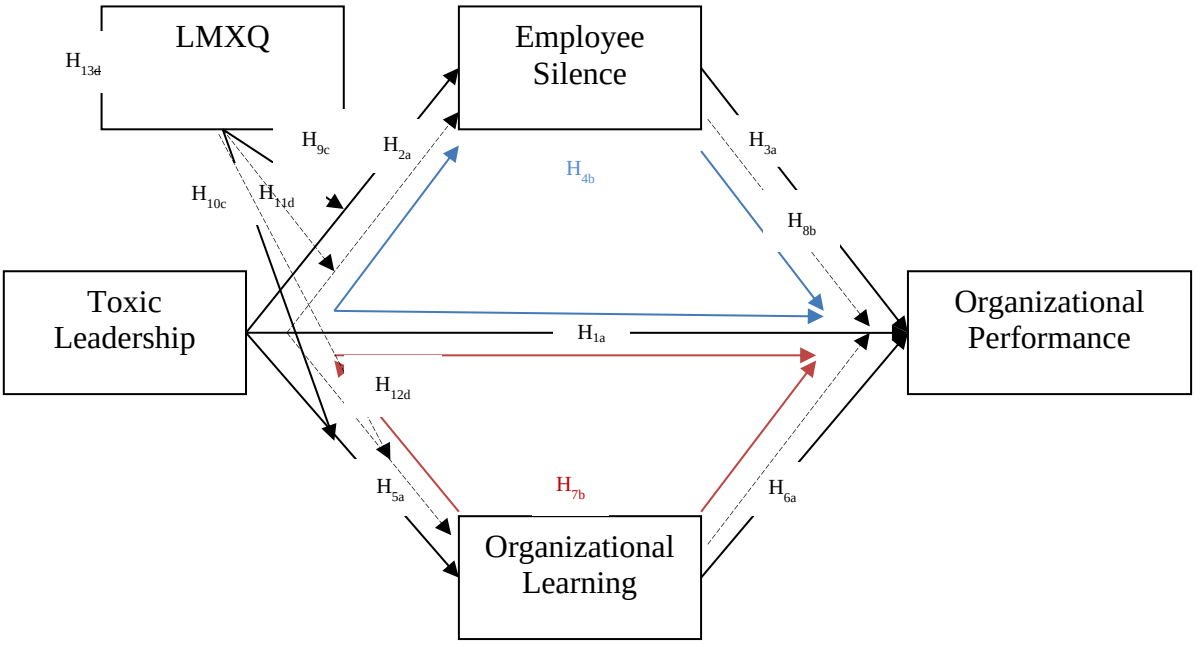
Empirically, several studies warrant the arguments of this thesis like Schmidt (2014); Reed (2012); Xu et al. (2015); Vince (2004); Lawrence et al. (2005); Amy (2008); and Schilling and Kluge (2009). The study assumed that the toxic behaviors of the leaders create a barrier to learning and failure of the organizations by negatively influencing the emotions and behaviors of the individuals, making them silent, hence halt the free flow of information, making valuable tacit knowledge hidden from the decision making. In addition, scholars contend that the leaders could hinder the upward or the downward flow of the information and had a severely dysfunctional influence on organizational learning and OP (Yukl, 2012). This model highlights that TOXL negatively affects organizational learning and hence ultimately results in the depleted OP.

Furthermore, based on social exchange theory (Blau, 1964) that advances understanding of the leader-member exchange, the study views that the quality of the relationship between the leader and subordinate extends in a long time and the perception about the personality and behavior of the leaders in the eyes of employees builds through a continues exchange process between the leader and employee (Graen & Uhl-Bien, 1995, Settoon, Bennett, & Liden, 1996).

Furthermore, the scholars highlighted that TOXL focuses on some followers and hence, creates a disparity in the power distribution and hence induce different types of motivation in different groups of people (Naseer et al., 2016; Pelletier, 2012). The scholars of destructive leadership since social exchange theory build that the effect and

magnitude of the toxicity will be changed for different employees due to their perception (Lian et al., 2012; Xu et al., 2015). Therefore, to explain the relationship of the TOXL, employee silence, organizational learning and OP, the study postulated the moderating role of LMXQ, which provides boundary spanning at different values of LMXQ and the study advocates the conditional indirect effect of TOXL on OP through the mediating effects of employee silence and organizational learning at different levels of LMXQ in the banking sector of Pakistan.

2.21 Research Model



Note. LMXQ should be read as Leader Member Exchange Quality. Whereas, the alphabets a, b, c, and d with H illustrate direct, mediation, simple moderation and moderated mediation hypotheses.

Figure 2.1 Theoretical Framework of the Study Model

2.22 Research Hypotheses

This section enlists four levels of hypotheses to make the theoretical model understandable. The study for direct relationship hypotheses used “a” sign with hypothesis number; for mediation used a “b” sign; for simple moderation “c” sign, and for moderated mediation hypothesis, the study used a “d” sign.

2.22.1 Hypotheses: Direct Relationships

The hypotheses of direct relationships between different variables of interest for this study are given below.

H_{1a}: Toxic leadership has a negative impact on organizational performance.

H_{2a}: Toxic Leadership has a positive impact on employees’ silence.

H_{3a}: Employee Silence has a negative impact on organizational performance.

H_{5a}: Toxic Leadership has a negative impact on organizational learning.

H_{6a}: There is a positive impact of organizational learning on organizational performance.

2.22.2 Hypotheses: Mediation Effects Between TOXL and OP

The hypotheses of single mediation effects and double mediation effects are given as follows.

H_{4b}: Employee silence plays its role as a mediator between toxic leadership behavior and organizational performance.

H_{7b}: Organizational Learning has a mediating effect between toxic leadership behaviors and organizational performance relationship.

H_{8b}: Employee silence and organizational learning mediate between toxic leadership and organizational performance linkage in the banking sector.

2.22.3 Hypotheses: Moderation Effects of LMXQ

In this section, these hypotheses are related to the moderating role of LMXQ on the relationships between TOXL and ES, and TOXL and OL. The two moderation hypotheses are given as follows.

H_{9c}: Leader-Member exchange quality has a moderating effect on the relationship between toxic leadership and employee silence. Such that the employees high in LMXQ will adopt more silent behaviors as the toxicity of leadership increases.

H_{10c}: Leader-Member exchange quality has a moderating effect on the relationship between toxic leadership and organizational learning. Such that the negative effects of TOXL on OL would be more severe for employees high in LMXQ.

2.22.4 Hypotheses: Conditional Indirect Effect of TOXL on OP

The hypotheses related to the conditional indirect effects of toxic leadership on organizational performance are given as follows.

H_{11d}: There is a moderated mediation effect of ES between TOXL and OP, at different levels of LMXQ.

H_{12d}: There is a moderated mediation effect of OL between TOXL and OP, at different levels of LMXQ.

H_{13d}: There is a conditional indirect effect of TOXL on OP through employee silence and organizational learning at different levels of LMXQ.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter discusses the research methodology. It covers a detailed account of procedures adopted, methodological details like population, sampling techniques, operationalization of variables, selection of measurement tools, data gathering methods, use of statistical tools for analysis, and rationale and justification for the selection of these procedures.

3.1 Research Philosophy and Nature of Research

Scholars suggest that while deciding the adoption of the research philosophy and research paradigm, the researcher should understand and examine the nature of the potential problem in the area and then follow the research paradigm or ideological perspective (Kivunja & Kuyini, 2017).

Consequently, the study conducted a detailed search and reviewed the relevant literature on the topic. The study found that the concept of TOXL is nascent and has gotten keen interest in the leadership and management scholars in the last decade after the foundation work of Ashforth (1994); Flynn (1999); Einarsen et al. (2007); Kellerman (2004); Lipman-Blumen (2005); Reed (2004); Schmidt (2008); Tepper (2000); Walton (2007), Walton (2011); and Wilson-Starks (2003). These foundation studies focus on the exploration and investigation of the nature of the TOXL phenomenon. After these types of studies, the various studies focused on the identification and explanation of antecedents and consequences of the TOXL phenomenon in different contexts using quantitative techniques. For example, the scholars Dobbs and Do (2019); Schmidt (2008); Dobbs (2014), Gallus et al. (2013), and Labrague et al. (2020) identify that the phenomenon of TOXL can be measured objectively and quantitatively. Consequently, several studies utilized different TOXL scales to measure the relationship of TOXL with different organizational constructs. See for reference (Labrague et al., 2020, Leet, 2011; Goldman, 2012; Schmidt, 2014). Similarly, the study only collected the bank level performance as

the focus and scope of the study was on the investigation of the impact of toxic leadership on organizational performance. Additionally, the study considered bank performance instead of branch performance. As it is assumed that the toxicity of the leadership does not remain limited to the branch/department only, but it spreads throughout the organization from top to bottom and bottom to top (Mawritz et al., 2012). Similarly, according to the proponents of the theory of the toxic triangle (Padilla et al., 2007), the toxicity in the organizations is a function of three things leaders their followers, and the organizational environments conducive to toxicity. Therefore, the organizational strategic policies and their resultant environments that strengthen the toxic behavior of the toxic leadership is a reason that the researchers have considered the organizational level performance of banks.

Besides, Mahmood, Mahmood, and Siddiqui (2012) recommend that the decisions related to the selection of research ideology and specific philosophical research perspective need an understanding of the research questions and the availability of resources like time, expertise, and costs.

In order to provide an overview of current knowledge, to identify relevant theories, methods, gaps, research questions and research problem. The current study, following Machi, and McEvoy (2016) and Ridley (2012) has taken into consideration several protocols for review of literature, an overview is provided below.

First, the study after identification of the focus of the study with the consent of the supervisor were programmed to search for relevant literature on the topic. The initial search was conducted to refine the topic and to identify the dominant views and current controversies in the area. The process remains active till final draft of the thesis. Second, the study to cover the relevant current studies that support our stance and also to refine the research question and research problem. During this stage, the study identified number of different keywords that helped in searching relevant literature like toxic leader, toxic leadership, abusive leadership, destructive leaders, employee silence, and employee voice behaviors, organizational learning, sharing of knowledge, organizational performance, and organizational efficiency and effectiveness etc. Third, an important aspect in literature review of the empirical studies is to assess and evaluate the quality of the literature and their sources. In this regard, the study selected established research online databases to search relevant journals and articles like, Web of Science, emerald insight, IEEE Xplore, ScienceDirect, Directory of Open Access Journals (DOAJ), JSTOR and Google Scholar etc. Fourth, the articles were reviewed, and notes were taken to analyze

and synthesize the literature. In this regard the articles were reviewed to identify themes, debates, and gaps. Fifth, a story board was maintained that covered outline of the structure. Six, the literature review writeup, which is an iterative process were completed covering all the aspects like summaries, synthesis and reporting aimed to cover the thematic discussions, concept related data, controversies in the literature, theories, gaps focused to reach the research problem and research questions.

At last, the study followed the ethical considerations related to the literature review. The study adopted the strategies to properly paraphrase and provide the ideas and meaning of the literature and finding of the studies by properly crediting the sources of literature. In this regard the study followed the APA style of references, in text and in reference list.

Based on the literature review, the study examined the theoretical perspectives of TOXL behaviors, OL, ES, LMXQ, and bank performance, and structured the problem based on the evidence and recommendations of foundation studies in the research area (Dobbs, 2014; Dobbs & Do, 2019; Gallus et al., 2013; Schmidt, 2014) and also through the relevancy of the topic to the banking sector that provided warrant to our study.

Methodologically, the study contended that the research would follow the positivist research paradigm and the research approach would be quantitative, where data would be collected from individual bankers, using self-administered questionnaires. The reason for selecting the banking sector is manyfold. The banking environment in general and specifically in the Pakistani context is subject to change and in evolving state. However, the organizational structures, prudential regulation of the state bank of Pakistan, and internal policies of most of the banks are strict and hence create more demand from the bankers. Creating an environment of emotional exhaustion (Khan Imran & Anwar, 2019). According to the theory of toxic triangle, the environmental factors consisting of a lack of organizational stability, unethical cultural values, lack of check and balance procedures, and detrimental service delivery to customers create room for the leaders to exhibit toxic behaviors in the organization. More recently, the studies conducted in the banking sector unlike only considering the financial performance also focused on the human resource and organizational performance-related issues like turnover intention and customer dissatisfaction in the banking sector motivated the researchers to investigate the toxic leadership, its followers, and conducive environments of banks in detail.

Furthermore, the current research has adopted the deductive approach. Bryman and Bell (2015) described that the deductive approach of the research refers to the development of the hypothesis (or hypotheses) that are deduced by the researchers based on the available knowledge and evidence about a particular domain; and where the researchers develop their understanding based on empirical investigation. They further explained that the hypothesis(es) provides researchable concepts that can further be verified through quantitative evidence and that enable the researchers to interpret and to reach a solution to a researchable question. The detailed action plan to conduct this study is provided under the heading research design see figure 3.1.

3.2 Research Design

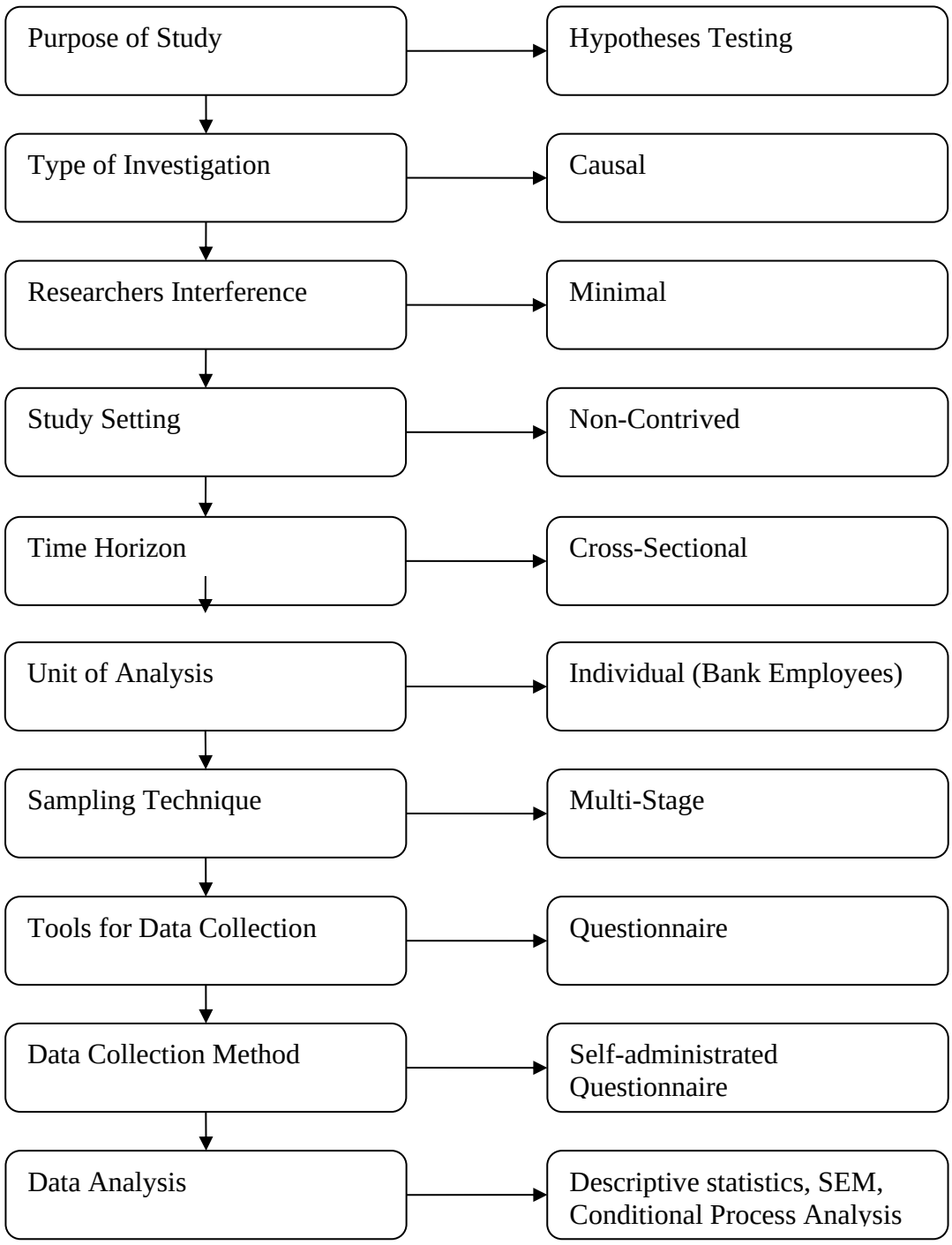


Figure 3.1 Research Design

3.3 Population

The population or population frame is considered as a set of all events, clusters of people, departments, or items that a researcher needs to examine (Tharenou, Donohue & Cooper, 2007; Sekaran, 2003). The population of the study consisted of the individual bankers serving in 23 commercial banks. The banks are selected on the basis that they are listed in Pakistan Stock Exchange (PSE). The study using different sources like telephone, e-mail, websites, and personal visits, found that there are currently 29, 231 employees serving at different banks in the vicinity of five main cities of Pakistan, namely Islamabad, Lahore, Karachi, Peshawar, and Quetta. Table 3.1 provides a list of the total number of banks operating currently in these five cities and a list of working population for the study the data related to the banks was collected by using websites of the banks and the number of employees was retrieved by calling the head offices and regional offices of the banks.

Table 3.1: Population Frame

		Banks in All five Cities		Islamabad		Lahore		Karachi		Peshawar		Quetta	
S.#	Banks	All_Branches /Bank	Employees	Branches	Employees	Branches	Employees	Branches	Employees	Branches	Employees	Branches	Employees
1	ABL	224	1718	13	104	29	232	124	992	42	294	16	96
2	BAL	171	1347	25	200	78	624	51	408	13	91	4	24
3	HBL	312	2439	25	200	94	752	151	1208	27	189	15	90
4	NBL	261	2021	36	288	83	664	98	784	21	147	23	138
5	UBL	353	2781	85	680	82	656	151	1208	27	189	8	48
6	MCB	309	2404	26	208	101	808	131	1048	34	238	17	102
7	BAHL	348	2765	24	192	95	760	215	1720	9	63	5	30
8	AKBL	212	1657	40	320	49	392	99	792	9	63	15	90
9	FB	119	942	10	80	49	392	52	416	6	42	2	12
10	MBL	262	2090	25	200	91	728	132	1056	11	88	3	18
11	BOK	33	244	2	16	5	40	7	56	18	126	1	6
12	HMBL	118	936	10	80	37	296	64	512	6	42	1	6
13	JSB	123	973	17	136	36	288	62	496	5	35	3	18
14	NIB	83	657	10	80	35	280	32	256	5	35	1	6
15	SBL	133	1056	12	96	47	376	68	544	4	28	2	12
16	Summit	101	796	9	72	28	224	56	448	4	28	4	24
17	Sindh	102	805	4	32	26	208	64	512	5	35	3	18
18	Silk	44	349	7	56	12	96	23	184	1	7	1	6
19	Islamic	169	1331	17	136	47	376	92	736	5	35	8	48
20	DIB	108	856	11	88	30	240	61	488	4	28	2	12
21	AL Baraka	85	669	9	72	32	256	36	288	5	35	3	18
22	FWB	21	164	4	32	4	32	10	80	2	14	1	6
23	Samba	29	231	4	32	11	88	13	104	1	7	0	0
	Total	3720	29231	425	3400	1101	8808	1792	14336	264	1859	138	828

Source: Author

The study included only the commercial banks, both public and private, situated in the larger cities, including Islamabad, Lahore, Karachi, Peshawar, and Quetta. In

Pakistan, all the banks are made responsible for legitimately following the prudential regulations of the State Bank of Pakistan (Burki & Niazi, 2010), and all the regional banks and their subordinate banks are made accountable to implement the policies formulated by top-level management of each bank. Hence, the study assumes that the factors and characteristics of the banking sector studied in these five cities are representative of the whole population.

3.4 Sample and Unit of Analysis

The sampling is concerned with the act of selection of the elements from a population such that the selected elements provide an opportunity to infer about the populations (Blumberg, Cooper, & Schindler, 2014). Furthermore, the selection criteria for the elements for the sample should provide a representative subset of the whole population; otherwise, the sampling frame must be representative of the unit of analysis (Pinsonneault & Kraemer, 1993). The study based on Krajice and Morgan (1970) estimated that the sample size with a 95% confidence level is 380 respondents from each cluster of banks in five different geographical areas. However, to maintain precision and equal representation of each area, the study distributed 400 questionnaires in each geographical area following Ahmad (2018) and Kim et al. (2017).

Here, the primary concern of the study was to get the perceptions of the individual bankers about their managers or leaders and their perceptions about their banks processes and performance. Hence the unit of analysis for this study included all the officer level employees of both genders working in different commercial banks.

3.4.1 Sampling Method and Procedure

The multistage sampling technique was employed to draw samples from the population. The multistage sampling technique is a complex form of cluster sampling with a mix of probability and non-probability sampling techniques. It offers a control mechanism and extraction of clusters that ensures the choice of population elements (Blumberg et al., 2014). The probability sampling technique offers the pathway of precision and generalizability by eliminating sampling biases. Whereas non-probability ensures flexibility where the population is not known or too larger (Sekaran, 2003;

Tharenou et al., 2007). The justification for the adoption of the multistage sampling technique in this study was that he geographically the respondents were distributed in five different cities and this technique provide a pathway to reach respondents by minimizing the chances of sampling biases and it provide flexibility as discussed above. The stage wise discussion is provided as follows.

At stage one, primary clusters were identified and the whole populated is distributed in five main geographical locations, namely Islamabad, Lahore, Karachi, Peshawar, and Quetta. where the target population consisted of bankers from total population elements or clusters serving in different banks of Pakistan. The selection of different cities for data collection is also supported by Sher, Tariq, and Jan (2015). Where, Sher et al. (2015) adopted the multilevel sampling technique and collected data from five different cities and considered it a primary cluster.

In the second level, the study estimated the total number of bank branches and the total number of employees, as illustrated in table 3.1, i.e., a total of 3720 branches with 29231 employees in aggregate serving in different commercial banks and collected data related to the number of branches from the websites of banks and data related to the number of employees by using different resources like HR departments, telephone calls, emails, and personal visits. As a result, we got the detail of the number of employees in each bank branches and their respective numbers in the cities.

At the third stage, the sample size was calculated based on the work of Krajice and Morgan (1970). The study estimated the sample size, with a 95% confidence level, as 380 respondents from each cluster of banks (i.e., in each geographical area). However, to maintain precision and equal representation, the study distributed 400 questionnaires equally in each area following Ahmad (2018) and Kim et al. (2017).

The increase in sample size is maintained to minimize the non-response bias up to a minimum in remote areas like Quetta and Karachi. Branches were randomly selected, and questionnaires were distributed among the branch employees. Also, according to Isaac and Michael (1995), larger sample sizes are essential where a large number of uncontrolled variables are interacting, and it is required to reduce their individual effects. Hence, the study distributed a total of 2000 questionnaires. Furthermore, the sample size of the study, which could be a problem for the normality of data, is not a problem here as the sample sizes are well above 200 as per the criteria are given by Hair, Black, Babin and Anderson (2010). Here the study followed Cook, Heath, and Thompson (2000), who advocated that response representativeness in considering sample size is more important

than the response rate. Consequently, during the sampling, data collection and analysis phase, the study put efforts to get data from the officer level respondents from the different banks and the authors have tried their best to ensure that the respondents are familiar with the context, intention, and study variables of this research.

3.5 Measurement and Operationalization of Constructs

The following subsections provide detail of the measurement and operationalization of the individual constructs.

3.5.1 Measurement of Toxic Leadership

TOXL behavior was an independent variable in the study. TOXL behavior was measured through a *toxic leadership scale*, adapted from Schmidt (2008). Schmidt (2008) operationalized the concept of TOXL behavior into five sub-dimensions that are "Abusive Supervision"; "Authoritarian Leadership"; "Narcissism"; "Self-promotion" and "Unpredictability". The toxic leadership scale is also validated and utilized by other peer-reviewed articles (see. Dobbs, 2014; Dobbs & Do, 2019; Winn & Dykes, 2019; Gallus, 2013; Schmidt, 2014). The work of Schmidt (2008) is cited by 169 studies (Google Scholar). Hence provide enough justification to utilize this measure for data collection.

Table 3.2: Toxic Leadership Scale

Scale Items	
Abusive Supervision	(Cronbach-Alpha: 0.93)

1. My leader ridicules (degrades) his/her subordinates.
2. My leader holds subordinate responsible for things outside their job descriptions.
3. My leader is less caring about subordinates' commitments outside of work.
4. My leader speaks poorly about subordinates to other people in the workplace.
5. My leader publicly insults subordinates.
6. My leader reminds subordinates of their past mistakes and failures.
7. My leader tells subordinates they are incompetent.

Scale Items

Authoritative Leadership (Cronbach-Alpha: 0.89)

1. My leader controls (dictates) subordinates in completing their tasks.
2. My leader Invades (attacks) the privacy of subordinates.
3. My leader does not permit subordinates to approach goals in new ways.
4. My leader will ignore ideas that are contrary to his/her own bent of mind.
5. My leader shows inflexibility when it comes to organizational policies, even in special circumstance.
6. My leader dictates all decisions in the bank whether they are important or not.

Narcissism (Cronbach-Alpha: 0.88)

1. My leader has a sense of personal entitlement (personal claims).
2. My leader assumes that he/she is destined to enter the highest ranks of his/her organization.
3. My leader thinks that he/she is more capable than others.
4. My leader believes that he/she is an extraordinary person.
5. My leader thrives on compliments and personal praises.

Self-Promotion (Cronbach-Alpha: 0.91)

1. My leader drastically changes his/her behavior when he is being observed.
2. My leader Avoids taking responsibility for mistakes made under his/her supervision.
3. My leader will only offer support to people who can help him/her get ahead.
4. My leader accepts credits for successes that do not belong to him/her.
5. My leader acts only in the best interest of his/her next promotion.

Unpredictability (Cronbach-Alpha: 0.92)

1. My leader adopts aggressive behavior when angry.
2. My leader allows his/her current mood to define the climate of the workplace.
3. My leader expresses anger at subordinates for unknown reasons
4. My leader allows his/her mood to affect his/her vocal tone and volume.
5. My leader varies in his/her degree of accessibility to individuals.

Scale Items
6. My leader causes subordinates to try to “read” his/her mood.
7. My leader emotionally harms subordinates during the hyper-aggressive phase

3.5.2 Measurement of Organizational Learning (Mediator)

OL in the study was measured through the instrument adapted from Spicer and Sadler-Smith (2006), which is also utilized by Garcia-Morales, Lorenz-Montes and Verdu-Jover (2007). OL measurement scale consisted of eight items.

Table 3.3: Organizational Learning scale items

Scale Items
Organizational Learning (Cronbach-alpha:.854)
1. This is an open organization and as much information as possible is made available to the employees.
2. There exists two-way communication between employees working at all levels.
3. A feedback system exists for the customers and employees regarding services.
4. The bank has acquired updated relevant knowledge over the last few years.
5. The learning and development process has helped the bank employees to acquire new skills.
6. The learning and development process has helped in building capacities for sustained organizational effectiveness.
7. The Bank’s performance has been influenced by new learning it has acquired over the last few years.
8. Overall, my organization is a learning organization

3.5.3 Measurement of Employee Silence

The study measured ES using the ES scale, developed by Tangirala and Ramanujam (2008), where five questions were inquired from the respondents that how much you withhold your ideas and information related to critical workplace issues.

Table 3.4: Employee Silence Scale

Scale Items
Employee Silence (Cronbach-alpha:.771)
1. I choose to remain silent when I have reservations about my work.
2. I find it feasible to express my ideas to bring improvements in organizational setups.
3. I keep my organizational matters confidential.
4. I remain silent when I had information that might have helped prevent an incident at your workplace.
5. I prefer silence on speaking when an organizational issue is under discussion

3.5.4 Measurement of Leader-Member Exchange Quality

The study adapted seven (07) items scale developed by Graen and Scandura (1987) to measure LMXQ. The items of the scale are provided in the questionnaire appended in Appendix A.

Table 3.5: Leader-Member Exchange Quality Scale

Scale Items
1. Leader-Member Exchange Quality. (Cronbach-Alpha .88)
2. I usually know where I stand with my supervisor.
3. My supervisor understands my problems and needs.
4. My supervisor recognizes my potential.
5. My supervisor is always inclined to help me solve problems in my work, regardless of his/her formal authority.
6. Regardless of formal authority, my leader is always supportive of me in all types of complex situations, when I really need it.
7. My supervisor has enough confidence in me, and I expect that he/she would defend and justify my decisions if I were not presenting to do so.
8. I characterize my working relationship with my leader.

3.5.5 Measurement of Organizational Performance

The study adapted the OP scale of Tseng (2010) to measure the subjective views of the respondents about the performance of their banks. Tseng (2010) developed a corporate performance scale consisting of five items. The work of Tseng (2010) can be traced back to the foundation work of Maltz, Shenhar and Reilly (2003); Germain, Droge and Christensen (2001); Chakravarthy (1986); Kaplan and Norton (1996); and Fliaster (2004).

Table 3.6: Organizational Performance Scale

Scale Items
Organizational Performance (Cronbach-alpha 0.913)
1. The bank has made a vital improvement in finance and performance over the past few years.
2. The bank has made a vital improvement in the relationship between an organization and its customers over the past few years.
3. The bank has made a vital improvement in organizational effectiveness and efficiency (e.g., Timing of launching new products or services) over the past few years.
4. The bank has made a vital improvement in human resources development (e.g., employee skills, personnel development, etc.) over the past few years.
5. The bank has made a vital improvement in preparing for the future (e.g., Quality/depth of strategic planning, indicators of partnerships and alliances) over the past few years

3.5.6 Survey Questionnaire Design

The questionnaire was created to collect the data from the respondents by adapting already existing measures. A rating scale that anchors from strongly disagree to strongly agree was used as an option for each statement. Each option was assigned a rating scale of 1 to 5. Although, the measurement sources followed different Likert scales, yet the current study followed a single five points Likert scale to have parsimony. Furthermore, a five-point Likert scale was used to increase response rate and response quality along with reducing respondents, “frustration level” (Buttle, 1996).

The questionnaire was divided into two parts. Part A consisted of questions pertinent to demographic information, primarily categorical measured on a nominal and ordinal scale. Part B consisted of items related to IV, DV, mediators, and moderator. The questionnaire consisted of a total of 55 items. The details of these measurement scales are provided as follows, whereas the questionnaire is appended in Appendix A.

Table 3.7: Summary of Questionnaire

Variable	No. of Items	Sources	Scale Likert
IV: Toxic Leadership Behaviors (TOXL) AS, SP, NL, AutL, UP	30 items	Schmidt (2008)	1-5
DV: Organizational Performance (OP)	05 items	Tseng (2010)	1-5
MV: Employee Silence	05 Items	Tangirala and Ramanujam (2008)	1-5
MV: Organizational Learning	08 items	Spicer and Sadler-Smith (2006)	1-5
Moderating Variable Leader-Member Exchange Quality	07 item Scale	Graen and Scandura (1987)	1-5

3.6 Pre-testing

Pre-testing of a survey refers to the process of testing the research questionnaire and data collection strategy in advance before conducting the actual research. This process aims to confirm that the questions asked from the respondents truly measure or assess the information as desired and to get information that whether individual respondents would be comfortable answering the questions or not (Malhotra, 2010).

Dillman (2000) advocated that the survey instrument should be validated before the actual data collection and research process. He recommended four-step process at pre-testing stage, i.e. (a) Content Validity; (b) Readability; (c) Pilot Study; and (d) Mistake elimination.

3.6.1 Stage One - Content Validity

The content validity is considered as the extent to which the survey questionnaires sufficiently cover the investigative questions. One of the procedures to establish the content and face validity is to use a group of academicians and professionals to assess whether the content is valid (Cooper & Schindler, 2003; Saunders et al., 2009).

The study conducted content validity by following the suggestions given by a panel of individuals consisting of two Ph.D. doctors in management sciences; one Ph.D. scholar and two bankers also pursuing their MS in management science. In the first step, the researcher and two Ph.D. doctors conducted content validity. In the second stage, the survey instrument was presented before bankers to critically evaluate the content of the instrument. In both stages, the participants suggested whether the items are necessary not.

3.6.2 Stage Two- Readability and Face Validity

In the second phase, three individuals (a Ph.D. in management sciences, a PhD in English linguistics, and a banker) were presented the questionnaire to evaluate the construction or structure of items, word choices made, items that require to be modified, and the meaning after modification make sense. The study, based on evaluations conducted in stages one and two, incorporated the amendments and suggestions of the evaluators.

3.6.3 Stage Three: Pilot Study

A pilot study of the instrument was conducted to check the integrity and reliability of the instrument in advance before conducting the actual study. The pilot study is especially valuable because it alarms in advance about the potential problems that could result in irreversible consequences and, sometimes, failure of the whole research project (Van Teijlingen, Rennie, Hundley, & Graham, 2001). In the pilot study, a total of 55 survey questionnaires were collected from banks, and bankers were invited and motivated to provide their valuable responses and comments to refine our questionnaire. According to Saunders et al. (2003) the number of people with whom researchers pilot their questionnaires should be sufficient to include any major variations in the population that is likely to affect responses. Fink and Litwin (1995) mentioned for the minimum number

for a pilot in most student questionnaires is 10; while Luckas, Hair, and Ortinau (2004) suggested having 50 respondents in a pilot study to allow the running of proper statistical testing procedures. Following Luckas et al. (2004) the study collected data from more than 50 respondents. Similarly, in one such study Khan (2009) conducted a pilot study with 54 responses. The study used Statistical Package for the Social Sciences (SPSS) V20 for analyzing the collected data.

The reliability of the constructs was estimated through Cronbach-alpha values. The results of the reliability test illustrated that all the values of coefficient alpha are in the range from .759 and .940, as illustrated in table 3.8. The results show that the alpha values for all the constructs are more than .70 and hence reliable (Field, 2013; McMillan & Schumacher, 2010).

Table 3.8: Reliability Pilot study

S.No.	Construct	No. of Items	Cronbach's alpha
1.	TOXL	30	.940
2.	Authoritative	6	.759
3.	Abusive Supervision	7	.861
4.	Self-Promotion	5	.800
5.	Narcissism	5	.800
6.	Unpredictability	7	.843
7.	Organizational Learning	8	.854
8.	LMXQ	7	.851
9.	Employee Silence	5	.771
10.	Organizational Performance	5	.843

3.6.4 Stage Four: Mistake Elimination

Finally, the survey instrument was reviewed, modifications were re-examined, and errors were removed from the instrument before final approval, printing, and distribution of the questionnaires.

3.7 Data Collection

Data collection is the process of collecting information from relevant subjects or targeted respondents (Zikmund et al., 2013). This covers the issues related to the data collection method and procedures, the involvement of the researchers, and the research setting (Sekaran, 2003). The current research is a quantitative study, aimed to describe and explain the causal relationship between different variables. The study used a self-administered questionnaire to get first-hand information from the respondents to reach a conclusion. The inferences from the results were drawn based on the perceptions of the followers about their leaders and managers.

The research setting for this study was a non-contrived, uncontrolled natural work environment, which is opposite to an experimental or contrived environment where the subjects are placed in a specific frame of reference. As per the requirement of the research, the data was collected personally with the minimum interference of the researcher to minimize the biases, i.e., the research put efforts to make the process unobtrusive as the respondents are least disturbed during data collection as suggested by Zikmund et al. (2013) and Sekaran (2003).

During the data collection process, researchers approached the respondents through personal visits, emails, and postal service to distribute the survey questionnaires. The researcher approached a total of 2000 bankers from five cities Islamabad, Lahore, Karachi, Peshawar, and Quetta. The data was collected from these banks with equal distribution of questionnaires in each city / geographical area, i.e., 400 questionnaires following who equally collected data from different clusters (Ahmad, 2018; Kim, Lee, & Jang, 2017). Collectively, the respondents returned in 1177 (58%) filled questionnaires. However, 69 questionnaires remained unattended or rejected. After scrutiny and checking, the data were tested to check the multivariate outliers for influential cases that may unduly influence the regression line estimation (Neter, Kutner, Nachtsheim, & Wasserman, 1996); for this purpose, the Mahalanobis distance test was employed. The test produced three influential cases; as a result, the study retained 1108 usable questionnaires in the subsequent process of analysis.

The study protocol kept the ethical requirements during and after data collection. The study through ethical statements in the questionnaire ensured the anonymity, privacy, and confidentiality of the respondents during the research process, as suggested by different scholars (e.g., Dillman, 2000; Podsakoff, MacKenzie, Lee & Podsakoff, 2003;

Zikmund et al., 2013). Table 3.9 provides a brief account of the information related to sampling size, cities selected, a number of questionnaires distributed in different banks returned and retained or used for the data collection.

Table 3.9: Questionnaires Response Details

City	Questionnaires	
	Returned	**Usable**
Islamabad	303	293
Lahore	260	224
Karachi	221	207
Peshawar	257	249
Quetta	136	135
Total	1177	1108

3.8 Common Method Bias (CMB)

The research is cross-sectional, where data are collected at a single time point. Hence the data may subject to the possibility of CMB. According to Podsakoff et al. (2003), CMB refers to the variance attributed due to the measurement method, instead of constructs under study. To control CMB, different scholars have suggested procedural and statistical remedies (Reio & Sanders-Reio, 2011; Reio, 2010; Podsakoff et al., 2003). Consequently, the study utilized both procedural and statistical remedies as recommended by these scholars.

Procedurally, the study used established scales only. The study questionnaire started with an explanation of the procedures to the participants and promised confidentiality and anonymity. Moreover, we used different instructions to establish psychological isolation of the set of variables (Lim, Cortina, & Magley, 2008).

Statistically, Harmon's one-factor test was used as a diagnostic technique to check for the existence of a single factor in all the items following Reio (2010). The Harmon one-factor test procedure involves the exploratory factor analysis (using unrotated principal component analysis as well as the principal components analysis with Varimax rotation). In this process, all variables/ items were added for EFA from all the constructs.

The test is an estimate to determine how much a general factor could account for variance in the variables.

3.9 Data Analysis

The study analysis reflects an account of the statistical analysis of descriptive statistics and inferential statistics. The tools and details for each analytical type are explained below. After data collection and entering data into SPSS 20, the study screened that data for the error eradication and missing values (Hair, Black, Babin, Anderson, & Tatham, 1998). The descriptive statistics and frequencies were estimated to evaluate the nature of the data that are given as follows.

3.9.1 Descriptive Analysis

According to Huck (2009), descriptive analysis is univariate as they involve a single variable it. Univariate descriptive analysis of data is used to describe the fundamental characteristics and quality of the data (Sekaran, 2003). Descriptive statistics were used by the current study to investigate the possible anomalies in the data gathered by using frequencies, i.e., mean or percentages of each variable. The study also found the distribution of data through the Skewness and Kurtosis values and confirmed that whether these values are between +2 to -2 or not (Lomax & Hahs-vaughn, 2012), whereas the threshold value is +1 to 1 (Morgan, Barrett, Leech, & Gloeckner, 2019).

3.9.2 Validity of Research

The validity of a measure reflects how accurately the measure is measuring the concept under investigation (Bryman & Bell, 2015; Huck, 2009). The current study has assessed construct validity, convergent validity, and discriminant validity. The following discussion has highlighted each one of these validities in detail.

3.9.2.1 Construct Validity

Construct validity exists when a measure reliably measures and truthfully represents a unique concept or theory. Cooper and Schindler (2003) further explained that

construct validity aims to assess the extent to which a measurement instrument or its items are generalizable to the concept (theory). Bajpai (2011) suggested that the study should put effort and focus on convergent validity and discriminant validity, as both types of validities result in the establishment of construct validity. To establish the construct validity, confirmatory factor analysis and discriminant validity was pursued through SEM and using Fornell and Lacker (1981) criterion. The details are provided as follows.

3.9.2.2 Convergent validity

Theoretically, convergent validity will be established if the concepts that are operationalized to be related to each other are indeed related (Zikmund et al., 2013). The convergent validity is measured through the degree of reliability of a scale and where items altogether converge to a single concept. Statistically, confirmatory factor analysis can be used to assess the convergent validity of the construct and it is observed that whether items that are aimed to converge together must have similar scores in the factor analysis (a symptom of convergence) or, more technically, when higher factor loadings of a factor are observed during factor analysis, i.e., factor loading is between 0.7 to 0.9 (Recker, 2013; Widaman, Ferrer & Conger, 2010).

Furthermore, According to Fornell and Lacker (1981), the criteria for the construct to have convergent validity, the value of AVE should be equal to or greater than the threshold value of .50. Hence, the study followed Fornell and Lacker's criteria to evaluate the convergent validity of the constructs.

3.9.2.3 Discriminant validity

As adopted from Zikmund et al. (2013) and Herbst and Coldwell (2004), the study considered discriminant validity as the quality of the instrument of the construct “A” or its items to be unique and different from the items of the construct “B”, i.e., the items of “A” are poorly correlated with the other construct “B” in the same study where “B” is aimed to measure another construct or concept.

Statistically, the study estimated the discriminant validity and found that the discriminant validity is established as the square root of AVE for every construct was greater than intercorrelations between other constructs following Bhattacharjee and Sanford (2006); Kim and Malhotra (2005); and Sweeney and Soutar (2001).

3.9.3 Reliability Assessment

Reliability means that the measurement instrument is consistent with the sense that it produces reliable and consistent results when measured in a similar frame of reference (Hair, Celsi, Money, Samouel, & Page, 2011).

The Cronbach's alpha test was conducted to estimate the reliability of the measures According to Cooper and Schindler (2003) Cronbach's alpha has the most utility for multi-item scales at the interval level of measurement. Cronbach's alpha or the coefficient of alpha is estimated to measure the internal consistency of a measure.

The alpha value oscillates between zero "0" and one "1". The value of alpha closer to 1 reflects the high degree of reliability, whereas alpha values closer to 0 reflect low level reliability of a measuring instrument (Bryman & Bell, 2015). Bryman and Bell (2015) contend that an alpha value of 0.80 is satisfactory. However, more liberally, Nunnally and Bernstein (1994) support that alpha coefficient values between 0.5 and 0.6 can be considered sufficient. However, the alpha coefficient value of 0.7 or greater is better to be achieved—the current study estimated Cronbach's alpha values to test the reliability of the instruments.

3.9.4 Structural Equation Modeling

Structural equation modeling (SEM), which is also called path analysis or simultaneous equation modeling, is the statistical technique used to test and examine the hypothesized relationships among different variables within a proposed conceptual model. SEM is the second generation of multivariate analysis, which is more advanced and different from first generation techniques such as factor analysis or regression analysis. The advantage of SEM over the first-generation technique is its capacity for simultaneous testing and estimation of a set of hypotheses among multiple independent and dependent variables (Gefen et al, 2008).

1). According to Hair et al. (2010) SEM to estimate multiple relationships simultaneously or allow the researcher to test a set of interrelated hypotheses in a single and systematic analysis (Gefen et al, 2000).

2). SEM is mostly used to generate theories and concepts.

3) It also has the ability to assess whether the model "fit" the collected data or not. The model fit indices are an added advantage of SEM AMOS over the PLS-SEM. (Yuan, 2005).

In the context of our study, the selection of SEM as the analytical technique is based on the following reasons.

a) There are multiple relationships in the conceptual model and through SEM the model provided the opportunity to simultaneously estimate in a single analysis, otherwise, a large number of multiple analysis would be required when using first generation statistical technique.

b) The research model aimed to contribute to the understanding of multiple paths to explain the relationship between TOXL and OP, which is a complex model as it consists of multiple hypotheses, using first generation statistical techniques or tools is not applicable to test complex modeling whereas, SEM is more valuable when testing complex mathematical model (Gefen et al., 2000).

The research will test a set of hypotheses related to the constructs of the proposed research model, which is more suitable for SEM, as it employs confirmatory modeling strategies (Tabachinick & Fiodel, 2000). There are two types of SEM: Covariance-based modeling using software like AMOS, Lisral and SEQ, etc. and variance-based modeling like Partial Least Square (PLS) (Gefen et al., 2000). The covariance-based SEM is considered more appropriate when the research objective is the theory testing and confirmation of existing established variables and also, data confirms the criteria of normality. While PLS-SEM is more appropriate when the main objective of the research is exploration, prediction, and theory development, the sample size is less and not normal.

For the current study, AMOS, 20 is used, which is a covariance-based SEM approach, to examine and analyze the data within the model estimation. The reason to use AMOS instead of PLS-SEM is that the main aim was to test the complex model with normal data and the aim was not the exploration but to test the hypotheses build on existing constructs. More precisely, CB-SEM, according to Hair, Rugh, and Sensteelt (2013), more applicable to confirmatory factor analysis, and PLS-SEM is more suitable for exploratory work in finding causal relationships.

The current study followed SEM, where this analysis was performed through IBM SPSS AMOS 20. The reason behind the use of SEM at the initial level was that it helps to eliminate the measurement errors and predict the accurate systematic association between constructs.

In step one, the measurement model of each variable was estimated. In SEM, the measurement models are used to confirm the relationship between the observed measures (indicators or items) and the latent variable. Here in SEM, the measurement models are like confirmatory factor analysis (Coutlee, Politzer, Hoyle & Huettel, 2014). Although the SEM measurement models resemble confirmatory factor models, yet they can be used to measure the hypothesized relationships between different latent variables in a single structural model and hence have the advantage to give a full picture of reality. The structural model is used to estimate the causal relationship between the different latent variables and hence provide the opportunity to confirm or reject a theory through explaining relationships between different latent variables (Raykov & Marcoulides, 2006).

In SEM, the researchers are needed to assess the degree to which the overall model is fit or whether the observed data accurately fits the model. Several indices are used to evaluate the fitness of the model. However, there is a lack of agreement on the reporting and cutoff values of these indices (Hooper, Coughlan, & Mullen, 2008).

The SEM literature suggests certain indices that should be reported. Kashy, Donnerllan, Ackerman and Russell (2009) have recommended the use and reporting of CFI or TLI along with Chi-square and RMSEA. Hu and Bentler (1999) have suggested the reporting of SRMR, CFI, TLI and RMSEA. Mueller and Hancock (2010) suggested RMSEA, SRMR and at least one of CFI, NFI and TLI. Bandalos and Finney (2018) suggested the reporting of Chi-Square, CFI, TLI, RMSEA and SRMR. Likewise, Widaman et al. (2010) advocated the use of Chi-square, CFI, TLI and RMSEA. As a result, the present study based on these suggestions has utilized CMIN, SRMR, CFI, TLI and RMSEA. Each of the fit indices has its designated cutoff value. Table 3.10 indicates the fit indices and their recommended values.

Brown and Moore (2012) emphasized that if model fit indices remain marginal in the range, it is vital to consider the consistency of the model, clearly expressed by different types of indices. Hence, it is, in general, considered best to report several types of fit indices while evaluating and assessing the model fit. CMIN is called the normed Chi-square. It is calculated through the estimated value of the Chi-square (X^2) divided by degrees of freedom (df). The criteria for the acceptance of X^2 is given by Ullman (2001) and Schumacker and Lomax (2004), who have suggested the acceptable value of X^2 to be between the range less than or equal to 2 or more liberally, less than value 5.

Table 3.10: Summary of fit indices & recommended values

Fit Index	Recommended Values	Recommended by
X^2 / df (Chi-square/degree of freedom)	>= 2.0 or <=5.0	Ullman, 2001; Schumacker & Lomax, 2004
CFI	≥.90	Wang & Wang, 2012
TLI	≥.90	Wang & Wang, 2012
RMSEA	≤.08	Hu and Bentler, 1998
SRMR	≤.08	Hu and Bentler, 1998

3.10 Mediation, Moderation, and Moderated Mediation Models

In recent times, researchers usually face complex research questions and hypothesis (es) in which, besides the direct relationship between variables, they have to deal with the conditional and contingent effects of different variables in a relationship between the independent variable and dependent variable (Muller, Judd, Yzerbyt, 2005). Broadly, these conditional effects can be categorized into three processes or models, mediation effect, moderating effect, and conditional process models, i.e., a combination of both mediation and moderation in a single model (Hayes, 2013a). According to Fairchild and MacKinnon (2009), combining moderation and mediation effects in a single model generates more meaningful results as compared to two separate models of moderation and mediation.

Similarly, the present study was intended to find the underlying mechanisms between the TOXL and OP; for this purpose, the study hypothesized that the ES and OL mediate between the TOXL and OP relationship. Furthermore, it was hypothesized that LMXQ moderates the effect of TOXL on ES, and also LMXQ moderates the effect of TOXL on OL. In combination and presence of both mediation and moderation effects, the study also proposed that there is a conditional indirect effect of TOXL on OP through ES and OL separately and collectively at parallel, at different values of the LMXQ. The hypotheses of the study can be categorized into four different models that are (a) simple

mediation, (b) multiple mediations, (c) simple moderation, and (d) moderated mediation models.

The study, based on the research problem, to address research questions and to achieve research objectives, utilized the stepwise process to estimate and evaluate these models based on the recommendations of Edwards and Lambert (2007); and MacKinnon (2008). The study tested all these four types of hypotheses using Hayes process macros (PROCESS), a conditional process modeling program. The PROCESS models and analyses are based on an ordinary least square- or logistic-based path analytical framework to test for both direct and indirect effects (Hayes, 2012). PROCESS is ideal for analyzing the current data because it allows researchers to explore parallel, moderated, and serial mediation models. Specifically, the current analysis employed three PROCESS models 1 (simple moderation), model 4 (simple and parallel mediation) and model 7 (moderated mediation). All indirect effects were subjected to follow-up bootstrap analysis with 1000 bootstrap samples and 95% bias-corrected confidence intervals. Hayes (2013a) suggests the use of bootstrapping as it yields more accurate results, which are also supported by Edwards and Lambert (2007); MacKinnon, Lockwood, and Williams (2004). Preacher and Hayes (2004, 2008) explained that bootstrapping evaluates the significance of indirect effect through estimating confidence intervals (CI). Through bootstrapping, one can evaluate whether CI obtained from repeated samplings contain zero or not. If the CIs upper and lower limit contains zero, then it shows the non-significance of the indirect effect, otherwise shows the significance of the indirect effect.

3.10.1 Mediation Analysis (PROCESS Model 4)

The mediation model explains that “how” or “why”, two variables a predictor and criterion variable, are related to each other through a third intervening variable, normally called a mediator (Fairchild & MacQuillin, 2010). The mediator explains the underlying mechanism or process through which a predictor variable affects an outcome variable (MacKinnon, Coxe, & Baraldi, 2012). The figure 3.2 illustrates the basic model of mediation graphically.

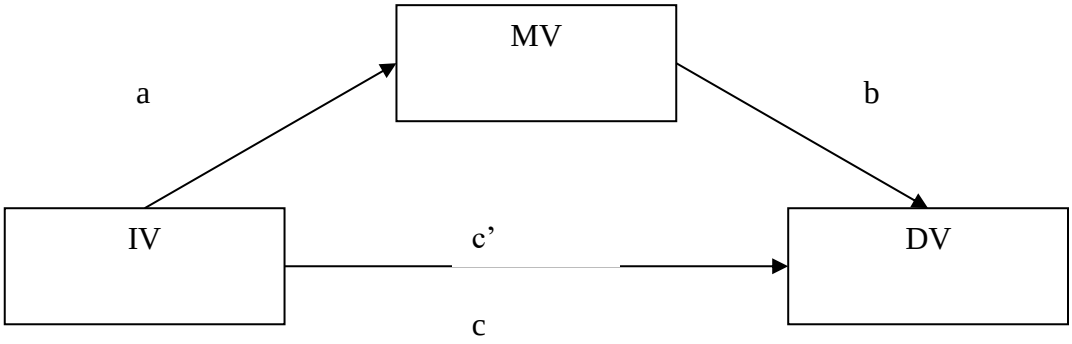


Figure 3.2 Conceptual Model of Simple Mediation Effect

Where arrows indicate hypothesized effect, the indirect effect of X on Y = a*b, the direct effect of X on Y is represented by c' and the total effect is represented by c. Scholars have identified that the mediation analysis results must fulfill the following conditions for the mediating variable to mediate between the independent variable and dependent variables relationship. (a) The independent variable must predict the dependent variable separately in the absence of the mediating variable. (b) the independent variable must have an impact on the mediating variable in the second regression equation. (c) the mediating variable must predict the criterion variable or DV in the third regression equation. (d) the IV must predict Dv insignificant in the presence of a mediating variable in the regression equation (Barron & Kenny, 1986).

Whereas, Hayes (2013a) explained that in the mediation model, if the analysis phase does not show a significant total direct effect, i.e., IV to DV relationship, still may result in the significant indirect effect and therefore, the compulsory requirement for the mediation model according to Hayes is the significance of the path a and path b, i.e., the impact of IV on the mediator and from mediator to the DV and consider it a necessary condition for the significant mediating effect, i.e., the statistical significance of the indirect effect is a compulsory condition.

The study employed Hayes process macros (2013b) through SPSS 20, which provided the inbuilt capacity to assess the significance of the indirect effect(s) through the more advanced technique of bootstrapping Preacher and Hayes (2008). Accordingly, the study used bootstrapping to assess the significance of the indirect effects of TOXL (X) on OP (Y) through ES (M) and also an indirect effect of TOXL (X) on OP (Y) through OL (M). In this process, the study bootstrapped 1000 samples to attain CI limiting

between upper and lower bounds. The study used biased corrected CI as they provide more accurate results than the percentile intervals.

The results of mediations were evaluated based on the work of Meyers, Gamst and Guarino (2013), who have provided and identified a criterion for evaluating a number of possible mediating effect results. The expected results and their interpretation criterion are provided as follows.

1. Full mediation is observed when the direct relationship between the independent and dependent variables is fully attenuated (the Independent variable does not significantly predict a dependent variable with a mediating variable in the model).
2. Partial mediation is observed when the direct relationship between the independent and dependent variables is still significant but less strong with the mediating variable in the model than it was in isolation.
3. No mediation is observed if the direct relationship between the independent and dependent variables is as strong with mediating in the model as it was in isolation.
4. The direct relationship between the independent variable and the dependent variable is significantly stronger with the mediating variable in the model than it was in isolation. This result signifies that the mediating variable has acted as a suppressor variable. This shows that the presence of a mediating variable has enhanced the prediction of the independent variable on the dependent variable. The presence of a mediating variable has helped in the purification of the relationship between the predictor and the criterion variable.

3.10.2 Moderation Analysis (Model 1)

Moderation or interaction effect is related to the change in the strength of the relationship and /or direction between the independent variable (X) and dependent variable (Y) due to a third variable (W) (Hayes, 2013a, MacKinnon, Coxe & Baraldi, 2011). Edwards and Lambert (2007) and Hayes (2013a) explained that moderator (W) illustrates that under what conditions and at what time, the relationship between the independent variable (X) and dependent variable (Y) exist.

Analytically, Hayes (2013b) views that the regression coefficient of the dependent variable Y on X is subject to change through different values of W. The conceptual diagram showing the moderation effect of the moderator variable “W” between X and Y can be depicted as follows in figure 3.3. Simple mediation model

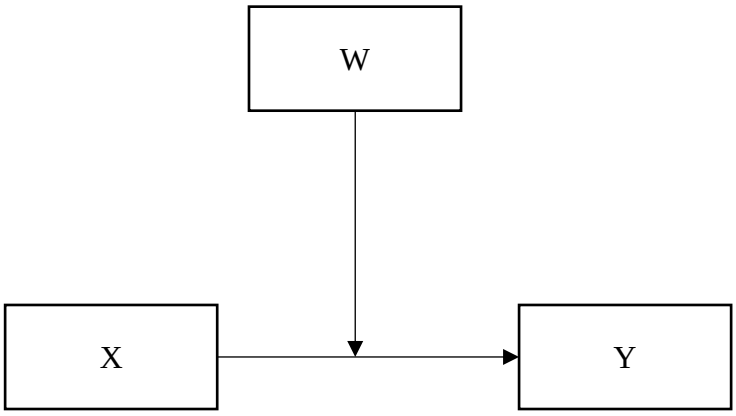


Figure 3.3 Conceptual Model of Simple Moderation Effect

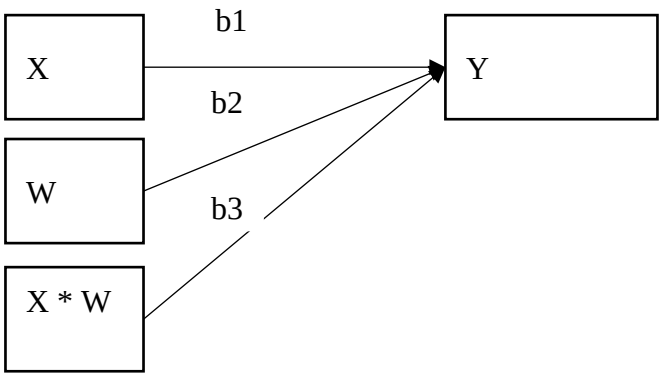


Figure 3.4 Statistical Model of Simple Moderation Effect

3.10.2.1 Steps in moderated regression

According to Aiken and West (1991) following four steps are suggested for the moderating effect.

1. First, the IV and moderator should mean centered. Although this step is not mandatory, yet it aids in estimating and interpreting the regression equation more accurately.
2. Multiply the scores on IV and moderator W to create the product term.

3. Run the regression with X, W, and the product term as predictors.
4. If the interaction terms statistically significant, plot the interaction slop to assist in the interpretation.

The process macros for SPSS provide a direct add-on in the form of model 1, to estimate the moderation effect by checking the different options. The process macros provide the opportunity to select different options to fulfill the basic assumptions and estimate the moderation effect, as provided by Hayes (2013a). The moderation effect is measured through SPSS macros that allow us to estimate (a) Mean centered for products: this option equals centering of the variables as suggested by Aiken and West (1991). (b) Heteroscedasticity: It consists of standard errors (SEs); through this option process, macros bootstrap the ESs; in this way, they can be better estimated because they are estimated after random selection of samples 1000 times. (c) OLS/ML: Ordinary least squares/Maximum likelihood (OLS/ML) the CI. (d) Mean and +/- 1SD: It converts the values of the continuous variable into three levels, i.e., the value at the mean and above and below the mean values to estimate the change in the relationship between the X and Y at different values of moderator "W", (e) The Johnson-Neyman zones of significance: This test estimates the spot where p=.05 and it highlights the values of the moderator at which the moderation is significant and also insignificant between the X and Y relationship. (f) Generate data for plotting; this option results in the syntax of the SPSS graph and Jeremy Dawson worksheet (see. *www.jeremydawson.co.uk/slopes.htm*) to plot the graph to provide a visual effect of moderation.

The study has followed the process macros (Model 1) to estimate the moderating effects. The study estimates two different tests for simple moderation. First, the study evaluated the role of LMXQ as a moderator between the IV and employee silence (1st Mediator) and, secondly, the moderating effect of LMXQ between the TOXL and OL (2nd mediator) assessed. The results are reported and discussed in detail in chapter 5.

3.10.3 Moderated Mediation (Conditional Indirect Effects).

A moderated mediation effect is a statistical model that incorporates both mediation and moderation into a single model. Moderated mediation can be defined as an effect in which the magnitude of an indirect effect varies as a function of a moderator variable (Hayes, 2013a). Thus, if the linear relationship between X and Y through M is

contingent on the values of the moderator variable W. Then W moderates the M between the relationship X and Y.

According to Fairchild and MacKinnon (2009), combining moderation and mediation effects in a single model generates more meaningful results as compared to two separate models of moderation and mediation. In management sciences, several studies are available that have utilized the moderated mediation models like Li, Zhou, Li and Zhou, 2016; Zhou, Liao, Liu, and Liao (2017); and Zhou, Liu, Niu, Sun and Fan, 2017.

Consequently, In the current study, it was predicted that there is a conditional indirect effect of TOXL on OP through ES and OL at different values of LMXQ. The study postulated three hypotheses following moderated mediation structures to address the research questions. That is, the study hypothesized (a) TOXL has a conditional indirect effect on OP through ES at different values of LMXQ; (b) TOXL has a conditional indirect effect on OP through OL at different values of LMXQ; (c) TOXL has a conditional indirect effect on OP through ES and OL (Both ES and OL simultaneous and at parallel) at different values of LMXQ. See APPENDIX D for graphical representation of the concept of Moderated Mediation.

To assess and evaluate the moderated mediation effects and to achieve research objectives, the study employed Hayes PROCESS macro (model 7). According to Hayes (2013a), this model allows us to assess and evaluate the moderated mediation between IV and DV and in the presence of single and multiple mediators in the presence of a moderator.

Following Edward and Lumbert (2007) and Hayes (2013a), LMXQ was mean centered (MacKinnon, 2008) and then categorized through ±1 SD from mean resulting in three values high, middle, and low, as suggested by Preacher, Rucker, and Hayes (2007) for continuous moderators. Multiple regression equations were used to examine path a, TOXL and M1; and TOXL and M2; and in simultaneous model with TOXL and M1 and M2 (a11, a21) on path b (M to OP (DV), b1 (M1 to DV) and b2 (M2 to DV), path c (TOXL and DV) and path c’ (TOXL, OL, OP); also, in another model of TOXL.

The mediator ES was mean centered before the analysis through selecting options from the process macros SPSS (Fairchild & MacKinnon, 2009). Conditional indirect effect models were computed and examined the relationship between the independent variable TOXL and mediating variable ES that was hypothesized to change at the different values of the moderator variable LMXQ. To conclude that moderated mediation

occurred, the interaction of TOXL and LMXQ needed to significantly predict ES and the mediation of ES between the TOXL, and OP had to differ at different values of LMXQ following Preacher et al. (2007)

That is, in model 1, we examined whether LMXQ (W) moderated the path between TOXL(X) and ES (M) as well as the path between TOXL (X) and OP (Y), controlling for relationship ES (M) in the same model. Finally, to test the c paths, we run regressions, testing the direct effects of TOXL on OP.

Similarly, for model 2, we examined whether LMXQ (W) moderated the path between TOXL(X) and OL (M) as well as the path between TOXL (X) and OP (Y), controlling for relationship OL (M) in the same model. Finally, to test the c paths, we ran regressions testing the direct effects of TOXL on OP.

Finally, the study evaluated model 3, where the study examined whether LMXQ (W) moderated the path between TOXL(X) and ES (M1) and OL (M2) as well as the path between TOXL (X) and OP (Y) controlling for relationship ES (M1) and OL (M2) in the same model. Finally, to test the c paths, we ran regressions testing the direct effects of TOXL on OP. The moderation and mediation effects were analyzed simultaneously to understand how the effects work both separately and collectively.

3.10.3.1 Bootstrapping and CI

In this study, we used bootstrapping and confidence interval methodology to evaluate the significance of the effect size and conditional indirect effects of the models, as suggested and given by Hayes (2013a).

Hayes (2013a) further clarifies that moderation and mediation analysis can be combined through the estimation of a conditional process model. The conditional process model permits to measure of the effect of independent variable X on the dependent variable Y (directly /indirectly) through one or more than one mediating variable (M1, M2, M3…Mn) to be moderated at different values of the moderator (W). According to Preacher et al. (2007), moderated mediation prevails when there is evidence of the moderation effect of X on M, the effect of M on Y, or both, estimation and inference about what Preacher et al. (2007) conditional indirect effect of X on Y can be understood as the contingent nature of independent variable X on Y highlights that the effect of independent variable X on dependent variable Y is subject to change in the presence of a mediator, depending upon different levels or categories of a moderator (s). Hayes (2013a) has provided process model macros for SPSS. Besides other complex models, model no.7,

as given by Hayes. The conceptual and statistical models of model no. 7 are illustrated in figures 3.5 and 3.6. in Appendix II-A for further explanation and understanding.

3.10.3.2 Graphical illustration of conditional indirect effects.

Furthermore, the study utilized the graphical illustrations for the visual aid of these conditional indirect effects using Jamie DeCoster 2009-09-14, an excel sheet retrieved from www.stat-help.com/, and the syntax provided by analysis output. The syntax for graphs was further used through SPSS graphic options to illustrate the conditional indirect effects graphically for all the models. The analysis and results of all the models are discussed in detail in the analysis chapter 5 and illustrated also in .

3.11 Summary of Research Methodology

The present study relies on the positivist research philosophy that considers reality as stationary. The epistemological considerations of this paradigm suggest the use of quantitative instrumentation to collect data and include the deductive-inductive approach, which involves hypotheses generation through existing literature and then validation of the proposed theory through quantitative analysis.

The current chapter covers the philosophical standing of the study, research design, protocols of literature, description of the population, sampling technique, operationalization of the constructs and instrumentation and the process of validation of the questionnaire. Furthermore, the chapter also discusses the data analysis techniques that have been utilized to describe the data and test the hypotheses.

The following chapter four covers the analysis part of the study. It includes the illustration of the analysis and results to test the hypotheses.

CHAPTER 4

DATA ANALYSIS AND RESULTS

The chapter presents a quantitative analysis of the study; it consists of descriptive statistics, frequency distribution, reliability analysis, and validity testing. Moreover, the study employed SEM and conditional process modeling to estimate and evaluate different types of relationships between TOXL, employee silence, organizational learning, OP, and LMXQ.

4.1 Data Screening and Cleaning

It is a prerequisite for sound analysis that data should be screened, cleaned before actual analysis is carried out. Logically, it builds confidence in the results, their interpretation and helps in reaching conclusions of the study. In the screening process, the study initially examined out of the range and missing values through frequency distribution and descriptive statistics using SPSS. The researcher also verified the out-of-range values and missing data from the original instruments to eliminate the human or typing error.

4.1.1 Descriptive Statistics

In the study, to assess and verify the normality of data, the survey items were carefully examined and descriptive statistics like mean, standard deviation; minimum and maximum values of variables; Skewness and Kurtosis were examined to confirm that all the values are adequate and in the acceptable range. Furthermore, for the identification and elimination of multivariate outliers, the study conducted a Mahalanobis distance test.

4.1.2 Demographic Profile of Respondents

The study also assessed the demographic profile of the respondents that covered age, gender, education, nature of employment, job rank, job experience of the respondents and banking system in which they are serving. The following subsections provide descriptive statistics of the respondents' profiles the frequency distribution.

4.1.2.1 Frequency Distribution: Age

The first question requested in the survey is about the age of the respondent. Table 4.1 indicates the different age groups of the respondents. The results illustrate that the majority of the respondents fall within the range of 20 to 29 years, consisting of 51.5%, while category 60 and above represented only two respondents showing a minimum representation. The age is categorized into five categories, which provides an insight to evaluate this age group in response to leadership behaviors and their relationships.

Table 4.1: Age Distribution of Respondents

Age Levels	Frequency	Percent	Cumulative Percent
20-29	571	51.5	51.5
30-39	401	36.2	87.7
40-49	102	9.2	96.9
50-59	32	2.9	99.8
60 & above	2	.2	100.0
Total	1108	100.0	

4.1.2.2 Frequency Distribution: Gender

The demographic profile of the banking employees reveals that most of the respondents in the study are male 934 (84.3%), whereas female respondents consist of only 174 (15.7%) of the total number of respondents. The results are aligned with the report generated by International Financial Corporation (World Bank group) and verified by Hamm, Joseph, Veit, and Singh (2017) who have identified that Pakistan is in the second position in 144 gender gap indexes as a whole and specifically the data they provided about HBL one of the largest banks in the country pointed out that there are only 15% female employees in the banks. The summary of the frequency distribution of gender is illustrated in table 4.2.

Table 4.2: Frequency Distribution for Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	934	84.3	84.3	84.3
Female	174	15.7	15.7	100.0
Total	1108	100.0	100.0	

4.1.2.3 Frequency Distribution: Education

Indicating the educational level of the respondents in the study, table 4.3 illustrates that most of the banking employees fall at the postgraduate level, i.e., 587 (53%), following this is the graduate level with 379 (34.2%) representation. In comparison, a small number of respondents, 58 (5.2%), have a research degree. These results reveal that the banking sector employees are educated; it was appropriate to get responses from these educated individuals about the main variables of the study.

Table 4.3: Frequency Distribution: Education Level

Education Level	Frequency	Percent	Cumulative Percent
U_grad	84	7.6	7.6
Graduate	379	34.2	41.8
P_Grad	587	53	94.8
R_Degree	58	5.2	100.0
Total	1108	100.0	

4.1.2.4 Frequency Distribution: Employment Nature

Table 4.4 indicates that most of the respondents are working in banks permanently, 712 (64.3%), while only 396 (35.7%) employees are on contractual job.

Table 4.4: Frequency Distribution: Employment Nature

Emp_Nature	Frequency	Percent	Valid Percent	Cumulative Percent
Permanent	712	64.3	64.3	64.3
Contract	396	35.7	35.7	100.0
Total	1108	100.0	100.0	

4.1.2.5 Frequency Distribution: Job Rank

The demographic statistics revealed the three levels of the respondents serving at senior, middle, and junior levels of job positions in their respective banks. Table 4.5 indicates that most of the respondents fall in the middle level with a response rate of 55%, following this was junior-level employees with a response rate of 26.7%. Whereas a small number of respondents have senior-level ranks with a response rate of 18.7%.

The results illustrate that most of the respondents fall in the middle and junior ranked officers serving in the targeted banks. It makes an opportunity to assess this middle and lower-level ranked officer's responses about their managers or leaders and their behaviors and relationship with their managers or leaders.

Table 4.5: Frequency: Job Rank

J_Rank	Frequency	Percent	Cumulative Percent
Junior	296	26.7	26.7
Middle	605	54.6	81.3
Senior	207	18.7	100.0
Total	1108	100.0	

4.1.2.6 Frequency Distribution: Job Experience

A survey question also assessed the job experience of the individual respondents, serving in the targeted banks.

Table 4.6: Job Experience

Job Exp	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2 Y	337	30.4	30.4	30.4
2-5 Y	324	29.2	29.2	59.6
6-10 Y	286	25.8	25.8	85.4
More than 10 Y	161	14.5	14.5	100.0
Total	1108	100.0	100.0	

The descriptive statistics defined and revealed that the respondents having experience less than two years and two to five years represent 30% and 29% of the total population. The respondents, having experienced six to ten years, represent 26% of the whole population. Finally, the respondents with more than ten years of job experience have consisted of only 14.5%. These statistics show that most of the employees are having experience less than or equal to five years at a rate of 60%.

These types of employees consist of mostly new entrants that are emotional and require guidance and training and the employees that have just gotten promotions in their new careers. This seems helpful to assess the phenomenon under investigation on different categories of job experience as the data is representative of almost all the categories.

4.1.2.7 Banks

A question about the affiliation with the bank was asked to assess each banks' representation in the data.

Table 4.7: Frequency of Responses from Banks

Banks	Frequency	Percent	Valid Percent	Cumulative Percent
ABL	92	8.3	8.3	8.3
Albaraka	18	1.6	1.6	9.9
Askari	58	5.2	5.2	15.1
BAH	32	2.9	2.9	18
BAL	102	9.2	9.2	27.2
BIL	22	2	2	29.2
BOK	50	4.5	4.5	33.7
BOP	20	1.8	1.8	35.5
DIB	32	2.9	2.9	38.4
Faysal	58	5.2	5.2	43.6

Banks	Frequency	Percent	Valid Percent	Cumulative Percent
FWB	24	2.2	2.2	45.8
HBL	80	7.2	7.2	52.1
HMBL	18	1.6	1.6	53.7
JS	24	2.1	2.1	55.8
MCB	80	7.2	7.2	63
Meezan	81	7.3	7.3	79.7
NBP	104	9.4	9.4	72.4
NIB	50	4.5	4.5	84.2
Samba	12	1	1	85.2
SBL	34	3.1	3.1	88.3
Silk	5	0.6	0.6	88.9
SIND	10	1	1	89.9
Soneri	10	1	1	90.9
Summit	28	2.4	2.4	93.3
UBL	74	6.7	6.7	100
Total	1108	100	100	

4.1.2.8 Bank Size

The descriptive statistics showed that most of the respondents are serving in large banks, i.e. (49%), at second position medium banks (38%), and thirdly from small banks with only (13%) representation in data.

Table 4.8: Frequency Distribution Based on Bank Size

Bank Size	Frequency	Percent	Valid Percent	Cumulative Percent
Large	540	48.8	48.8	48.8
Medium	423	38.2	38.2	87.0
Small	144	13.0	13.0	100.0
Total	1108	100.0	100.0	

4.1.2.9 Frequency distribution City, Bank, and Bank Size

The frequency distribution table is further provided for the comprehensive illustration of the bank data based on the city and size of banks in table 4.9. The table illustrates that the data is collected form all the banks highlighted in the table from all cities of concern. The out of 1108 responses, 541, 423 and 144 responses were collected

from large, medium, and small banks, respectively. The table 4.9, illustrated that the number of responses from Islamabad, Lahore, Karachi, Peshawar, and Quetta were 293, 216, 209, 254 and 136, respectively.

Table 4.9: Frequency Distribution Based on City, Bank, and Bank Size

	Bank		Total	Islamabad		Lahore		Karachi		Peshawar		Quetta	
S/N	**Name**	**Size**	**Response**	**Used**	**R-Rate %**	**Used**	**R-Rate %**	**Used**	**R-Rate %**	**Used**	**R-Rate %**	**Used**	**R-Rate %**
1	ABL	LARGE	92	23	25.00	11	11.96	20	21.74	22	23.91	16	17.39
2	BAL		102	28	27.45	17	16.67	20	19.61	25	24.51	12	11.76
3	HBL		89	26	29.21	23	25.84	10	11.24	24	26.97	6	6.741
4	MCB		80	25	31.25	13	16.25	13	16.25	23	28.75	6	7.50
5	NBP		104	23	22.12	25	24.03	24	23.08	23	22.12	9	8.65
6	UBL		74	15	20.27	18	24.32	12	16.25	14	18.92	15	20.27
	Subtotal		***541***	***140***	***25.88***	***107***	***19.78***	***99***	***18.30***	***131***	***24.21***	***64***	***11.82***
1	Askari	MEDIUM	58	15	25.86	17	29.31	12	20.68	8	13.79	6	10.34
2	BAH		32	9	28.13	10	31.25	8	25.00	5	15.62	0	0
3	BOK		47	13	27.66	9	19.14	7	14.89	13	27.66	5	10.63
4	BOP		20	5	25.00	7	35.00	0	0	8	40.00	0	0
5	Faysal		47	13	27.66	7	14.89	9	19.15	14	29.79	4	8.51
6	HMBL		21	6	28.57	4	19.05	5	23.81	3	14.28	3	14.28
7	JS		18	5	27.78	4	22.22	4	22.22	5	27.77	0	0
8	Meezan		81	22	27.16	11	13.58	12	14.81	22	27.16	14	17.28
9	NIB		46	10	21.74	5	10.87	10	21.74	11	23.91	10	21.73
10	SBL		25	7	28.00	5	20.00	6	24.00	3	12.00	4	16.00
11	Summit		28	6	21.42	6	21.42	8	28.57	4	14.28	4	14.28
	Subtotal		***423***	***111***	***26.24***	***85***	***20.09***	***81***	***19.15***	***96***	***22.69***	***50***	***11.82***
1	Albaraka	SMALL	22	5	22.72	4	18.18	5	22.72	4	18.18	4	18.18
2	BIL		22	7	31.81	4	18.18	5	22.72	3	13.63	3	13.63
3	DIB		29	8	27.59	5	17.24	6	20.69	5	17.24	5	17.24
4	FWB		24	6	25.00	4	16.67	4	16.67	4	16.66	6	25.00
5	Samba		12	6	50.00	3	25.00	0	0	3	25.00	0	0
6	Silk		17	5	29.41	0	0	4	23.53	4	23.53	4	23.53
7	SIND		18	5	27.78	4	22.22	5	27.78	4	22.22	0	0
	Subtotal		***144***	***42***	***29.17***	***24***	***16.67***	***29***	***20.14***	***27***	***18.75***	***22***	***15.28***
	Total		***1108***	***293***	***26.44***	***216***	***19.49***	***209***	***18.86***	***254***	***23.10***	***136***	***12.27***

4.1.3 Descriptive Statistics of Constructs (Means, Skewness, & Kurtosis)

This section of the study presents the descriptive statistics of different variables and constructs. It consists of a total number of respondents or sample size, minimum and maximum values, estimation of mean and standard deviation. The study also includes the testing of normality distribution through estimating Skewness and Kurtosis.

4.1.3.1 Abusive supervision

Abusive supervision is the first dimension of TOXL behavior. Abusive supervision measured the leaders' aggressive verbal and nonverbal behaviors to their subordinates. The purpose of this factor is to study the level of leaders' abusive behavior prevailing in the banking industry of Pakistan. The respondents in the study provided their views about their managers or supervisors. Descriptive statistics have been carried out to understand the nature of the data. Descriptive statistics results are illustrated in table 4.10.

Table 4.10: Descriptive Statistics for Abusive Supervision

	N Statistic	Minimum	Maximum	Mean	Std. Deviation
Abusive1	1108	1.00	5.00	2.407	1.117
Abusive2	1108	1.00	5.00	2.555	1.108
Abusive3	1108	1.00	5.00	2.407	1.128
Abusive4	1108	1.00	5.00	2.404	1.111
Abusive5	1108	1.00	5.00	2.325	1.136
Abusive6	1108	1.00	5.00	2.393	1.159
Abusive7	1108	1.00	5.00	2.345	1.134
Valid N (listwise)	1108				

Note: N= Sample size, Min= minimum value, Max= maximum value, Mean= measure of central tendency and Std. Deviation= Standard deviation

Table 4.10 illustrates that the low level of abusiveness of managers, where item "Abusive 2" has the highest mean value of 2.55. To assess that the data is normally distributed, abusive supervision was analyzed for Skewness and Kurtosis. Table 4.11 illustrates that all values were in the range of ±1 and hence confirmed the normal distribution of values (Morgan et al., 2019).

Table 4.11: Normality Distribution Abusive Supervision

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Abusive 1	1108	.497	.073	-.715	.147
Abusive 2	1108	.349	.073	-.853	.147
Abusive 3	1108	.504	.073	-.735	.147
Abusive 4	1108	.559	.073	-.465	.147
Abusive 5	1108	.557	.073	-.709	.147
Abusive 6	1108	.460	.073	-.882	.147
Abusive 7	1108	.493	.073	-.794	.147
Valid N (listwise)	1108				

Note: N= Sample size, Min= Minimum value, Max= Maximum value, Mean= Measure of central tendency and Std. Deviation= Standard Deviation)

4.1.3.2 Authoritative Leadership

Authoritative leadership is the second dimension of TOXL behavior, which involves behaviors that limit subordinate's autonomy and initiative (Schmidt, 2008). This factor aims to study the level of authoritative leadership behaviors prevailing in Pakistani banks. To understand the nature of data, descriptive statistics have been carried out. The results of these tests are depicted in table 4.11 and table 4.12.

Table 4.12: Descriptive Statistics Authoritative Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic				
Authoritative 1	1108	1.00	5.00	2.732	1.102
Authoritative 2	1108	1.00	5.00	2.464	1.102
Authoritative 3	1108	1.00	5.00	2.568	1.103
Authoritative 4	1108	1.00	5.00	2.476	1.063
Authoritative 5	1108	1.00	5.00	2.609	1.082
Authoritative 6	1108	1.00	5.00	2.626	1.095
Valid N (listwise)	1108				

The descriptive statistics table 4.12 for authoritative leadership behaviors illustrates a low level of authoritative behavior of bank managers. Item Authoritative 1

has the highest mean of 2.73, showing that subjects are of the view that the leaders are less inclined towards the authoritative behaviors in the banks.

This shows that the banks are institutions where corporate culture is strong, where job structure and job descriptions are clearly defined. It implies the possibility that the follower has a close relationship with leadership, or there is the presence of certain processes or practices that have reduced the intensity of abusiveness in the banks, which leads to a reduction in authoritative behavior, which is also explained by studies, like Van Rooij and Fine (2018); Naseer et al. (2016); and Kusy et al. (2015).

To confirm that the data is normally distributed, the authoritative leadership behavior construct was also evaluated for Skewness and Kurtosis, see table 4.13. Table 4.13 illustrates that all the items of authoritative leadership are in the range of ±1. They are, hence showing normal distribution.

Table 4.13: Normality Distribution Authoritative Leadership

	N	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Authoritative 1	1108	.411	.073	-.751	.147
Authoritative 2	1108	.648	.073	-.427	.147
Authoritative 3	1108	.575	.073	-.522	.147
Authoritative 4	1108	.736	.073	-.187	.147
Authoritative 5	1108	.588	.073	-.533	.147
Authoritative 6	1108	.577	.073	-.504	.147
Valid N (listwise)	1108				

4.1.3.3 Narcissism

Narcissism or destructive narcissism indicates such types of behaviors that reflect the grandiose image of the leader and the inability to empathize with others, negating the abilities and efforts of others (Schmidt, 2008, 2014). This construct aims to study the level of narcissistic behaviors of the leaders in the banks of Pakistan. To describe the data, descriptive statistics have been performed to analyze the factor. Table 4.14 illustrates the results of the descriptive statistics.

Table 4.14: Descriptive Statistics for Narcissism

	N Statistic	Minimum	Maximum	Mean	Std. Deviation
Narcissism 1	1108	1.00	5.00	2.636	1.136
Narcissism 2	1108	1.00	5.00	2.715	1.199
Narcissism 3	1108	1.00	5.00	2.719	1.197
Narcissism 4	1108	1.00	5.00	2.713	1.205
Narcissism 5	1108	1.00	5.00	2.609	1.119
Valid N (listwise)	1108				

Note: N= Sample size, Min= minimum value, Max= maximum value, Mean= measure of central tendency and Std. Deviation= Standard deviation

Table 4.14 for narcissist leadership behaviors illustrates that the level of narcissism is low or average, as reported by the banking sector employees about their managers. Item Narcissism 3 has the highest mean of 2.71, where most of the means remain lower than and close to 3.

To confirm that the data is normally distributed, Skewness and Kurtosis of narcissistic leadership behavior were estimated. Table 4.15 illustrates the normal distribution of the variable or factor as all the values are between ±1.

Table 4.15: Normality Distribution of Narcissism

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Narcissism 1	1108	.276	.073	-.898	.147
Narcissism 2	1108	.219	.073	-1.082	.147
Narcissism 3	1108	.215	.073	-1.046	.147
Narcissism 4	1108	.227	.073	-1.079	.147
Narcissism 5	1108	.371	.073	-.669	.147
Valid N (listwise)	1108				

4.1.3.4 Self-Promotion

Self-Promotion represents such type of leadership behavior that involves acts of leaders through which he takes the credit for the others' work or claiming others work as their own, at the same time bouncing back to the talented subordinates and rivals in the organization. This factor aims to examine the level of self-promotion behaviors of leaders

in Pakistani banks. To understand self-promotion, descriptive statistics have been carried out, see table 4.16.

Table 4.16: Descriptive Statistics for Self-Promotion

	N Statistic	Minimum	Maximum	Mean	Std. Deviation
Self-Prom 1	1108	1.00	5.00	2.662	1.105
Self-Prom 2	1108	1.00	5.00	2.672	1.140
Self-Prom 3	1108	1.00	5.00	2.655	1.102
Self-Prom 4	1108	1.00	5.00	2.587	1.082
Self-Prom 5	1108	1.00	5.00	2.812	1.174
Valid N (listwise)	1108				

Note: N= Sample size, Min= minimum value, Max= maximum value, Mean= measure of central tendency and Std. Deviation= Standard deviation

Table 4.16 for descriptive statistics of self-promotion perceptions of followers, illustrates that the managers or supervisors are less inclined towards the self-promotion behaviors, where most of the respondents have identified this factor as below average. i.e., Item “Self-Prom 5” has the highest mean of 2.81. This shows that leaders in banks display self-promotion behaviors but with a lower level against their followers.

To confirm whether the data is normally distributed, the study found Skewness and Kurtosis of the self-promotion dimension of TOXL. Table 4.17 illustrates that all the five items of self-promotion were distributed normally, as the estimates satisfy the cutoff value of ±1.

Table 4.17: Normal Distribution of Self-Promotion

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Self-Prom 1	1108	.462	.073	-.665	.147
Self-Prom 2	1108	.501	.073	-.709	.147
Self-Prom 3	1108	.449	.073	-.753	.147
Self-Prom 4	1108	.530	.073	-.564	.147
Self-Prom 5	1108	.439	.073	-.863	.147
Valid N (listwise)	1108				

4.1.3.5 Unpredictability

The unpredictability of a leader is considered as a set of behaviors that show abrupt variations in the mood of the leaders and that hurts the followers. The drive behind studying this factor is to study the level of unpredictability of leaders in the banking industry of Pakistan. The descriptive statistics results are illustrated in the succeeding table 4.17, to understand the nature of the data. Table 4.18 for the unpredictability illustrates that the level of unpredictability for all items is below average, as reported by the banking sector employees about their managers. Items Unpred 6 have the highest mean value of 2.60, where all the values remain lower than average. This illustrates that subjects are of the view that the level of unpredictability of their leaders is low and leaders exhibit emotionally sound behaviors on most occasions.

Table 4.18: Descriptive Statistics for Unpredictability

	N Statistic	Minimum	Maximum	Mean	Std. Deviation
UnPred 1	1108	1.00	5.00	2.527	1.166
UnPred 2	1108	1.00	5.00	2.568	1.125
UnPred 3	1108	1.00	5.00	2.413	1.099
UnPred 4	1108	1.00	5.00	2.492	1.091
UnPred 5	1108	1.00	5.00	2.570	1.075
UnPred 6	1108	1.00	5.00	2.601	1.065
UnPred 7	1108	1.00	5.00	2.572	1.114
Valid N (listwise)	1108				

Note: N= Sample size, Min= minimum value, Max= maximum value, Mean= measure of central tendency and Std. Deviation= Standard deviation

To confirm that the data is normally distributed, the Unpredictability factor was analyzed to assess Skewness and Kurtosis. The following table 4.19 illustrates that all the estimates of Skewness and Kurtosis are in the range of ±1, which as per the criterion are given by Morgan et al. (2019), is true for the item to be normally distributed.

Table 4.19: Normality distribution testing of Unpredictability

	N	Skewness		Kurtosis	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
UnPred 1	1108	.648	.073	-.489	.147
UnPred 2	1108	.583	.073	-.480	.147
UnPred 3	1108	.773	.073	-.081	.147
UnPred 4	1108	.590	.073	-.431	.147
UnPred 5	1108	.464	.073	-.596	.147
UnPred 6	1108	.492	.073	-.539	.147
UnPred 7	1108	.626	.073	-.453	.147
Valid N (listwise)	1108				

The results of the study are in line with the previous studies having comparatively lower mean values in the case of TOXL but can be included for further complex analysis following Lita (2018) and Behery et al. (2018).

Lita (2018) explained low figures are quite normal because the employees evaluate their managers in a high-stake context, represented by the realization of an organizational audit. Similarly, Behery et al. (2018), in an investigation in the middle east, found that the TOXL was reported lower by their followers who were working in public and private organizations. But they found that the TOXL has a significant negative association with the affective organizational citizen behavior of the followers. The possible explanations could be that negative event, because of this complexity, require a greater mobilization of cognitive resources to deal with the affective experience and a greater effort to minimize the consequences (Taylor, 1991).

In addition, the negative aspects have a more negative effect on the results, behaviors and emotions as compared to the positive ones with the same magnitude (Baumeister, Bratslavsky, Finkenauer & Vohs, 2001). The study, based on the above discussion, utilized the TOXL behaviors for further study.

4.1.3.6 Organizational Learning

Organizational learning is a dynamic process that enables organizations to institutionalize individual and organizational level learning. It is a source of change in behaviors, organizational effectiveness, and efficiency. The aim of the organizational learning construct in this study was to understand the level of the OL process within the context of banks and its role as an underlying process between TOXL and OP of Pakistani

banks. Table 4.20 illustrates the results of the descriptive statistics to develop an understanding of the OL factor. Table 4.20 illustrates that banking employees have reported that the conception of organizational learning is employed in their organizations. The level of organizational learning in the banking sector is more than average and approaching 4. The item OL 08 has the highest value, 3.7. This means that respondents are of the view that their organizations are learning organizations and the banks take care of organizational learning.

Table 4.20: Descriptive Statistics of organizational learning

	N	Minimum	Maximum	Mean	Std. Deviation
OL 01	1108	1.00	5.00	3.530	1.120
OL 02	1108	1.00	5.00	3.461	1.030
OL 03	1108	1.00	5.00	3.533	1.057
OL 04	1108	1.00	5.00	3.668	1.029
OL 05	1108	1.00	5.00	3.665	1.031
OL 06	1108	1.00	5.00	3.640	.9956
OL 07	1108	1.00	5.00	3.587	1.0212
OL 08	1108	1.00	5.00	3.723	1.0346
Valid N (listwise)	1108				

Note: N= Sample size, Min= Minimum value, Max= Maximum value, Mean= Measure of central tendency and Std. Deviation= Standard Deviation

To confirm whether the data is normally distributed, Skewness and Kurtosis were found by analyzing the factor of organizational learning. Table 4.21 below illustrates that all the items are in the range of ±1, which, according to Morgan et al. (2019), is normally distributed.

Table 4.21: Normality distribution testing of organizational learning

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
OL 01	1108	-.628	.073	-.564	.147
OL 02	1108	-.600	.073	-.460	.147
OL 03	1108	-.684	.073	-.290	.147
OL 04	1108	-.808	.073	.129	.147
OL 05	1108	-.871	.073	.189	.147
OL 06	1108	-.948	.073	.482	.147
OL 07	1108	-.852	.073	.230	.147
OL 08	1108	-.916	.073	.458	.147
Valid N (listwise)	1108				

4.1.3.7 Leader-Member Exchange Quality

The descriptive statistics of the LMXQ factor have been carried out to assess the nature of the data and to find the level of LMXQ relationship in the banking industry of Pakistan. Table 4.22 illustrates the descriptive statistics for LMXQ. The results clearly indicate that the bankers perceive leader-member relationships as satisfactory and the mean value of all the items is above average. The item LMXQ 7 has the highest value equal to 3.74. The results provide enough support that LMXQ is high in general between leaders and followers in the banking context of Pakistan. To verify whether the data is normally distributed, the LMXQ factor was analyzed to assess Skewness and Kurtosis. Table 4.23 illustrates that all the items are in the range of ±1 (Morgan et al., 2019).

Table 4.22: Descriptive Statistics of LMXQ

	N	Minimum	Maximum	Mean	Std. Deviation
LMXQ 1	1108	1.00	5.00	3.653	1.075
LMXQ 2	1108	1.00	5.00	3.575	1.156
LMXQ 3	1108	1.00	5.00	3.608	1.103
LMXQ 4	1108	1.00	5.00	3.514	1.060
LMXQ 5	1108	1.00	5.00	3.753	1.054
LMXQ 6	1108	1.00	5.00	3.631	1.001
LMXQ 7	1108	1.00	5.00	3.741	.944
Valid N (listwise)	1108				

Table 4.23: Normality distribution testing of LMXQ

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
LMXQ 1	1108	-.726	.073	-.007	.147
LMXQ 2	1108	-.598	.073	-.560	.147
LMXQ 3	1108	-.634	.073	-.345	.147
LMXQ 4	1108	-.513	.073	-.414	.147
LMXQ 5	1108	-.847	.073	.255	.147
LMXQ 6	1108	-.817	.073	.301	.147
LMXQ 7	1108	-.728	.073	.400	.147
Valid N (listwise)	1108				

4.1.3.8 Employee Silence

Employee silence is referred to as the employee's negative behaviors in which he/she withholds valuable information and opinions about issues related to their job or organization in which they work. ES variable is measured in this study to assess the level of employee silence in the banking industry of Pakistan. The descriptive statistics results for ES in table 4.24 indicate slightly below average, indicating that bank employees sometimes hide the valuable information or hesitate to share it occasionally. The item ES 2 has the highest value equal to 2.65, which means that employees exhibit this silence behavior occasionally in banks.

Table 4.24: Descriptive statistics for employee silence

	N Statistic	Minimum	Maximum	Mean	Std. Deviation
ES 1	1108	1.00	5.00	2.554	1.236
ES 2	1108	1.00	5.00	2.649	1.118
ES 3	1108	1.00	5.00	2.499	1.146
ES 4	1108	1.00	5.00	2.448	1.217
ES 5	1108	1.00	5.00	2.565	1.292
Valid N (listwise)	1108				

To confirm that the data is normally distributed, the "employee silence" variable was analyzed to assess Skewness and Kurtosis. Table 4.25 illustrates that all the items are in the range of ±1, which, as per the criterion are given by Morgan et al. (2019), is true for the items to be normally distributed.

Table 4.25: Normality distribution testing of employee silence

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
ES 1	1108	.394	.073	-.952	.147
ES 2	1108	.195	.073	-1.020	.147
ES 3	1108	.255	.073	-1.067	.147
ES 4	1108	.617	.073	-.597	.147
ES 5	1108	.417	.073	-.985	.147
Valid N (listwise)	1108				

4.1.3.9 Organizational Performance

Organizational performance is referred to as the accomplishment of the organizational level performances related to financial factors, market/customer, process, people development and future of the organization. OP is a dependent variable in the study and measured to evaluate the perception of employees regarding performance indicators of their banks. The descriptive statistics of OP have been carried out to assess the nature of the data. The summary of descriptive statistics is illustrated in table 4.26.

Table 4.26: Descriptive statistics for organizational performance

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic				
OP_Y 1	1108	1.00	5.00	3.744	1.087
OP_RM 2	1108	1.00	5.00	3.765	1.010
OP_Ef 3	1108	1.00	5.00	3.672	1.006
OP_HR 4	1108	1.00	5.00	3.601	1.054
OP_F 5	1108	1.00	5.00	3.663	1.057
Valid N (listwise)	1108				

Descriptive statistics in table 4.26 depict that respondent from the banking industry are of the view that the banks are good in all performance indicators, which leads to improved OP in the banks. Here the respondents have provided their perceptions regarding bank performance and ranked OP more than average, approaching 4.

To confirm that the data is normally distributed, the OP was analyzed to assess Skewness and Kurtosis. Table 4.27 illustrates that all the items are in the range of ±1, which, as per the criteria is given by Morgan et al. (2019), is true for the items to be normally distributed.

Table 4.27: Normality testing of organizational performance

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
OP_Y 1	1108	-.853	.073	.066	.147
OP_RM 2	1108	-.872	.073	.273	.147
OP_Ef 3	1108	-.822	.073	.126	.147
OP_HR 4	1108	-.782	.073	-.001	.147
OP_F 5	1108	-.865	.073	.190	.147
Valid N (listwise)	1108				

4.2 Multivariate Normality

Once the data had been checked for data entry accuracy, the data were tested for influential cases. As such, individual subjects' data containing extremely high or low values as compared to the remainder of the data may unduly influence the estimation of the regression line (Neter et al., 1996). Therefore, to identify any potentially influential data, Mahalanobis distance was utilized. Out of 2000 respondents who participated voluntarily, 1177 completed the survey, with a response rate of 58%. All incomplete responses with missing data were deselected. There were three cases identified through Mahalanobis distance as multivariate outliers with $p < .001$. After discarding these three cases, the study used 1108 cases for further analysis.

4.3 Harmon's One-factor Test for CMB

The study was cross-sectional, where data was collected at a single point in time. Hence the data may be subject to the possibility of CMB. To minimize the chances of CMB, the study employed both procedural and statistical remedies as suggested by scholars like Podsakoff, MacKenzie, and Podsakoff (2012) and Reio (2010).

Besides procedural remedies, the study employs Harmon's one-factor test as a statistical diagnostic procedure. Harman test is used to find the presence of a single factor across all the items following (Reio, 2010). The procedure of Harmon's one-factor test involves the exploratory factor analysis (using unrotated principal component analysis). Following this process, all variables/ items from all the constructs were added for EFA. The test is an estimate to determine whether the majority of the variance in the variables could be accounted for by one general factor. Moreover, according to Podsakoff et al. (2012), CMB exists if only one-factor accounts for more than 50% of the variance among the measures when they were subjected to exploratory factor analysis (EFA) with unrotated factor solutions. The test results showed that the variance explained by a single factor was 26.031 %, which was less than 50% cutoff criteria showing that data does not suffer from CMB in the current study. Table 4.28 illustrates the results of Harmon's test.

Table 4.28: Harmon's test for CMB (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.317	26.031	26.031	14.317	26.031	26.031
2	5.770	10.490	36.521			
3	3.172	5.768	42.289			
4	2.729	4.961	47.250			
5	1.950	3.546	50.796			
6	1.862	3.386	54.182			
7	1.801	3.274	57.455			
8	1.398	2.541	59.997			
9	1.163	2.115	62.112			
10	1.047	1.903	64.015			
11	.925	1.682	65.696			
12	.876	1.592	67.289			
13	.807	1.466	68.755			
14	.778	1.415	70.170			
15	.732	1.331	71.501			
16	.713	1.297	72.798			
17	.680	1.237	74.035			
18	.638	1.159	75.195			
19	.621	1.129	76.324			
20	.585	1.063	77.387			
21	.583	1.060	78.447			
22	.561	1.019	79.466			
23	.551	1.001	80.467			
24	.530	.964	81.431			
25	.513	.932	82.363			
26	.502	.912	83.275			
27	.478	.869	84.144			
28	.459	.835	84.979			
29	.457	.831	85.811			
30	.433	.787	86.597			
31	.430	.781	87.378			
32	.412	.750	88.128			
33	.395	.718	88.846			
34	.392	.713	89.559			
35	.376	.684	90.242			
36	.371	.674	90.917			
37	.352	.640	91.556			
38	.342	.621	92.177			
39	.332	.603	92.781			
40	.314	.572	93.353			
41	.309	.561	93.914			
42	.293	.533	94.447			
43	.288	.523	94.970			

Table 4.28: Harmon's test for CMB (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
44	.279	.507	95.477			
45	.276	.501	95.978			
46	.269	.489	96.468			
47	.264	.481	96.949			
48	.256	.465	97.413			
49	.241	.439	97.852			
50	.239	.434	98.286			
51	.214	.389	98.675			
52	.212	.385	99.060			
53	.187	.341	99.401			
54	.173	.315	99.716			
55	.156	.284	100.000			

Extraction Method: Principal Component Analysis.

4.4 Structural Equation Modeling (SEM)

The study conducted the multivariate analysis and utilized SEM for this purpose. This section covers the evaluation of measurement models and structural models to test the different relationships between the constructs.

4.4.1 Evaluations of Measurement Models

The current study involves different constructs, namely ES (M1), OL (M2), and LMXQ (Mod) between TOXL (IV) and OP (DV). The following subsections cover the confirmatory factor analysis (CFA) to verify data fitness in the measurement models.

4.4.1.1 The measurement model of Toxic Leadership

The study to assess the goodness of fit of the construct TOXL, CFA was conducted. The findings of CFA revealed a good fit to a five-factor model (χ^2/df =1866.086/388, CMIN = 4.810), SRMR =.05; CFI =.92, TLI =.91, RMSEA =.059. No item was removed during CFA. The results are summarized in table 4.29.

Table 4.29: TOXL: Summary of results

Construct (s)	Item	Estimate (STD)	Estimate (UNSTD)	C.R.	Cronbach's α	AVE
AL	TXAS7_7	.740	1.000	.889	.861	.535
AL	TXAS6_6	.705	.974			
AL	TXAS5_5	.695	.942			
AL	TXAS4_4	.761	1.009			
AL	TXAS3_3	.758	1.020			
AL	TXAS2_2	.715	.945			
AL	TXAS1_1	.742	.988			
AUTH	TAUT6_13	.728	1.000	.841	.854	.517
AUTH	TAUT5_12	.757	1.028			
AUTH	TAUT4_11	.789	1.051			
AUTH	TAUT3_10	.608	.841			
AUTH	TAUT2_9	.694	.959			
AUTH	TAUT1_8	.588	.813			
NAR	TNAR5_18	.514	1.000	.865	.861	.568
NAR	TNAR4_17	.707	1.482			
NAR	TNAR3_16	.884	1.841			
NAR	TNAR2_15	.786	1.640			
NAR	TNAR1_14	.819	1.618			
SP	TSP5_23	.685	1.000	.801	.828	.501
SP	TSP4_22	.735	.989			
SP	TSP3_21	.669	.917			
SP	TSP2_20	.732	1.038			
SP	TSP1_19	.684	.941			
UNPR	TUP7_30	.666	1.000	.865	.880	.517
UNPR	TUP6_29	.749	1.075			
UNPR	TUP5_28	.688	.997			
UNPR	TUP4_27	.715	1.050			
UNPR	TUP3_26	.698	1.034			
UNPR	TUP2_25	.710	1.075			
UNPR	TUP1_24	.705	1.108			

Note. STD = standard loading, UNSTD = Un-standard loading, C.R = Composite reliability and AVE = average variance extracted, Al = Abusive Leadership, AUTH = Authoritative leadership, NAR = Narcissism, SP = Self-promotion, UNPR = Unpredictability.

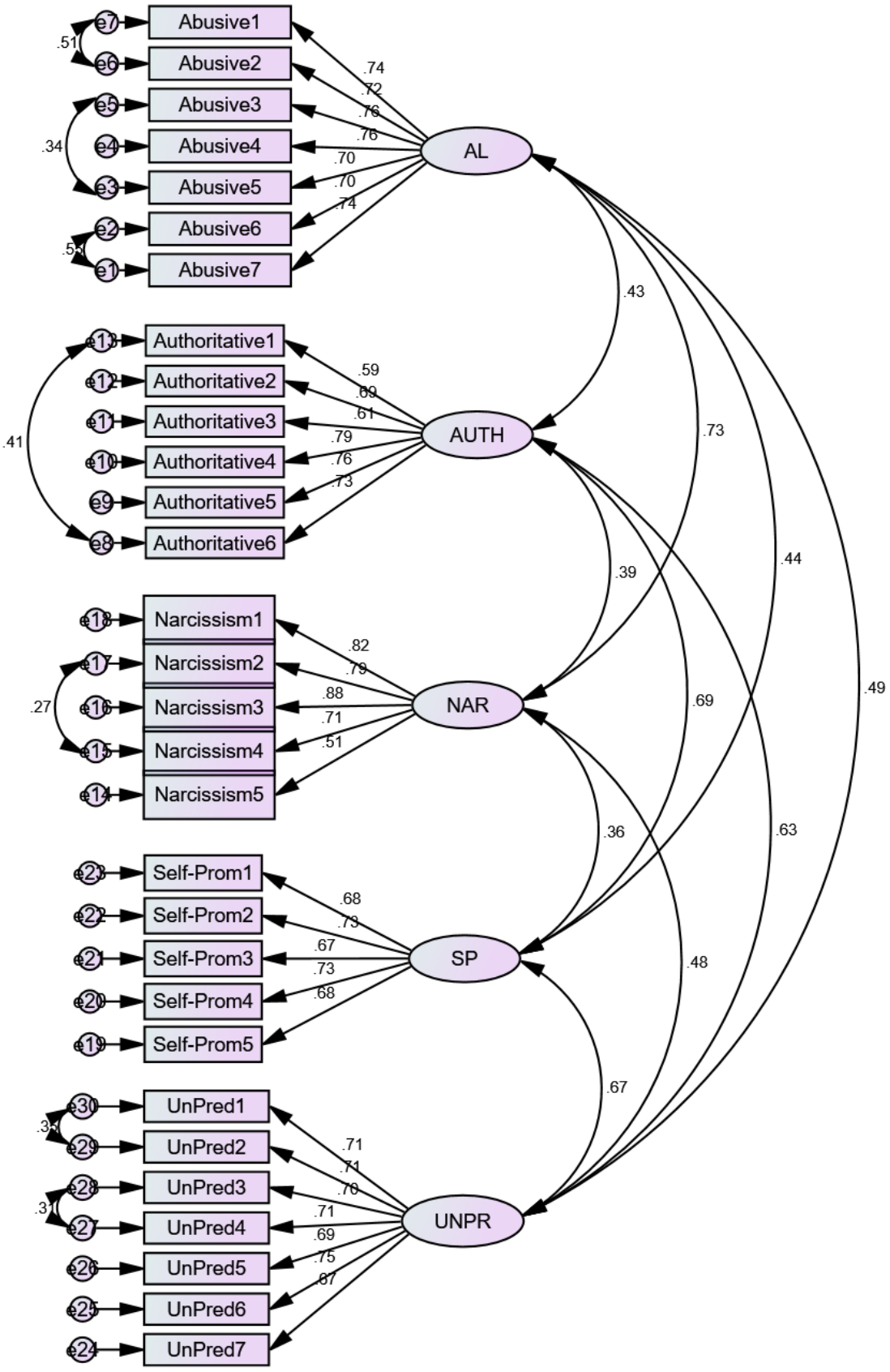


Figure 4.1 Measurement model for TOXL

4.4.1.2 Measurement Model Toxic Leadership (Second Order)

The toxic leadership model was further tested for a higher-order model fit figure 4.2 depicts the results. The results revealed a good fit for the higher-order toxic leadership model. (χ^2/df = 1835.75/ 376, CMIN = 4.882), SRMR =.05; CFI =.92, TLI =.91, RMSEA =.058. No item was removed during CFA. Both the first order and second order measurement models for toxic leadership show similar model fit indices. The focus of the study is on assessment of toxic leadership with the other constructs in the study. Hence, for the structural model assessment, toxic leadership was used as a higher order construct. The results are summarized in table 4.34.

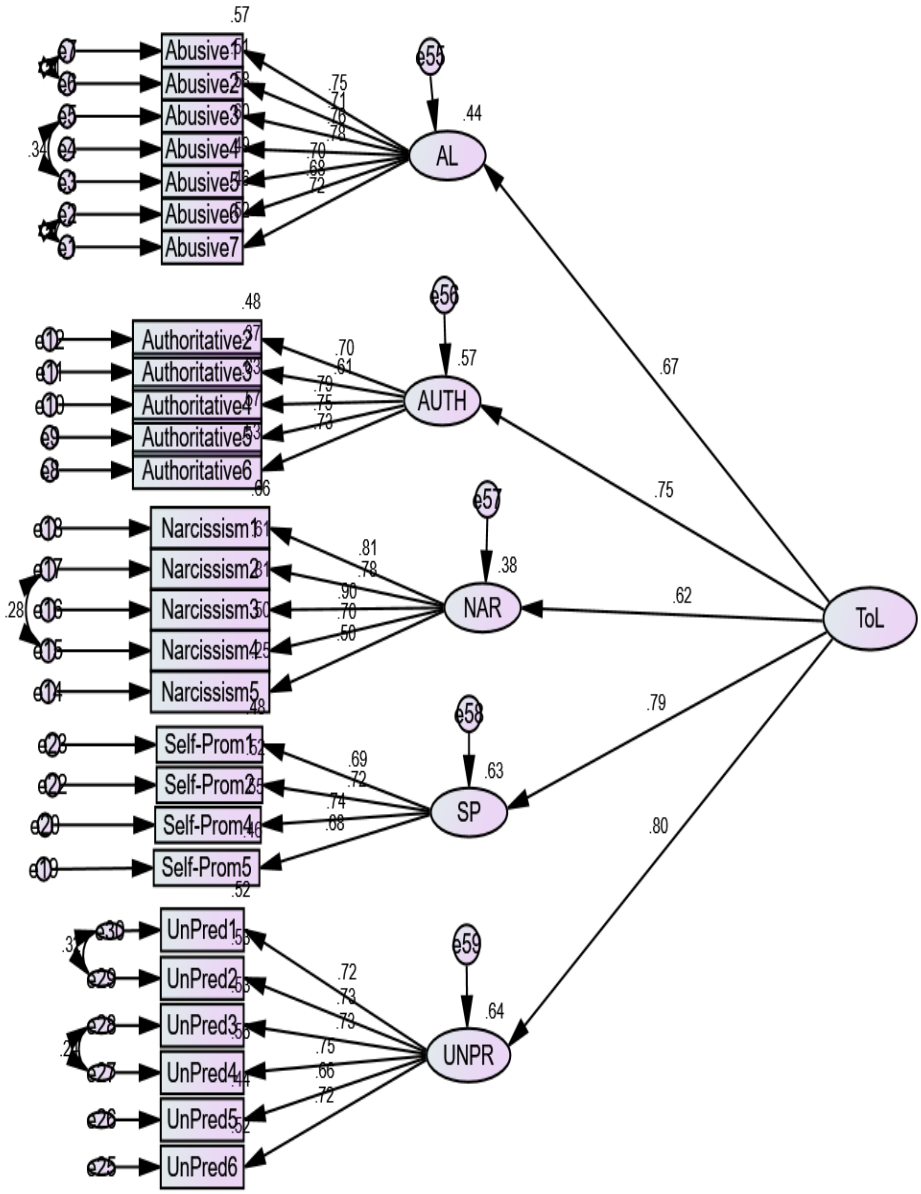


Figure 4.2 Measurement model for TOXL (Second Order)

4.4.1.3 Measurement Model of Organizational Learning

The study to assess the goodness of fit of the model of Organizational Learning was passed through CFA. The findings showed a good fit to the model: (χ^2/df = 20.762/7 (CMIN = 2.966), SRMR =.01; CFI =.99, TLI =.99, RMSEA =.04). Two items OL01, OL02 were removed due to their lower regression weights and for the improvement of model fit during CFA. The results are summarized in table 4.30.

Table 4.30: Organizational Learning: Summary of results

Construct(s)	Item	Estimate (STD)	Estimate (UNSTD)	C.R.	Cronbach's α	AVE
OL	OL08	.747	1.000	.868	.870	.526
OL	OL07	.767	1.014			
OL	OL06	.792	1.020			
OL	OL05	.769	1.026			
OL	OL04	.696	.926			
OL	OL03	.550	.752			

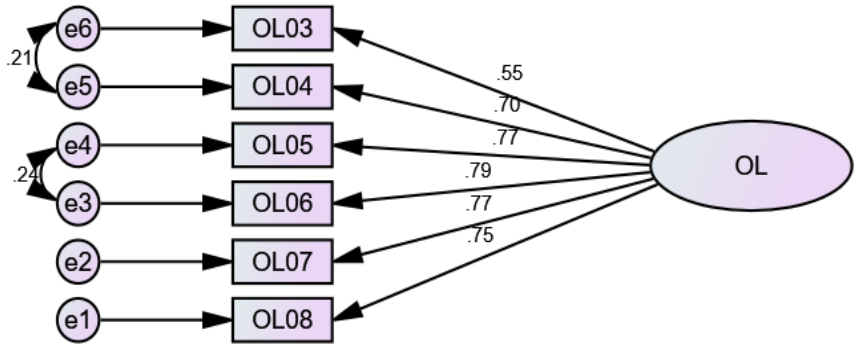


Figure 4.2 Measurement model for Organizational Learning

4.4.1.4 Employee Silence

The study, to assess goodness of fit of the construct Employee silence, conducted CFA. The findings showed a good fit to the model: (χ^2/df =4.480/2 (CMIN = 2.240), SRMR =.01; CFI =.99, TLI =.98, RMSEA =.03. As part of CFA, no item was removed or deleted. The results are summarized in table 4.31.

Table 4.31: Employee Silence: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (UNSTD)	C.R.	*Cronbach's α*	*AVE*
ES_5	Employee Silence	.814	1.000	.803	.771	.575
ES_4	Employee Silence	.778	.901			
ES_3	Employee Silence	.815	.888			
ES_2	Employee Silence	.692	.735			
ES_1	Employee Silence	.670	.788			

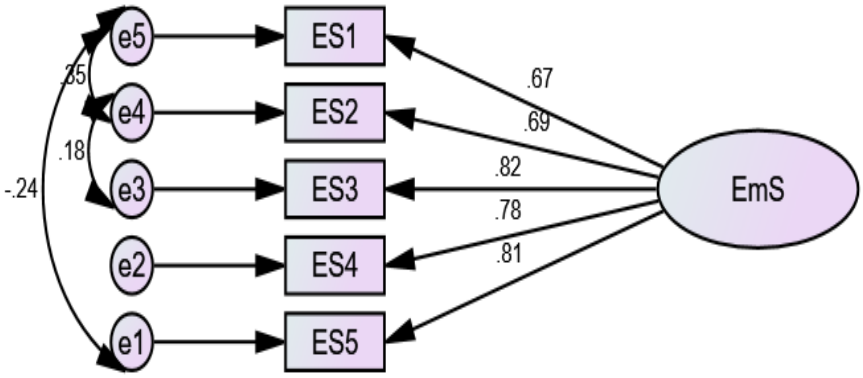


Figure 4.3 Measurement model for employee silence

4.4.1.5 Measurement Model Organizational Performance

EFA verifies a single factor solution for OP, where the OP model entailed of overall five items. The model was then exposed to CFA. The measurement model assessment presented a pretty good fit to the model: (χ^2/df = 12.079/3 (CMIN = 4.026), SRMR =.01; CFI =.997, TLI =.989 RMSEA =.05. The results are summarized in table 4.32. and figure 4.4.

Table 4.32: Organizational Performance: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (UNSTD)	C.R.	*Cronbach's α*	*AVE*
OP_5	Organizational Performance	.691	1.000	.836	.874	.566
OP_4	Organizational Performance	.738	1.064			
OP_3	Organizational Performance	.818	1.126			
OP_2	Organizational Performance	.815	1.127			
OP_1	Organizational Performance	.659	.981			

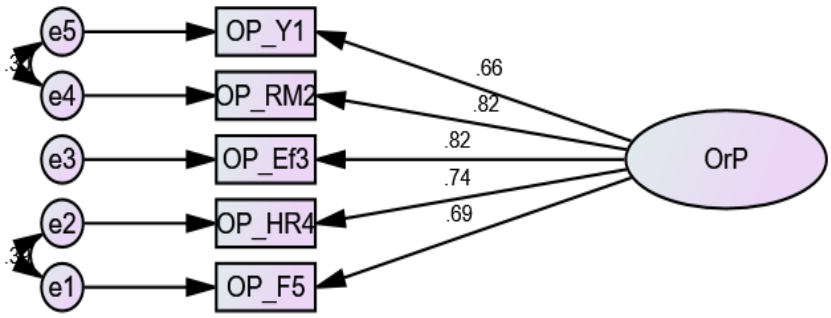


Figure 4.4 Measurement model for organizational performance

4.4.1.6 Measurement model: Leader-member exchange quality

The study to assess the goodness of fit of the construct LMXQ conducted CFA and evaluated the goodness of fit. The findings showed a good fit to the model: (χ^2/df = 38.904/9 (CMIN = 4.323), SRMR =.02; CFI =.989, TLI =.982, RMSEA =.05. Table 4.36 illustrates the standardized regressions weights and CR values. As part of CFA, only one item LMXQ1 was removed from the model due to the lower value of standardized weight or to factor loading of .481.

Table 4.33: LMXQ: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (USTD)	CR	Cronbach's α	AVE
LMXQ7	LMXQ	.716	1.000	.836	.874	.566
LMXQ6	LMXQ	.734	1.089			
LMXQ5	LMXQ	.724	1.134			
LMXQ4	LMXQ	.722	1.138			
LMXQ3	LMXQ	.746	1.221			
LMXQ2	LMXQ	.743	1.275			

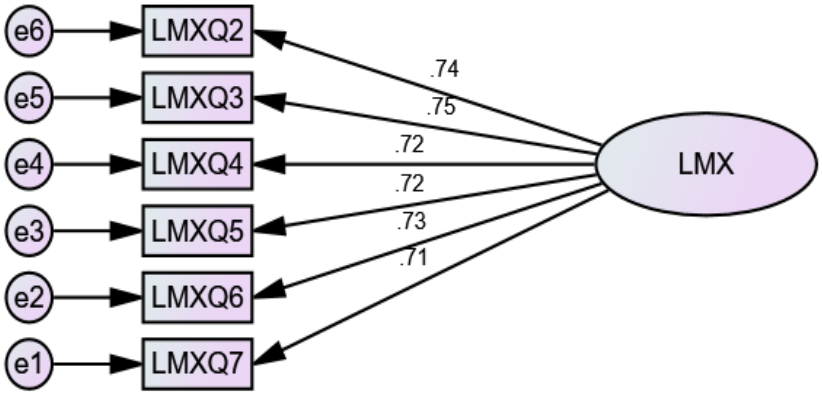


Figure 4.5 Measurement model for leader-member exchange quality

4.4.1.7 Measurement model Complete: TOXL, LMXQ, OL, OP, ES

The study conducted CFA to assess the goodness of fit of TOXL, OL, ES, OP, and LMXQ, as illustrated in figure 4.6. The findings showed a good fit to the model: (χ^2/df = 4318.138/1273 (CMIN = 3.392), SRMR =.04; CFI =.909, TLI =.901, RMSEA =.05.

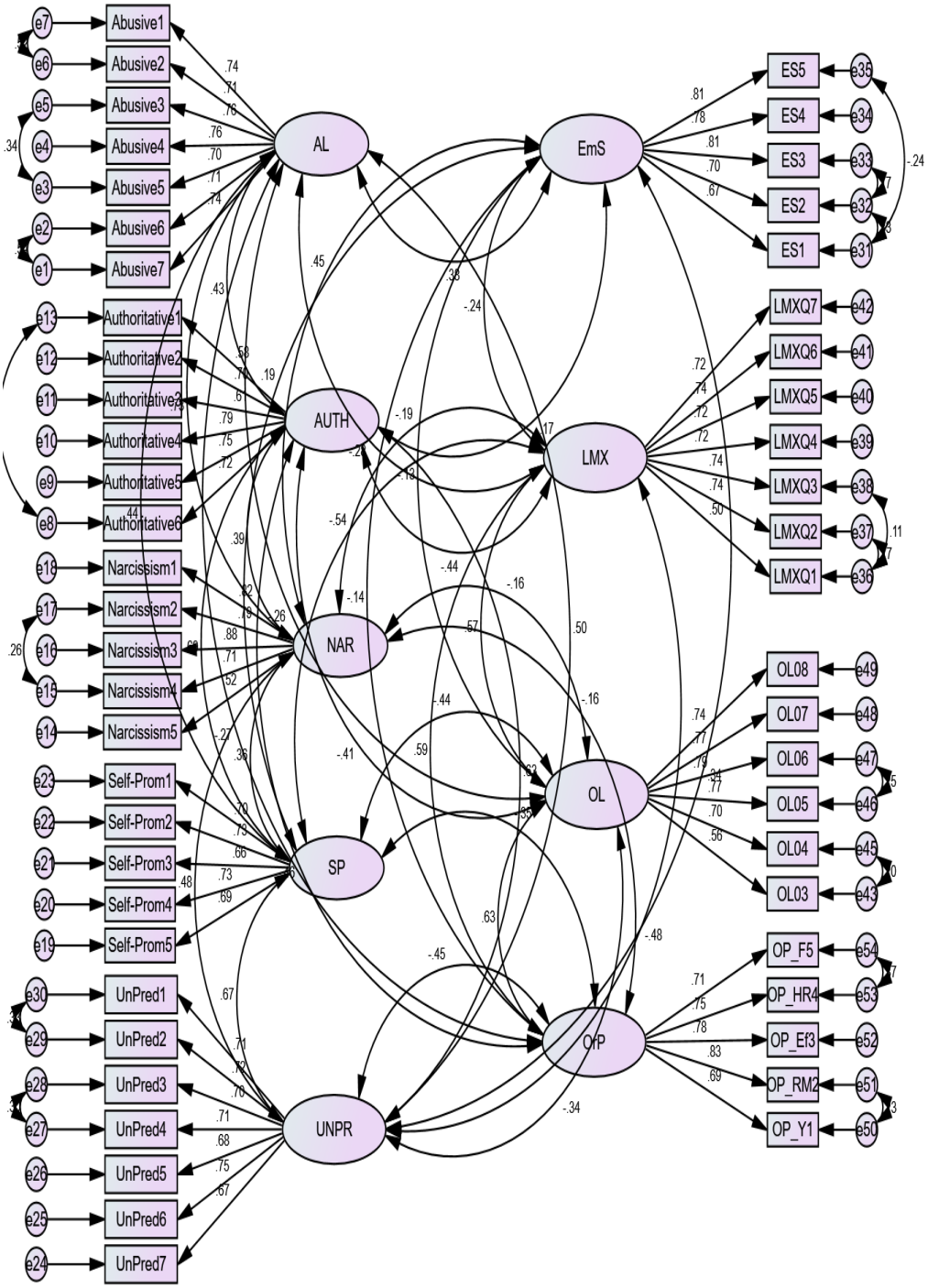


Figure 4.6 Measurement model for leader-member exchange quality

4.4.1.8 Summary of measurement models

The results of measurement models for all constructs reveal that a good fit was obtained for all measurement models. The values of other indices for these constructs showed a good fit. The summary for all measurement models is presented in table 4.34.

Table 4.34: Summary of fitness of measurement models

Constructs	Fit Indices				
	χ^2/df	SRMR	CFI	TLI	RMSEA
TOXL (first order)	4.81	.05	.92	.91	.059
TOXL (second order)	4.88	.05	.92	.91	.058
Organizational Learning	2.96	.01	.99	.99	.04
Employee Silence	2.24	.01	.99	.98	.03
Organizational Performance	4.02	.01	.99	.98	.05
LMXQ	4.32	.02	.98	.98	.05
Complete Model	3.39	.04	.91	.91	.04

4.5 Reliability

The reliability analysis of the constructs is employed using Cronbach-Alpha. The results of the reliability test are provided in table 4.35. The reliability test revealed the alpha values for all the constructs were between .77 and .95, where most of the values are well above .80, except the alpha value for employee silence equal to .77, which is also acceptable by Nunnally and Bernstein (1994). Hence the measures are reliable enough for further analysis (Field, 2013).

Table 4.35: Reliability analysis of the constructs

Construct	Items	Cronbach's alpha
TOXL Behaviors	30	.935
Abusive Supervision	7	.861
Authoritative Leadership	6	.854
Narcissism	5	.861
Self-Promotion	5	.828
Unpredictability	7	.880
Organizational Learning	8	.870
Employee Silence	5	.771
LMXQ	6	.873
OP	5	.874

4.6 Construct Validity

Construct validity depends on the establishment of convergent and discriminant validity. The following section deals with the convergent and discriminant to conclude construct validity.

4.6.1 Convergent Validity

Convergent validity through FA is achieved if the group of items measuring the same construct strongly converge in their representation of the underlying construct they were created to measure. The uni-factorial nature of variables and constructs confirms the construct validity of the dimensions under study (Kuei, 1999). Convergent validity is established if an AVE of .50 or greater is achieved for the constructs. Furthermore, employee silence, organizational learning, LMXQ, and OP are uni-dimensional constructs; hence convergent validity is established. Items pertinent to organizational learning employee silence, LMXQ and OP load substantially well onto their respective factors, and no cross-loadings were observed; hence all items related to these variables converged well to be included in the study. TOXL factors also converged well into five factors. Furthermore, AVE is calculated; the results revealed that convergent validity for all the constructs is established since the AVE values for all the factors are well above .50. Furthermore, CR values for all the constructs are well above .70, i.e., CR >.70 and lie in a satisfactory limit; therefore, convergent validity prevails.

Table 4.36: AVE and CR for constructs

Constructs	AVE	CR
TOXL Behaviors (30)		
Abusive Supervision	0.535	.889
Authoritative Leadership	0.517	.841
Narcissism	0.568	.865
Self-Promotion	0.501	.801
Unpredictability	0.517	.865
Organizational Learning (6)	0.526	.868
Employee Silence (5)	0.575	.803

Constructs	AVE	CR
LMXQ (8)	0.534	.859
Organizational Performance (5)	0.566	.836

4.6.2 Discriminant Validity

Discriminant validity determines the degree to which adequately distinct constructs are not strongly correlated with each other. Discriminant validity is established if the square root of AVE for each construct is greater than the intercorrelations of other constructs. The results revealed that the square root of AVE for each construct is greater than intercorrelations of other constructs hence qualify the criteria of discriminant validity. For reference, see table 4.37.

Table 4.37: Comparison of Square root of AVE and Inter-Construct Correlations

	CR	**AVE**	**AL**	**AUTH**	**NAR**	**SP**	**Unpred**	**EmS**	**LMXQ**	**OL**	**OP**
AL	0.889	0.535	***.731***								
AUTH	0.841	0.517	.433***	***.719***							
NAR	0.865	0.568	.728***	.388***	***.753***						
SP	0.801	0.501	.447***	.694***	.362***	***.708***					
Unpred	0.865	0.517	.492***	.602***	.479***	.672***	***.719***				
EmS	0.870	0.575	.381***	.161***	.450***	.197***	.356***	***.758***			
LMXQ	0.873	0.534	-.284***	-.443***	-.189***	-.572***	-.476***	-.238***	***.731***		
OL	0.868	0.526	-.264***	-.413***	-.157***	-.453***	-.350***	-.126***	.570	***.725***	
OP	0.867	0.566	-.267***	-.464***	-.163***	-.359***	-.441***	-.137***	.583	.631***	***.752***

Note. The numbers with boldface and italic font in diagonal denote the square root of AVE

4.6.3 Measurement of Structural models and Hypotheses Testing

After the estimation and assessment of the measurement models for all the constructs, the study employed the SEM technique. The SEM was used to test the direct linkages between the variables before evaluating the indirect effects and moderated mediation effects.

4.6.3.1 Structural model

A structural model was developed to assess the relationship between different constructs in the study. Fit indices showed a good fit for the model. (χ^2/df = 3277.014/873 (CMIN = 3.915), SRMR =.06; CFI =.909, TLI =.902, RMSEA =.05. The structural model is presented in figure 4.7.

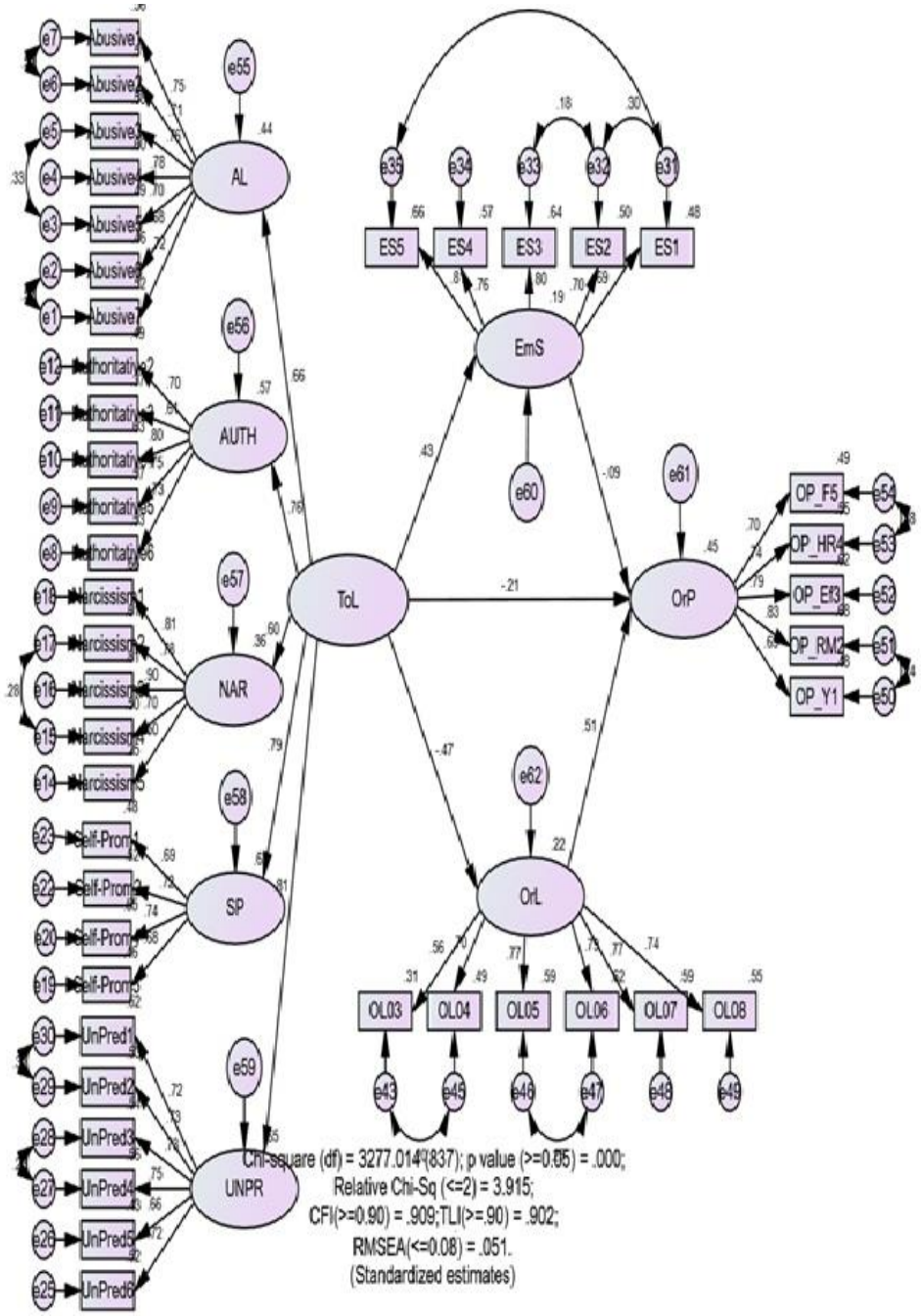


Figure 4.7 Structural Model (TOXL, ES, OL & OP)

4.6.3.2 Summary of Fit Indices

Table 4.38 provides an overview of the fit indices of the structural measurement models and a summary of the results of direct hypotheses. Table 4.38 shows the direct impact of the predictor variables on the mediators, ES and OL, and a dependent variable OP; the impact of LMXQ on the ES, OL, and OP, respectively. Each relationship is

evaluated based on the standardized and unstandardized coefficients, critical ratio, and significance levels, see table 4.39.

Table 4.38: Summary of fit indices of structural model (Direct Relationships)

Hypotheses	**Structural Paths**	**χ^2/df**	**SRMR**	**CFI**	**TLI**	**RMSEA**
H_{1a}, H_{2a}, $H3_a$, H_{5a}, H_{6a}	Complete Structural model	3.915	.06	.91	.90	.05

Table 4.39: Summary of results of structural models (Direct Relationship)

Hypotheses	**Structural Paths**	**Path Coefficients (STD)**	**C.R**	**P**	**Results**
H_{1a}	TL → OP	-.210	-5.209	***	Supported
H_{2a}	TL → ES	.431	11.132	***	Supported
H_{3a}	ES → OP	-.091	-2.788	.005	Supported
H_{5a}	TL → OL	-.469	-11.627	***	Supported
H_6a	OL → OP	.512	12.780	***	Supported
R^2_{ES} =.19					
R^2_{OP}=.45					
R^2_{OL} =.22					

Note. STD= Standardized loadings, C. R=Critical ratio, Sig ***< .001, Sig .005< .05

4.7 Moderation Effect Analysis

This section consists of the evaluation of the simple moderation effect of LMXQ between two different relationships covered under hypotheses H9c and H10c. See subsections; 4.7.1.; and 4.7.2 for detailed analysis.

4.7.1 Moderating effect of LMXQ on TOXL and ES (H_{9c})

The study hypothesized that LMXQ moderates the relationship between TOXL and ES, as shown in figure 4.8. The study evaluated this relationship through Hayes process model 1(Hayes, 2013b). The analysis and results are illustrated as follows.

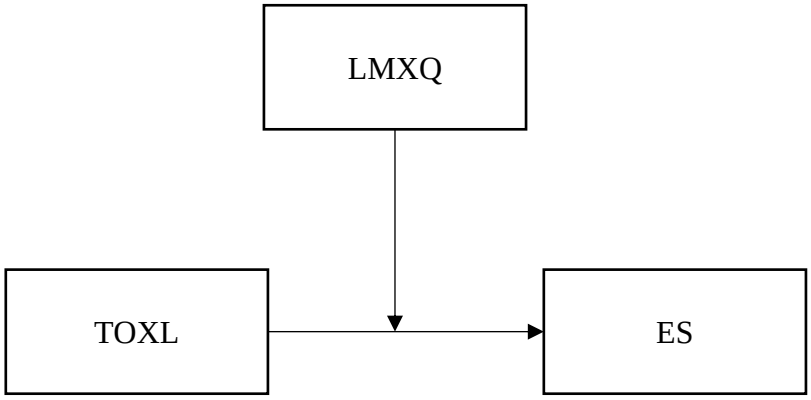


Figure 4.8 Moderating effect of LMXQ between TOXL and ES

The results of the moderation test showed an overall model fit with all the three variables MXQ, TOXL, and ES, included in the models with F (3,1104) = 84.654, p <.001, R^2 =.19.

The results of the predictors indicated that LMXQ significantly influences ES with b =-.14, t (1104) = -4.13, p <.001. It implies that LMXQ and ES are inversely related and an increase in LMXQ decreases the level of ES. Similarly, while controlling LMXQ, TOXL behavior significantly predicted ES, b =.50, t (1104) =11.91, p <.001. It implies that TOXL and ES are directly and positively associated and an increase in TOXL causes an increase in the ES.

The interaction term (TOXL x LMXQ) significantly predicted ES in the banking sector, b = .11, t (1104) = 2.56, p <.05. The interaction is significant as the change in r square is significant, *F (1,1108)* =5.537, *p<.05, and Delta* R^2*=0.005.* This shows that although the magnitude of change is small, yet significant for further use.

The second part of the output illustrated that the conditional effect of TOXL (x) on ES (y) at the different values of the moderator at mean and and minus one SD from the mean, i.e., SD = +/-.82. are significant for all values equal to and lower and higher than mean values of LMXQ, as for all the three cases CI values are significant and contain no zero between CI (lower, upper), the results show that the conditional effect of TOXL

(x) on ES (y) is significant for all values higher, medium, and lower values of LMXQ, but these values are slightly higher than the employees with a lower level of LMXQ, see table 4.40. For visual understanding, the moderating effect is illustrated in figure 4.9.

Table 4.40: Conditional effect of TOXL on ES at values of LMXQ

LMXQ	Effect	S. E	LLCI	ULCI
-.8240	.4205	.055	.310	.530
.0000	.5084	.043	.425	.592
.8240	.5962	.054	.491	.701

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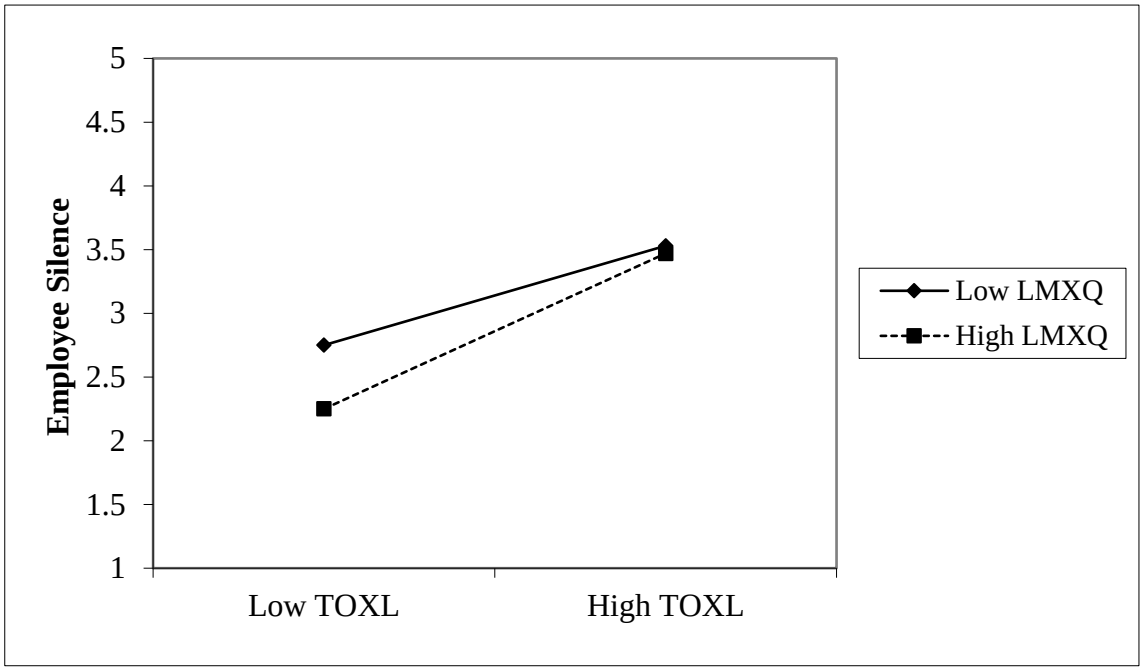

Figure 4.9 Moderation effects of LMXQ on TOXL and ES

Figures 4.9 illustrates that leader-member exchange quality moderates the TOXL and ES relationship such that in case of a high level of LMXQ, the employee silence increases with the increase in toxicity, Similar, for the employees with a low level of LMXQ, the employees remain silent throughout the TOXL continuum, but the rate of their silence increases with the increase in toxicity. The study observed that the intensity of increase in silence for employees high in LMXQ is higher as the intensity of toxicity increases.

This means that overall whenever toxicity of leadership increases, the level of employee silence, which is not a good symptom, would also increase for all values of

LMXQ, and the employees would hide important information in general. These findings also add to our understanding that the employees having a very good relationship with their leader (high level of LMXQ) show a low level of employee silence, but when they are exposed to toxicity, they react more severely in the form of silent behavior, which supports our hypothesis.

4.7.2 Moderating effect of LMXQ on TOXL and OL (H_{10c})

The study postulated that Leader-Member exchange quality has a moderating effect on the relationship between TOXL and organizational learning. Such that the negative effects of TOXL on OL would be more severe for employees high in LMXQ see figure 4.10.

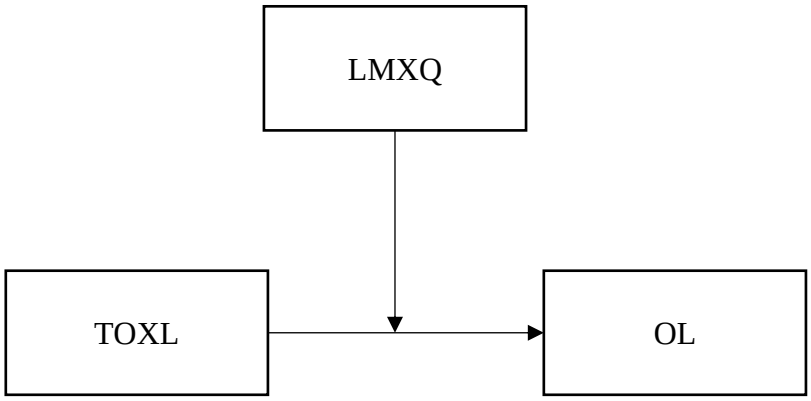

Figure 4.10 Conceptual model moderation of LMXQ on TOXL and OL

The test of moderation through Hayes PROCESS model 1 illustrated overall fit at values of F (3, 1104) = 132.126, $p<0.001$, R^2= 0.26. The output of the test depicts that there is a significant negative impact of TOXL and organizational learning with b=-.209, t=-5.98, p<.001, and LMXQ showed a positive impact on organizational learning with b= .406, t= 14.42, and $p<0.001$. The interaction term (TOXL x LMXQ) is found to have an insignificant negative impact on the OL with values b=-0.036, t= -1.08, p=0.28. This shows that there is a significant positive impact of TOXL and LMXQ on OL, respectively, whereas the interaction effect (TOXL x LMXQ) on OL is found insignificant. It means that the LMXQ does not moderate the relationship between TOXL and OL. Figure 4.11 illustrates the effects of the interaction more explicitly, which does not support our hypothesis that LMXQ moderates the relationship between TOXL and OL. These

findings add to our understanding that although TOXL has a negative impact on OL, there is no moderating effect of LMXQ in banks. Hence does not support our hypothesis H10c.

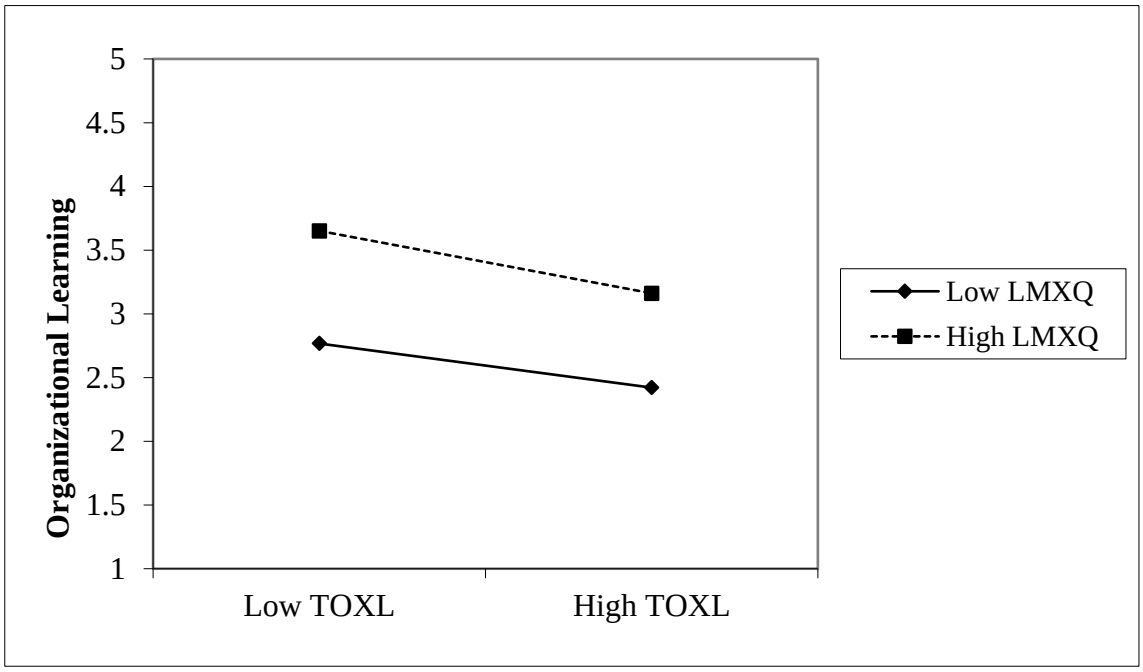

Figure 4.11 Moderation effect of LMXQ on TOXL and OL

4.8 Mediation Effect Analysis

The study hypothesized that employee silence and organizational learning mediate between TOXL and organizational learning individually and also in parallel. The study followed the assumptions and conditions, as discussed in chapter 3, evaluated the following mediation effects.

a. Employee silence mediates between TOXL and OP.
b. Organizational Learning mediates between TOXL and OP.
c. Employee silence and organizational learning mediate between TOXL and OP at parallel.

4.8.1 Mediation model-I-ES: Employee silence mediates between TOXL & OP (H_{4b})

Regression analysis was executed to assess the mediating effect of ES between TOXL and OP, using Hayes process macros, model 4. The results revealed that TOXL significantly predicts the hypothesized mediating variable, ES, i.e., the path "a" is significant with *b*=.585, SE=.039, p <.001 and that mediation variable, ES, significantly predicts the criterion variable, OP; that is, the path "b", where *b* =-.151, SE=.027, p <.001. These results confirm the meditational condition that is the independent variable should predict the mediating variable, and further, the mediating variable should predict the dependent variable significantly.

The test results also showed that the total effect, i.e., the effect of the independent variable on the dependent variable, OP, in the absence of the mediator is significant, i.e., the "c" path is significant with *b* = -.494, SE =.036, *p* <.001. In addition, TOXL was found a significant predictor of the dependent variable, OP, in the presence of mediator variable ES in the regression equation, i.e., path c' was also significant showing partial mediation of ES between TOXL and OP with values. The estimation of the direct effect of TOXL on OP, by controlling MV, was negatively significant with the value of b = -.406, SE = .038, *p* <.001. The results illustrate that a 17% variance in OP was caused by the predictors (R^2=.17). The indirect effect was estimated using the percentile bootstrapping approach with 10000 samples (Shrout & Bolger, 2002; Hayes, 2013a), implemented with the PROCESS macro version 3.1 (Hayes et al., 2017). The results showed that indirect coefficient was significant with *b* = -.09, SE= .02, 95% CI= [-.125, -.054]. In a nutshell, the beta coefficients for both paths a and b were found statistically significant; the direct and total effects, i.e., c and c' were found statistically significant. Hence, it is proved that employee silence partially mediates the relationship between TOXL on OP.

Table 4.40a and table 4.41 show that the predictor variable TOXL in the model had a significant impact on the mediating variable (ES). Similarly, the mediating variable, ES, has a significant impact on the outcome variable (OP). Each hypothesis is evaluated based on the standardized coefficient, its critical ratio, significance level. The estimation of hypotheses demonstrated that all four hypothesized relationships were significant and qualified the conditions for the mediation (partially).

Table 4.40a: Mediation effect of ES between TOXL and OP

	IV	**DV**	***B***	**SE**	**t-value**	**P-Value**	**LLCI**	**ULCI**
1	TOXL	ES	0.585	0.10	5.85	0.000	.5090	.6609
2	ES	OP	-0.151	0.027	-5.59	0.000	-0.205	-0.097
3	TOXL	OP	-0.406	0.038	-10.45	0.000	-0.482	-0.097
			Effect	**SE**	**T-value**	**P-Value**	**LLCI**	**ULCI**
Total Effect			-.494	.036	-13.835	.000	-.5641	-.4239
Direct Effect			-.405	.0387	-10.480	.000	-.4817	-.3298
					Effect	**Boot SE**	**Boot LLCI**	**Boot ULCI**
Indirect Effect					-.088	.018	-.125	-.054
						1	**2**	**3**
R^2						0.17	0.17	0.15
F-Statistics						228.57	113.41	191.40
P-Value						<.001	<.001	<.001

Table 4.41: Summary of results Employee Silence mediates between TOXL & OP

No	**Hypothesis**	**Direct without Mediator**	**Sig.**	**Direct with Mediator**	**Sig.**	**Indirect effect**	**P-values (bootstrap)**	**Mediation**	**Decision**
H_{4b}	TOXL→ES→ OP	-.494	<.001	-.405	<.001	-.088	-.125, -.054	Partial Mediation	Supported

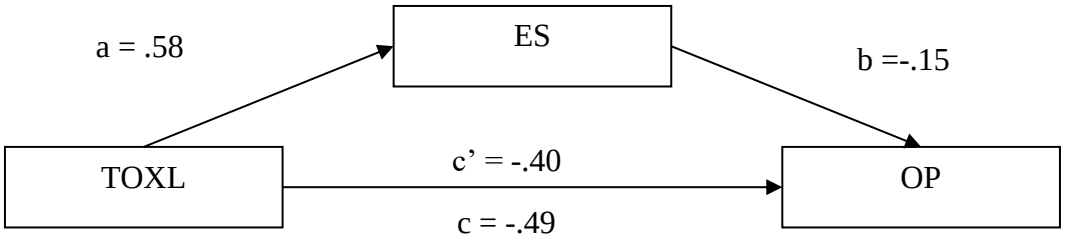

Figure 4.12 Mediation ES between TOXL and OP

4.8.2 Mediation Model-II-OL (H_{7b})

Regression analysis was utilized to evaluate the mediating role of OL between TOXL and OP. The study used Hayes process macros to estimate the mediation effect of OL (Hayes, 2017). At the first stage, the results of the test illustrated that TOXL has a significant negative impact on the mediating variable, OL, where *b*=-.429, SE=.034, p <.001. In the second stage, the results of the study illustrated that the mediation variable, OL, significantly predicts the criterion variable, OP; that is, path "b" is significant, where *b* =.514, SE=.027, p <.001. These results confirm the meditational conditions that the independent variable should predict the mediating variable, and further, the mediating variable should predict the dependent variable significantly.

The test results also showed that the total effect, i.e., the effect of the independent variable, TOXL on the predictor variable, OP, in the absence of the mediator is significant, i.e., "c" path is significant with *b*= -.494, SE =.036, *p* <.001. In addition, TOXL was also found to be significant predictors of the dependent variable, OP. in the presence of mediator variable OL in the regression equation, i.e., path c' was also significant showing partial mediation of OL between TOXL and OP. The estimation of the direct effect of TOXL on OP, by controlling MV, was c' = -.273, SE = .033, *p* <.001. The results illustrate that the 35% variance in the OP was accounted for by the predictors (R^2=.35). The indirect effect was estimated using the percentile bootstrapping approach with 10000 samples (Shrout & Bolger, 2002; Hayes, 2013a), implemented with the PROCESS macro version 3 (Hayes et al., 2017). The results showed that indirect coefficient was significant with *b* = -.22, SE= .03, 95% CI= -.270, -.171.

In a nutshell, the beta coefficients for both paths a and b were found statistically significant, the direct and total effects, i.e., c and c' were found to be statistically significant. Hence, it is proved that OL partially mediates the relationship between TOXL on OP for a detailed analysis, see table 4.42 and table 4.43. Each hypothesis herein is evaluated based on the standardized coefficient, its critical ratio, significance level. The estimation of hypotheses demonstrated that all four hypothesized relationships were significant and qualified the conditions for the mediation (partially).

Table 4.42: Mediation effect of OL through Hayes PROCESS model 4

	IV	**DV**	***B***	**SE**	**t-value**	**p-Value**	**LLCI**	**ULCI**
1	TOXL	OL	-0.429	0.034	-12.591	<.001	-.4966	-.3627
2	OL	OP	0.514	0.074	6.945	<.001	.4601	.5677
3	TOXL	OP	-.273	0.033	-8.210	<.001	-.3385	-.2079
			Effect	**SE**	**T-value**	**P-Value**	**LLCI**	**ULCI**
Total Effect			-.494	.036	-13.835	<.001	-.5641	-.4239
Direct Effect			-.273	.027	-8.210	<.001	-.3385	-.2079
					Effect	**Boot SE**	**Boot LLCI**	**Boot ULCI**
Indirect Effect					-.220	.025	-.270	-.172
						1	**2**	**3**
R^2						0125	0.352	0.147
F-Statistics						158.53 (1,1106)	301.64 (2,1105)	191.39 (1,1106)
P-Value						<.001	<.001	<.001

Table 4.43: Summary of mediation effect of Organizational Learning

No	**Hypothesis**	**Direct without Mediator**	**Sig.**	**Direct with Mediator**	**Sig.**	**Indirect effect**	**P-values (bootstrap)**	**Mediation**	**Decision**
H_{7b}	TOXL→OL→OP	-.494	<.001	-.273	<.001	-.220	-.270, -.172	Partial Mediation	Supported

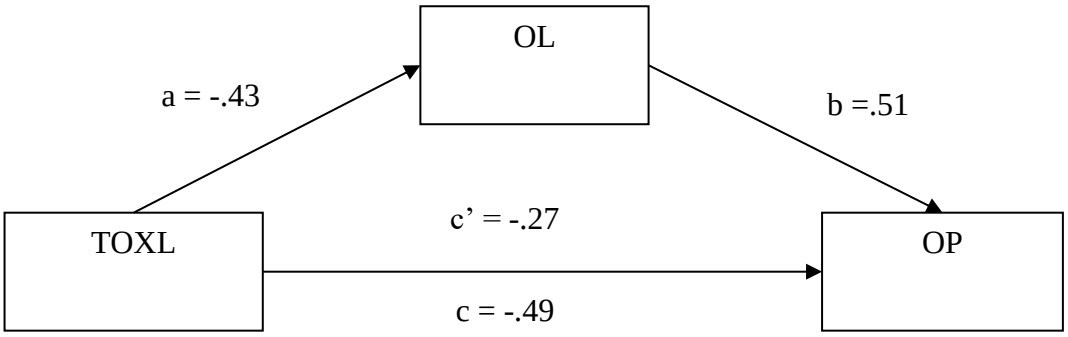

Figure 4.13 Mediation OL between TOXL and OP

4.8.3 Multiple mediation effect (H_{8b})

The study aimed to examine the parallel mediating role of employee silence and organizational learning between TOXL and OP linkage. The study utilized multiple mediation SPSS macro developed by Preacher and Hayes (2008), and Hayes (2013a), the coefficients for direct and indirect paths were computed. This analytical technique is considered a traditionally reliable statistical technique that allows us to estimate the multiple mediators at the same time (Duffy, Bott, Allan, Torrey & Dik, 2012). For this, Hayes process model 4 is used with two mediators at parallel, namely employee silence (M1) and organizational learning (M2) between TOXL (IV) and OP (DV) linkage. The preceding figures 4.14 and 4.15, illustrate the conceptual and statistical diagrams of the model based on the work of Hayes (2015) and Hayes (2013a), as discussed in chapter 4 under section 4.8.9.4.2.

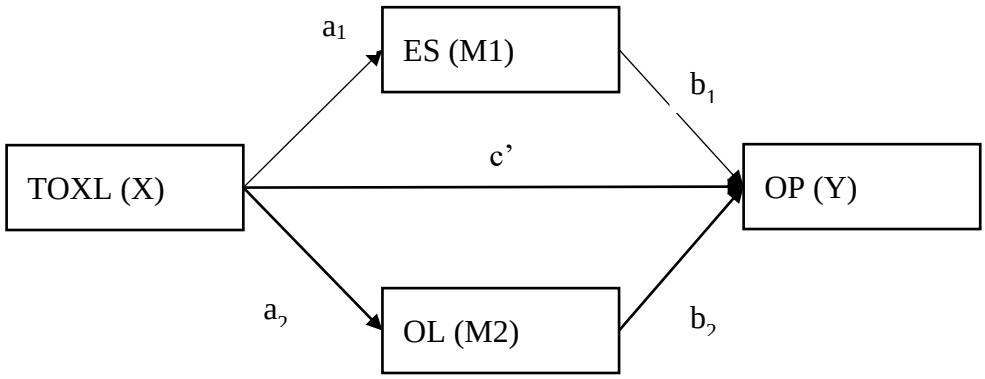

Figure 4.14 Conceptual Model: ES & OL Mediate between TOXL & OP

The test results revealed that TOXL behavior has a significant direct impact on employee silence with coefficients a1=.58 and *p <.001*.

Model 2 illustrated that for the second mediating variable, "organizational learning", TOXL behavior had a significant direct impact on organizational learning with the coefficient of path a2= -.42, p>0.001.

Model III in the study examined the direct impact of mediators M1 and M2, i.e., ES and OL and independent variable TOXL (X) on the dependent variable OP (Y). The results of the analysis of this model depicted that employee silence (M1) has a significant impact on OP (Y) with a coefficient of path b1=.12, *p>.001* while controlling M2 and X. Model III further showed that organizational learning (M2) had a significant positive

impact on OP (Y) with b2 path coefficient =.51, *p<.001*, while controlling M1 and X. Model III, finally, revealed that when M1, M2 and constant terms controlled the direct impact of TOXL had a significant negative impact on the OP, hence depicting coefficient of c'= -.21, *p<.001*.

Model IV, as shown in table 4.44, depicted the total effect of TOXL on the OP, which was significant with the coefficient value of c path =-.49, p<.001.

Table 4.44: Summary of Parallel Multiple Mediator Model

Consequent															
		Model-I (IND→M1)				*Model-II (IND→M2)*				*Model III IND, M1, M2→DV*				*Model IV IND→DV*		
		M_1 (ES)				*M_2 (OL)*				*Y (OP)*				*Y (OP)*		
Antecedent		*Coeff*	*SE*	*P*		*Coeff*	*SE*	*P*		*Coeff*	*SE*	*P*		*Coeff.*	*SE*	*p*
X (Toxic)	a_1	.58	.04	<.001	a_2	-.42	.03	<.001	*c'*	-.21	.04	<.001	*C*	-.49	.04	<.001
M_1 (ES)		___	___	___		___	___	___	b_1	-.12	.02	<.001		___	___	___
M_2 (OL)		___	___	___		___	___	___	b_2	.51	.03	<.001		___	___	___
Constant	i_{M1}	.97	.10	<.001	i_{M2}	-4.74	.09	<.001	i_Y	2.68	.16	<.001	*iY*	4.95	.04	<.001
		$R^{2=}$=0.13				$R^{2=}$= 0.17				$R^{2=}$=0.37				$R^{2=}$=0.15		
		F (1,1106) = 158.54, *p<.001*				*F* (1,1106) =228.57, *p<001*				*F* (3,1104) =214.43, *p<001*				*F*(1,1106) =191.40, *p<001*		

Note. "a_1" and "a_2" are direct effects of toxic leadership (IV) on two parallel mediators, i.e., ES (M1) and OL(M2) respectively; "b_1" and "b_2" represent direct effects or slopes from M1 and M 2 on dependent variable respectively; where "c" is total effects of toxic leadership IV on organizational performance (DV) and "c'" is the direct effect of toxic leadership on DV while controlling all mediators and constant terms. "iM1", "iM2", "iy" and "iY" are constant terms. Regression Coefficients=Coeff, Standard Errors=SE

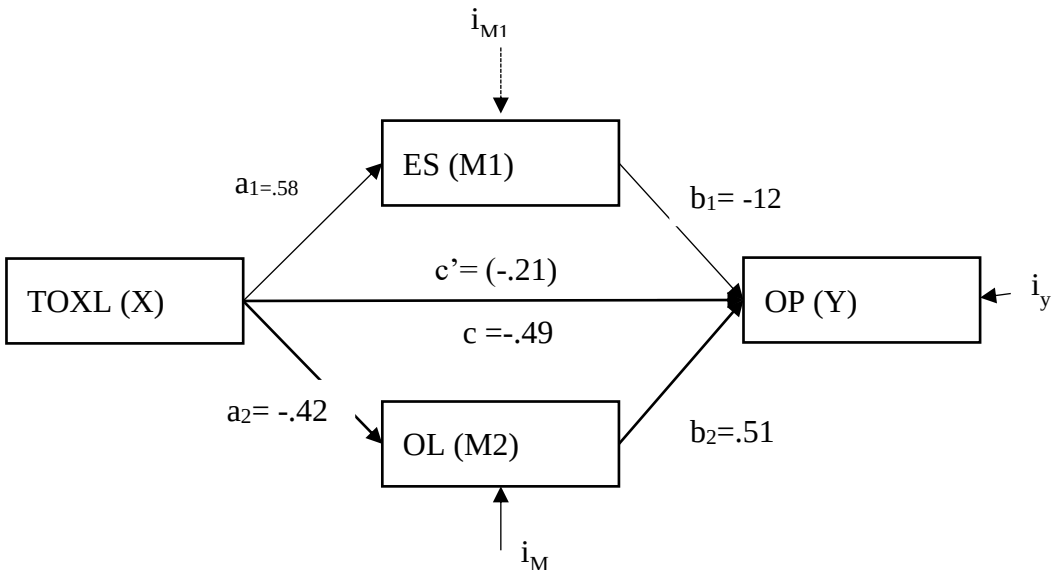

Figure 4.15 Statistical Model: Mediation of ES and OL-Parallel Between TOXL-OP

The study results highlighted that the "C" total effect of TOXL on OP is significant. Secondly, the 'C', i.e., the direct impact of TOXL on OP, when both mediators and constants are controlled is significant with decreased values as compared to the total effect, C. Hence the results showed partial mediation effects of both ES and OL between TOXL and OP. The results of the study further explained that the indirect effect of TOXL on the OP in the case of mediators, employee silence and organizational learning is significant. The results of the study showed that ES and OL at parallel partially mediate the relationship between TOXL and OP. The indirect effect was estimated using the percentile bootstrapping approach with 10000 samples (Hayes, 2013a; Shrout & Bolger, 2002), implemented with the PROCESS macro version 3.1 (Hayes et al., 2017).

Table 4.45: Indirect effects of TOXL on OP, for ES & OL (individually & combinedly)

	Effect	Boot SE	Boot LLCI	Boot ULCI
Total	-.288	.0299	-.3485	-.2335
ES	-.071	.0247	-.2652	-.1700
OL	-.217	.0168	-.1053	-.0400
(C1=ES-OL)	-.145	.0299	-.2034	-.0874

Table 4.45 illustrate that the specific indirect coefficient was significant with *b* = -.14, SE= .03, 95% CI= -.203, -.087, i.e., both upper and lower CIs consist non-zero

values. Hence, the findings of the study support our assumption that employee silence and organizational learning simultaneously and at parallel mediate between TOXL and OP, hence proved our hypotheses of mediation H4b, H7b, and H8b.

4.9 Moderated Mediation Analysis

Moderated mediation is also known as conditional mediation, where the indirect effect of a mediator (M) between a predictor variable (IV) and the outcome variable (DV) is moderated by the moderating variable (W) (Hayes, 2013a). In other words, mediation models that allow for the moderation of a mechanism are also named a conditional process model (Hayes, Montoya, & Rockwood, 2017).

The study, after assessing the basic assumptions of the normality and measuring the convergent and discriminant validities of the constructs, utilized the SEM to estimate the direct and indirect effects of the basic models of the study and then carried out the moderated mediation to estimate the complete model of the study using Hayes (2013) process macros. The study followed the step-by-step approach for estimation of the multiple mediators and moderated mediation effects as suggested by MacKinnon et al. (2012). According to these scholars, in the case of multiple mediators and moderated mediation effects, the researchers should first test the individual mediators and moderated mediation effects and then estimate the whole model. The study to estimate the final model estimated individual moderated effects and then complete the model. The sequence of estimations of models is given as follows.

$H_{11c:}$ Moderated mediation effect of ES, between TOXL and OP at different values of LMXQ.

$H_{12c:}$ Moderated mediation effect of OL, between TOXL and OP at different values of LMXQ.

$H_{13c:}$ Moderated mediation effects of ES and OL in parallel between TOXL and OP at different values of LMXQ.

4.9.1 Moderated Mediation of ES between TOXL & OP at different Values of LMXQ (H_{11c})

The main results of the conditional moderated effect of LMXQ on the mediated effect of employee silence on TOXL and OP are estimated by using process model 7 given by Hayes (2013b). This regression analysis consists of four steps/ models: (a) mediator and dependent variable model, (b) direct effect analysis, (c) conditional indirect analysis, and (d) index of moderated mediation. The overview of each step and then the results and interpretation are given as follows. Table 4.46 illustrates the conditional process analysis (LMXQ (TOXL→ES→OP)).

Table 4.46: Conditional PROCESS Analysis for LMXQ (TOXL→ES→OP)

	B	*SE*	*t*	*p*
Mediator Model-I ES				
Constant	2.49	.03	91.63	<0.001
TOXL	.51	.04	11.91	<0.001
LMXQ	-.14	.04	-4.13	<0.001
TOXL x LMXQ	-.11	.04	2.56	<0.05
R^2 change= .008				
F(3, 1104) = 6.53, *p<.05*				
Dependent variable Model-II	*B*	*SE*	*t*	*P*
Constant	4.06	.07	56.78	<0.001
Employee Silence	-.15	.03	-5.51	<0.001
TOXL	-.41	.04	-10.48	<0.001
Direct effect from x to y	*B*	Boot *SE*	Boot LLCI	Boot ULCI
c’	-.41	.04	-.48	-.32
Conditional Indirect Effect of LMXQ on the mediating role of (ES) at IA= M± SD (Mean Centered)				
LMXQ_6	*Effect*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
M-1 SD (-0.82)	-.06	.02	-.09	-.04
M (0.00)	-.08	.02	-.11	-.04
M+1 SD (0.82)	-.09	.02	-.13	-.05
Index of Moderated Mediation	Index	Boot *SE*	Boot LLCI	Boot ULCI
	-.02	.008	-.032	-.003

Note. N=1108. Bootstrap default sample size = 5000. LL=low limit, UL= upper limit, CI= confidence interval. *p*<0.10, **p*<0.05., ***p*<0.01., ****p*<0.001.

The mediator variable model was to test the moderation effect of LMXQ on TOXL and ES. Therefore, first, the direct impact of TOXL, LMXQ and their interaction term on employee silence was estimated, while (b) the dependent variable model was to test the impact of TOXL behavior, employee silence and LMXQ on OP at the mean of LMXQ as well as plus and minus one standard deviation from mean of LMXQ.

In addition, the conditional indirect analysis was estimated to test the impact of TOXL on OP through the mediation of employee silence at the mean of LMXQ as well as plus and minus one standard deviation from the mean of LMXQ.

The mediator variable model estimates, $F=84.65$, $R^2=.19$, $p<0.001$ and dependent variable model estimates, F=113.41, $R^2=.17$, $p<0.001$, showed that both model-I and II are fit, respectively. The results illustrated that TOXL positively predicts employee silence ($b=.50$, $t=11.91$, $p<.001$), LMXQ predicts ES negatively and significantly ($b=-.14$, $t=-4.13$, $p<.001$) and the interaction term of both LMXQ and TOXL significantly predict the ES ($b=.11$, $t=2.56$, $p<.05$). Furthermore, the tests for higher-order unconditional interaction showed that the effect of interaction is also significant with R^2change=.005, F=6.54, p<.05. The study through these results identified that the moderation effect exists and is higher for the employees with a higher level of LMXQ on TOXL and ES, i.e., as the level of toxicity increases, the silence level increases for all employees whether at lower or higher in LMXQ, but its intensity is more for employees with the high level of LMXQ. These results fulfill the initial condition for the moderated mediation that the LMXQ moderates the effect of TOXL on OP through the mediator ES.

In the second stage, in the dependent model, the study found that employee silence predicts OP negatively ($b=-0.15$, $t=-5.51$, $p<.001$), whereas the direct effect of x (TOXL) on y (OP), while controlling mediator, is significant and negative in direction, i.e., TOXL negatively predicts OP ($b=-.41$, $t=-10.48$, $p<.001$).

Moreover, to assess the conditional indirect effect based on the moderator (i.e., LMXQ at the mean and at ±1 standard deviation), all the three values are positively and significantly different from zero and significant. The results indicate that as the values of LMXQ increase, the conditional indirect effect also increases but with a negative sign/direction. see table 4.46.

The results showed that conditional indirect effects of TOXL on OP through ES are significant for all values of LMXQ and the test of moderated mediation, based on analysis of the index of moderated mediation, is significant, b=-.02, SE=.008, 95 % CI [-

.032, -.003]. Table 4.46 and figures 4.18 are provided to illustrate these results graphically.

Based on these findings, it is concluded that moderated mediation exists in the case of ES, at different values of LMXQ. Such that for all values of LMXQ, the mediation effects ES between TOXL and OP increases as the level of LMXQ increases, and an interesting second finding is that the reduction in the intensity of the mediating effect of ES is noted between TOXL and OP at low values of LMXQ. Hence our hypothesis is supported. The results of the study indicate that the mediation effect of ES between TOXL and OP varies at different levels of LMXQ. Therefore, while managing TOXL and employee silence for the OP in the banking sector, the LMXQ should not be neglected. These findings support the general understanding of the theory of LMXQ related to the toxic leadership (Padilla, 2007; Xu et al., 2012). Which views that with the high level of LMXQ, Toxic effects of Leaders increases as compared to the out group or low level of LMXQ. Hence it is suggested here that as coping strategy the separation of toxic leaders and exposure to the toxic leaders is a good thing. Like the rotten apples may rotten the other apples in a basket. The theory of emotional contagion (Fowlie & Wood, 2009) can be another example and the solution here is the isolation of toxic leaders is an important aspect and the relationship of the employees with the toxic leaders can be managed through consideration of these findings.

4.9.2 Conceptual Moderated Mediation Model ES at different values of LMXQ

The conceptual and statistical models provided in figures 4.16 and 4.17 illustrate the mediation effect of a single mediator “Employee Silence” and a moderator “LMXQ” is adopted from the Hayes Model 7 (2013a).

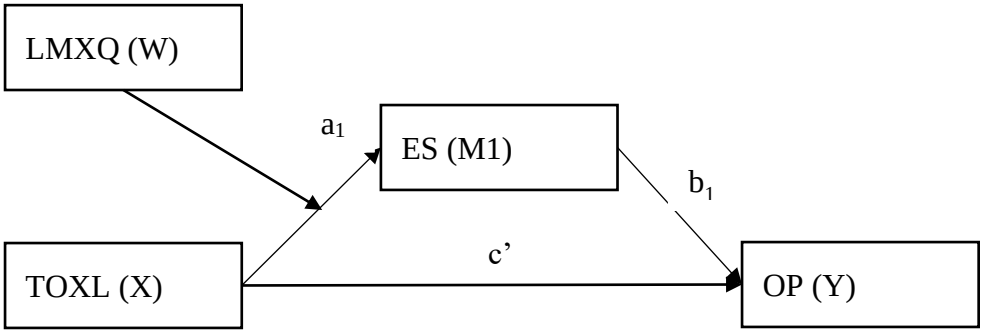

Figure 4.16 Conceptual Moderated Mediation Model ES

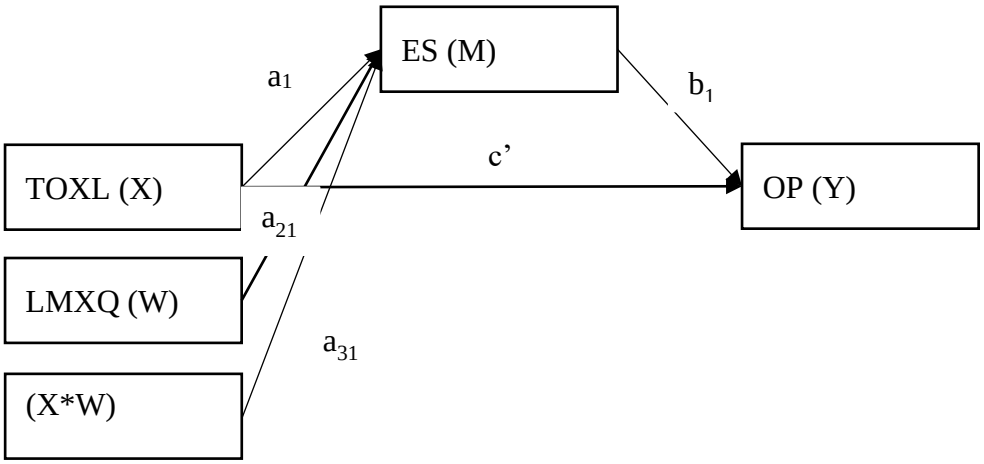

Figure 4.17 Statistical Model: Moderated Mediation ES

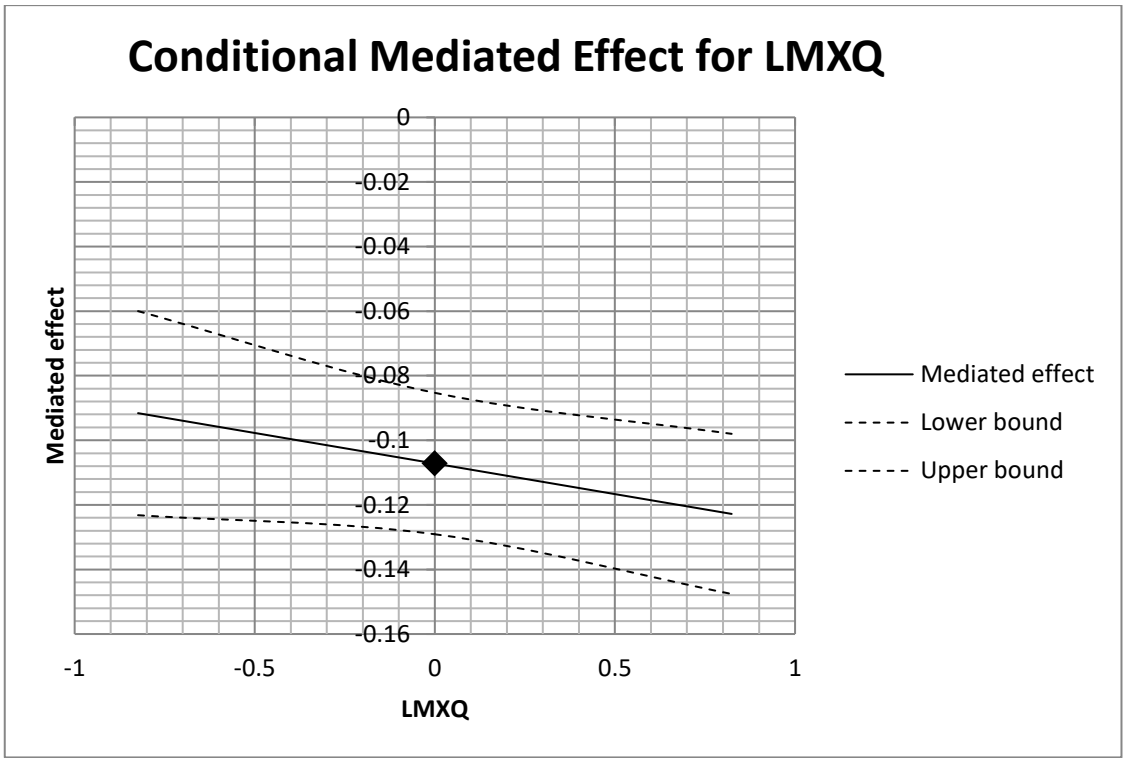

Figure 4.18 Moderated mediation effect of ES for different values of LMXQ

4.9.3 Moderated Mediation of OL between TOXL & OP at different values of LMXQ (H_{12c})

The main results of the conditional effect of LMXQ on the mediated effect of OL on TOXL and OP are estimated by using Hayes process model 7 following Hayes (2013b). For the moderated mediation analysis, table 4.47 consists of four parts: (a) mediator and dependent variable model, (b) direct effect analysis, (c) conditional indirect analysis, and (d) index of moderated mediation.

The mediator variable model was to test the effects of TOXL, LMXQ and interaction effects of both TOXL and LMXQ on OL (the mediator OL which is the criterion variable in this model), while the dependent variable model was to test the direct impact of TOXL, OL and LMXQ on OP. The results of the mediator variable model indicated overall model fitness with (*F=132.13, R^2=.26, p<0.001).* The test also found that TOXL significantly predicts organizational learning (*b = -.21, t=-5.98, p<.001*), LMXQ predicts organizational learning significantly, (*b=.41, t=14.41, p<.001),* while controlling TOXL, constant terms. Furthermore, the interaction term of TOXL and LMXQ has an insignificant effect on organizational learning (*b=-.04, t=-1.08, p<.001).*

The test of higher-order unconditional interaction further revealed that the moderation effect does not exist with an insignificant value of R^2 change and *b*=.0008, *F*=1.16, *p=.28*. These results showed that there is no moderation effect of LMXQ on the relationship between TOXL and OL.

In the second stage, the dependent variable model was evaluated, which was the overall fit with (*F*=301.64, R^2*=.35, p<.001*). The results revealed that organizational learning predicted OP positively and significantly (*b=.51, t=-18.74, p<.001),* the direct effect of x on y, (while controlling mediator) is significant and negative in direction, i.e., TOXL negatively predicts OP with *(b=-.27, t=-8.21, p<.001*). The direct effect analysis intends to find that whether the direct effect of an independent variable, TOXL, in this case, has a significant impact on the dependent variable, OP, in the presence of a mediating variable, ES or not.

Similarly, the conditional indirect analysis was employed to test the impact of TOXL on OP through the mediation of OL at the mean and plus and minus one standard deviation from the mean of LMXQ. The results revealed that the conditional indirect effect of TOXL on OP, at the mean and at the ±1 standard deviation of LMXQ has shown that for all the three values of the moderators, LMXQ, there is a significant conditional indirect effect, as for all the three values of LMXQ there consists of no zero between lower and upper CI. This implies that although the LMXQ is not a moderator, it still has an impact on the indirect effects of TOXL on OP when OL plays its role as mediator.

In the last part, the study found that the conditional indirect effect of OL on TOXL and OP is non-significant for all values of LMXQ and the test of moderated mediation, based on the values of the index of moderated mediation, is non-significant, *b*=-.02, *SE*=.021, 95 % CI [-.061, .023]. Therefore, moderated mediation does not exist and our hypothesis 12c is not supported. The results imply that conditional indirect effects of TOXL on OP through OL, at different values of LMXQ are non-significant. Hence the change in the mediation effect of OL between TOXL and OP is non-significant at different values of LMXQ.

Table 4.47: Conditional PROCESS Analysis for LMXQ (TOXL→OL→OP)

	B	***SE***	***t***	***p***
Mediator Model-I OL				
Constant	3.60	.02	163.16	<.001
TOXL	-.21	.03	-5.98	<.001
LMXQ	.40	.03	14.42	<.001
TOXL x LMXQ	-0.04	.03	-1.08	=.28
$\Delta R^2 = .0008$				
F= 1.679, *p=.28*				
Dependent Variable Model				
Constant	1.82	.10	17.87	<0.001
Organizational Learning	.51	.03	18.74	<0.001
TOXL	-.27	.05	-8.21	<0.001

Direct effect from x to y	*B*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
c’	-.27	.03	-.33	-.21

Conditional Indirect Effect of LMXQ on the mediating role of (OL) at IA= M± SD (Mean Centered)				
LMXQ (0/+- SD)	*Effect*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
M-1 SD (-0.82)	-.09	.03	-.15	-.03
M (0.00)	-.10	.02	-.14	-.06
M+1 SD (0.82)	-.12	.02	-.17	-.07

Index of Moderated Mediation	Index	Boot *SE*	Boot LLCI	Boot ULCI
	-.02	.02	-.06	.02

Note. N=1108. Bootstrap default sample size = 5000. LL=low limit, UL= upper limit, CI= confidence interval. *p*<0.10, **p*<0.05., ***p*<0.01., ****p*<0.001.

The conceptual and statistical models provided below in figures 4.19 and 4.20 illustrate the mediation effect of a single mediator “Organizational Learning” and a moderator “LMXQ” is adopted from the Hayes Model 7 (2013b).

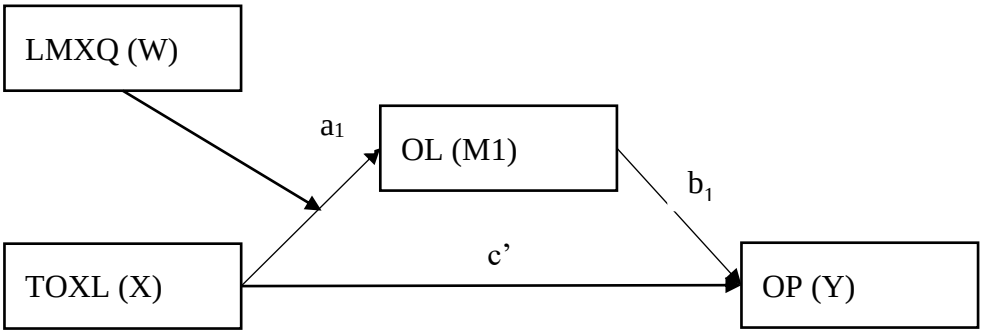

Figure 4.19 Conceptual Model Moderated Mediation OL

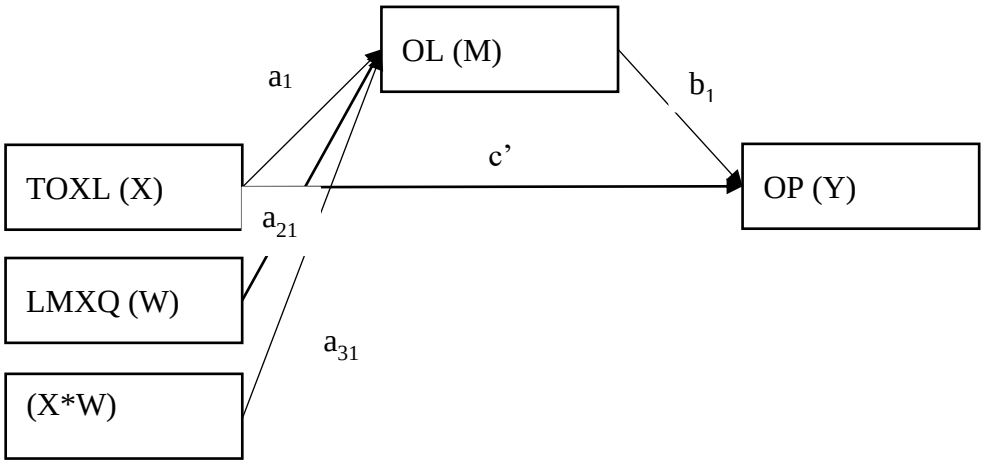

Figure 4.20 Statistical Diagram Moderated Mediation Model OL

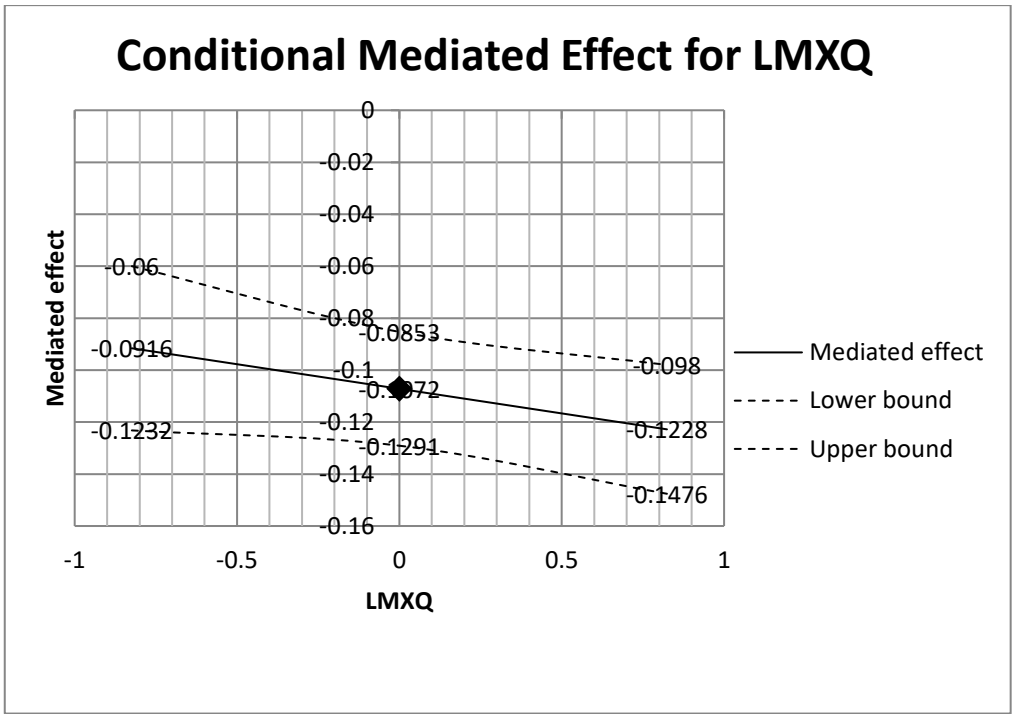

Figure 4.21 Moderated mediation effect of OL for different values of LMXQ

4.9.4 Moderated Mediation of ES & OL (parallel) between TOXL & OP at different values of LMXQ (H_{13c})

The study estimated the moderated mediation with a moderating effect of LMXQ on two mediating variables ES and OL, between TOXL and OP linkage see figure 4.22.

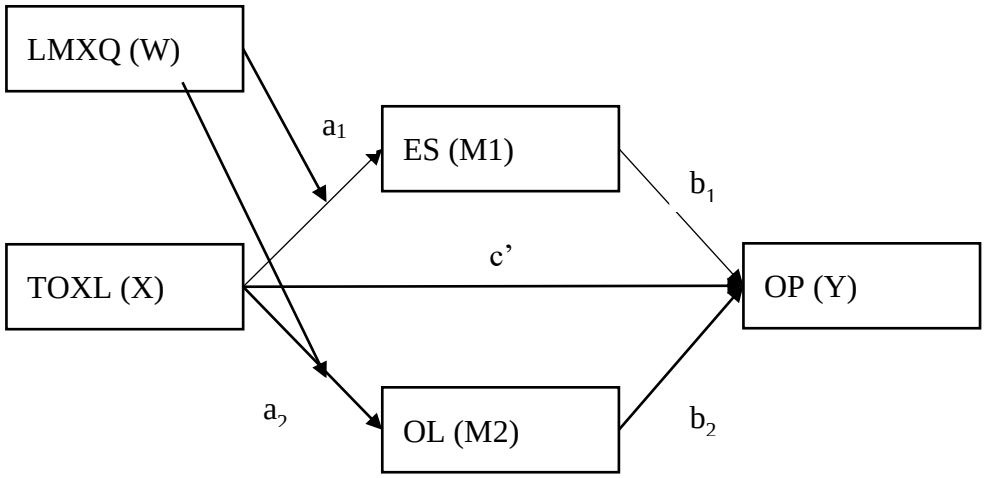

Figure 4.22 Conceptual Moderated Mediation Model

This multiple moderated mediation model is an extension of the conditional process model 7 as given by Hayes (2013a) and further explained by Hayes (2015) these models are provided in the previously in figure 3.37 for clarification purposes. Hayes (2015) further explained model 7 by providing a statistical model when there are two mediators in parallel and a moderator as given in figure 3.37. The current study, based on the work of Hayes (2015), developed its model, and then evaluated it through SPSS macros (Hayes, 2013a). The SPSS macros for conditional processes that are developed specifically for testing the complex models covering both mediator and moderator variables. This method/process is also adopted by a number of studies to test the moderated mediation as per their contextual requirements (Cero & Sifers, 2013; Li, Zhou, Li, & Zhou, 2016; Zhou et al., 2017). The statistical Model for extended Moderated Mediation Model 7 for two mediators, namely employee silence and organizational learning and a moderator LMXQ is given as follows.

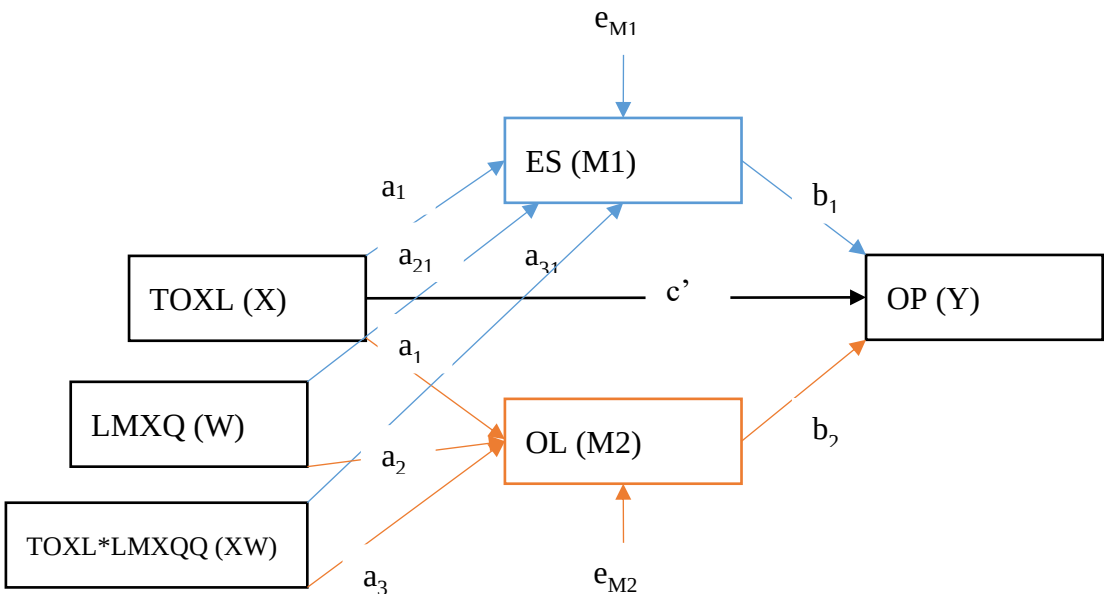

Figure 4.23 Statistical Model-Moderated Mediation effect with two Mediators

Note. Blue and Orange lines are related to mediators' ES and OL, respectively. Whereas black line implies a direct relationship between TOXL and OP

4.9.4.1 Process of moderated mediation

The main results of the conditional indirect effect of TOXL on OP, when mediated effects of both ES and OL are moderated at different values of LMXQ was estimated by using the extended process model 7 as given by Hayes (2013a). For the moderated

mediation analysis, table 4.48 and table 4.49 cover four parts: (a) Two mediator models and a dependent variable model, (b) direct effect analysis, (c) conditional indirect analysis and (d) index of moderated mediation

The mediator variable models I and II were aimed to estimate the effects of TOXL, LMXQ and their interaction effects on each mediator, namely ES and OL, while the dependent variable model was to estimate the impact of TOXL, ES, OL and LMXQ on OP, which also assisted in evaluating the direct effects of TOXL in the presence of Mediators.

The conditional indirect analysis was aimed to test the impact of TOXL on OP through the mediation of ES at the mean of LMXQ as well as plus and minus one standard deviation from the mean of LMXQ. Similarly, the second conditional indirect analysis was aimed to test the impact of TOXL on OP through the mediation of OL at the mean of LMXQ as well as plus and minus one standard deviation from the mean of LMXQ.

Whereas table 4.49 illustrated the moderated mediation indexes for each ES and OL, which is an index that highlights the significance of moderated mediation effect for each mediator. Finally, the analysis part consists of a graphical representation of the moderated mediations and hence the study facilitated the pictorial view of the results.

4.9.4.2 Findings of Moderated mediation

Table 4.48 illustrates conditional process analysis or moderated mediation analysis of two mediators' ES and OL and a moderator LMXQ between TOXL and OP linkage. The findings of the mediator level model-I (employee silence) illustrated that the overall model fits as F (3,1104) =84.65, $p<.001$, R^2= 0.19, the output also depicted that there is a significant positive impact of TOXL on employee silence with b=.50, t=11.91, p<.001. Similarly, LMXQ has a negative impact on employee silence with b=-.14, t=-4.13 and p<.001. The interaction term (TOXL x LMXQ) is found to have a significant positive impact on ES with b=.11, t=2.56, p<0.05. Furthermore, the test of highest order unconditional interaction confirmed that the moderation effect is significant with R^2 change equal to .004, F (1, 1104), p<.05. The result indicated that there is a direct positive impact of TOXL on ES in the presence of LMXQ and there is a negative direct impact of LMXQ on employee silence. The study significantly moderating the effect of LMXQ on the relationship between TOXL and ES. The study evaluated on the basis of conditional effects of TOXL on ES at different values of LMXQ as a moderator. This means that at

high levels of LMXQ, the effect of TOXL would be more on the ES as compared to employees with the low level of LMXQ.

The Model-II with organizational learning (mediator II in the actual model) as a criterion variable, illustrated overall model fit at values *F* (3,1104) =132.127, *p <.001*, R^2=.26, the output in table 4.48, depicts that there is a significant positive impact of the predictor variable, TOXL on OL with *b*=-.21, *t*=-5.98, *p <.001*. LMXQ showed a positive impact on OL with *b*= .40, *t*= 14.42, *p <.001*. The interaction term (TOXL x LMXQ) is found to have a negative non-significant impact on organizational learning with *b*=-.036, *t*= -1.08, p=.28>.05. The test of higher-order unconditional interaction revealed an insignificant moderation effect with R^2 change=.0008, F=1.17, p=.28. The findings of the analysis indicated that there is a significant negative impact of TOXL on OL. There is a significant positive impact of LMXQ on OL, but the impact of the interaction term (TOXL x LMXQ) on OL is non-significant in a negative direction. It implies that LMXQ does not have a moderating effect on TOXL and OL and hence does not support our assumptions of moderation of LMXQ on TOXL and OL.

The dependent variable model III, which was aimed to assess the direct impact of TOXL (IV), ES (MED1), OL (MED2), and LMXQ(MOD) on OP (DV), illustrated overall model fit with *F* (3, 1104) = 214.428, *p <.001*, R^2=.37. The results of the dependent variable model III indicated that when all variables are entered in the model, there is a significant negative impact of TOXL on OP with *b*=-.21, *t*=-5.78, *p*<.001. There is a significant positive impact of OL on OP with *b*=.51, *t*=18.59, *p*<.001. Similarly, there is a significant negative impact of employee silence on OP with *b*=-.12, *t*=-5.12, *p*<.001. This indicates that TOXL is negatively related to the OP, and OL and ES satisfy the condition for the mediator as path a1 and a2 both are found significant.

The results of model-I and model-III qualify the conditions for moderated mediation except for Model-II. However, according to Hayes (2013a), the moderated mediation model should be tested as a whole to get the full picture even if some relationships do not show significance. Therefore, the study furthermore evaluated the combined effect of ES and OL between TOXL and OP when LMXQ moderates these relationships at different levels.

The process output provided conditional indirect effects of mediator variables ES and OL on predictor “TOXL” on the dependent variable “OP” at the three different values of LMXQ.

The results showed that the conditional indirect effect of TOXL on OP through ES is significant for all values of LMXQ and the test of moderated mediation, based on the index of moderated mediation, is significant, *b*=-.013, *SE*=.0065, 95 % CI [-.027, -.002]. However, the results showed that conditional indirect effects of OL on TOXL and OP are non-significant for all values of LMXQ and the test of moderated mediation, based on the index of moderated mediation, is non-significant, *b*=-.018, *SE*=.021, 95 % CI [-.061, .023]. Figures 4.24 and 4.25 are provided to illustrate these results graphically. Based on the findings, it is concluded that moderated mediation exists in the case of ES, whereas in the case of OL, there is no moderated mediation at different values of LMXQ. Hence our hypothesis is partially supported.

Table 4.48: Conditional. PROCESS Analysis for two mediators and one moderator

	B	**SE**	***t***	***P***
Mediator Model-I ES				
Constant	2.49	.03	91.63	<.001
TOXL	.50	.04	11.91	<.001
LMXQ	-.14	.03	-4.13	<.001
TOXL x LMXQ	-.11	.04	2.56	<.05
Mediator Model-II OL				
Constant	3.63	.02	163.16	<.001
TOXL	-.21	.03	-5.98	<.001
LMXQ	.41	.02	14.42	<.001
TOXL x LMXQ	-.04	.03	-1.08	=.28
Dependent variable Model				
Constant	2.15	.12	17.95	<.001
Employee Silence	-.21	.03	-5.78	<.001
Organizational Learning	-.12	.02	-5.12	<.001
TOXL	.51	.03	18.59	<.001
Conditional indirect effect analysis at IA=M± SD				
Conditional Indirect Effect analysis (ES) at IA= M± SD	*B*	Boot *SE*	Boot LLCI	Boot ULCI
M-1 SD (-.82)	-.05	.01	-.08	-.03
M (.00)	-.06	.01	-.09	-.03
M+1 SD (.82)	-.07	.02	-.10	-.04
Conditional Indirect Effect analysis (OL) at IA= M± SD	*B*	Boot *SE*	Boot LLCI	Boot ULCI
M-1 SD (-.82)	-.09	.03	-.15	-.03
M (.00)	-.11	.02	-.14	-.06
M+1 SD (.82)	-.12	.02	-.17	-.07

Table 4.49: Index of Moderated Mediation

Mediator	Index	SE	LLCI	ULCI
ES	-.0131	.0065	-.0273	-.0022
OL	-.0186	.0216	-.0612	.0234

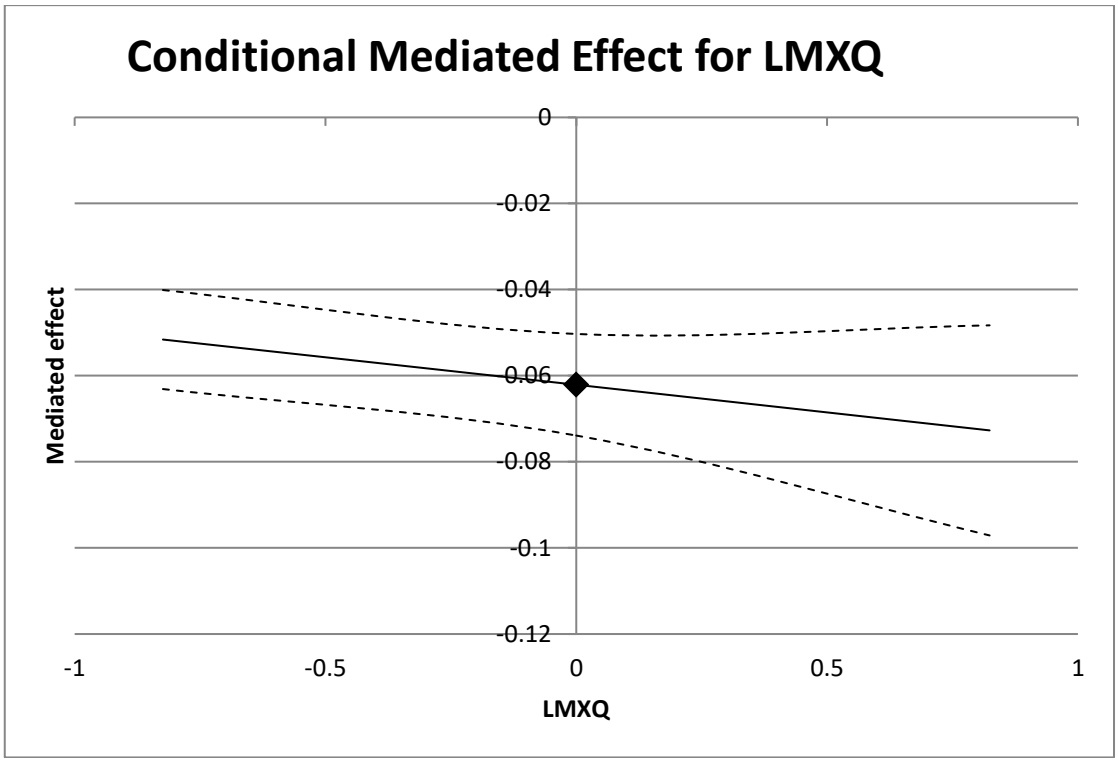

Figure 4.24 Moderated Mediation effect of ES at different values of LMXQ

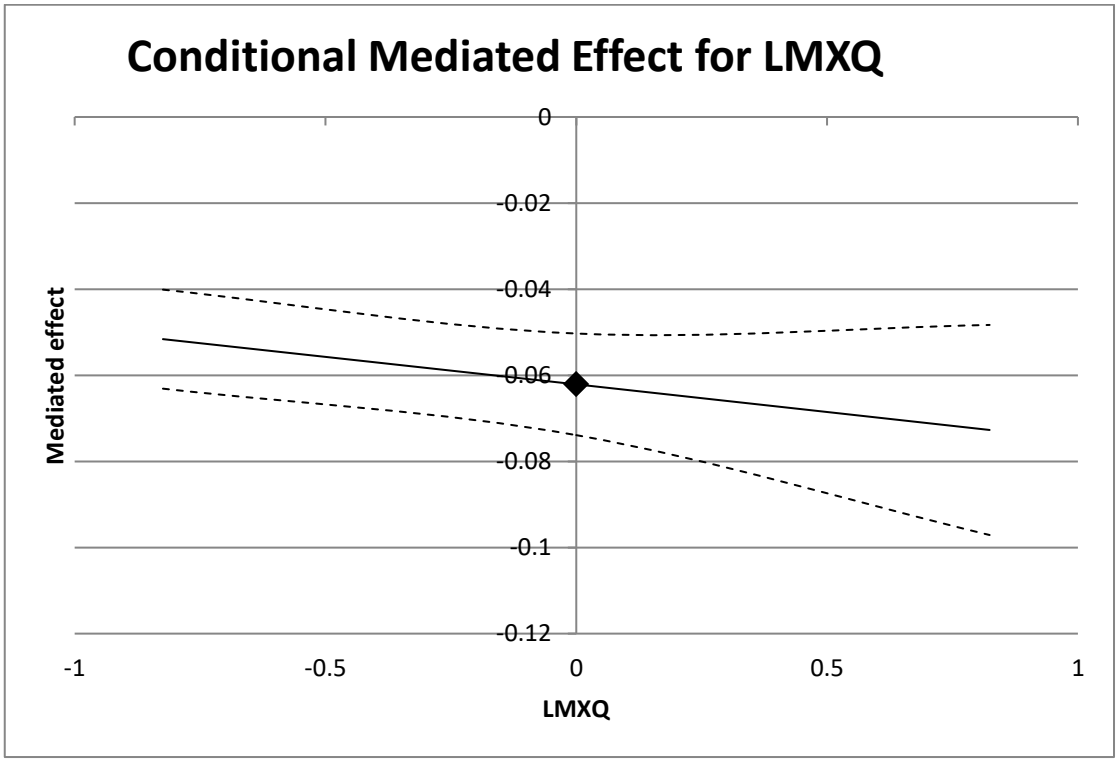

Figure 4.25 Moderated Mediation Effect of OL at different values of LMXQ

4.10 Summary of Results

Table 4.50 provides a summary of the research hypotheses and their respective results.

Table 4.50: Summary of Results

Direct Relationships		
Hypotheses	**Structural Paths**	**Results**
H_{1a}	TL → OP	Supported
H_{2a}	TL → ES	Supported
H_{3a}	ES → OP	Supported
H_{4a}	TL → OL	Supported
H_{5}a	OL → OP	Supported
Mediation Effect		
H_{6b}	TL → ES → OP	Partially Supported
H_{7b}	TL → OL → OP	Partially Supported
H_{8b}	TL →(ES+OL) →OP	Partially Supported
Moderation Effect		
H_{9c}	(TOXL X LMXQ) → ES	Supported
H_{10c}	(TOXL X LMXQ) → OL	Not Supported
Moderated Mediation: (Conditions)		
H_{11d}	LMXQ (TL →(ES) →OP)	Supported
H_{12d}	LMXQ (TL →(OL) →OP)	Not Supported
H_{13d}	TL→ (ES+OL) →OP Conditional Effects of LMXQ	Partially Supported

CHAPTER 5

DISCUSSION AND CONCLUSIONS

The present chapter covers the discussion on the findings, contributions, implications, recommendations, conclusion, future research directions, and limitations of the study.

5.1 General Overview

The study, through an extensive review of the literature, identified a lack of consensus on the relationship between TOXL and OP. It also revealed that previous studies mostly failed to clarify the underlying mechanisms between TOXL and OP linkage. To address the gap, in theory, the study proposed a moderated mediation model and explained that the TOXL and OP are negatively related to each other through ES and OL at different levels of LMXQ. To achieve the objectives of the research, the study developed different hypotheses and quantitatively assessed them to conclude. The following sections cover the discussion on the findings of the research during the analysis phase.

5.2 Discussion on Direct Effects

This section covers the discussion on the results of the hypotheses $H_{1a,}$ $H_{2a,}$ $H_{3a,}$ $H_{5a,}$ and H_{6a} of direct linkages in the study.

H_{1a}: Toxic leadership has a negative impact on organizational performance.

The study result illustrates that TOXL predicts OP negatively and significantly in the banking sector of Pakistan. This result supports our hypothesis and is in congruence with the previous investigations conducted by Bellou & Dimou (2021); Hitchcock (2015); Savas (2019); Mehta and Maheshwari (2013); Akca (2017); Aboyassin and Abood

(2013); Leet (2011) and Nevicka et al. (2018). These scholars have found that TOXL negatively influences the effectiveness, increases turnover intentions, and decreases organizational commitment and OP in different contexts. Here, this study verifies that TOXL is detrimental to OP. The study views that toxic leaders are emotionally unstable, and their mood fluctuates (Xu et al., 2012). Therefore, it causes emotional exhaustion and stress in employees. These emotional and psychological conditions of employees lead the employees towards adopting counter-work behaviors. During the review of the literature, we also found that negative leadership behaviors influence organizational factors, along with individual-level factors like organizational citizenship behavior, turnover rate, and reduction in organizational success (Hitchcock, 2015; Bellou & Dimou, 2021). According to the theory of the toxic triangle (Padilla et al., 2007), TOXL behavior and its consequences are the resultant of three factors, i.e., destructive leaders, susceptible followers, and conducive environments to toxicity.

In the banking context, Malik, and Khan (2013) found that the narcissism of leaders has a significant negative impact on the employees' psychological contract. They further explained that narcissist leaders always want themselves at the top and self-promote by sacrificing and discrediting the contributions of the employees. Therefore, it creates an environment of toxicity and negative behaviors. They have also verified and pointed out the contamination of the bank environment with the existence of narcissist behaviors.

The study views that bank managers and operation managers are in direct contact with their frontline employees. Therefore, if they are emotionally unstable and behave abusively, then they become the source of stress and exhaustion for the employees, which could affect their frontline employees' behaviors with the customers, causing depletion in service delivery and performance.

The empirical results complement and supports that part of the toxic leadership studies that view toxic leadership negatively contributes the organizational performance. As according to Goldman (2012), based on the theory of emotional contagion, noted that the emotional imbalance and mood fluctuations trickle down to the employees and henceforth cause a toxic organizational climate that collectively leads to organizational inefficiency. In addition, based on COR theory, Xu et al. (2015) found that the employees in consequence of TOXL behaviors do not put their efforts into the performance delivery and job tasks instead try to conserve their physical and non-physical resource that leads to the reduced level of sharing of knowledge, lack of necessary contacts with the leaders

and other employees having a close relationship with the toxic leader. The contribution of the empirical evidence identified the negative consequences of toxic leadership on organizational performance in banking sector of Pakistan.

H_{2a}: Toxic Leadership has a positive impact on employee silence.

The study reveals that TOXL has a significant positive impact on employee silence, which is in congruence with the previous work of scholars like Wang, Zhang, Ding and Cheng (2018); Xu et al. (2015); Goldman (2012); Schilling and Kluge (2009); and Tepper (2007). The study complements the already existing theories. As according to the theory of emotional contagion, the toxic behaviors of leaders have the capacity trickle down (Goldman, 2012) and adversely influence employees' behaviors that lead to emotional exhaustion and employee silence (Xu et al., 2015). Similarly, the findings also complement the theory of conservation of resources. Grounding on the theory of COR and the basic work of Tepper (2007), the study has viewed that when employees are abused or faced with negative leadership behaviors, they try to remain silent and conserve their physical, psychological, and intellectual resources; and instead of performance, they adopt silence behavior as a coping strategy or try to remain away from their toxic leader to avoid the chances of abuse. Secondly, if the employees themselves are toxic, they become silent to get the benefits from toxic leaders (Milosevic et al., 2020). Consequently, this silent behavior leads to the lack of shared information and knowledge, which might be expected to result in the wrong solution of the problems or to rework and increase in costs for the organizations. Thus, employee silence hampers the overall OP. This means that the employees, due to TOXL behaviors, remain silent in the banking sector, thus creating a problem for the banks. Scholars have noted that organizations remain unaware of the silent behaviors and contend that all is going well. In the banking context, the scholars like Jabbar et al. (2020) and Malik and Khan (2013) have identified that narcissism of leadership has a significant negative impact on the employees' psychological contract. They further explained that the narcissist leaders, a form of TOXL, always want themselves at the top and promote themselves by sacrificing the contributions of the employees, which results in a toxic climate and negative behaviors among the employees.

H_{3a}: Employee Silence has a negative impact on organizational performance.

The study findings have illustrated that employee silence is significantly negatively related to OP, thus supports our hypothesis. These findings are also in line with the arguments of Morrison (2014) and Morrison and Milliken (2003), who are of the

view that employee silence results in a negative impact on OP. Furthermore, literature has identified that employees feel hesitant to express their feelings, understanding and knowledge concerning the organizations. As a result, scholars mainly consider that information withholding behavior has the potential to deteriorate organizational decision making and problem-solving (Argyris & Schon, 1978; Morrison & Milliken, 2000; Vince, 2004).

During the review of the literature, the study noted that the banking sector in Pakistan is characterized by control mechanisms, strict rule and regulations, and lack of transformational leadership (Shad, 2012) where employees are expected to perform their duties for long working hours, causing emotional exhaustion (Karatepe & Tekinkus, 2006). The compliance culture in these types of organizations seems valuable and contributes positively to performance, but in the long run, the silence and mute behavior of the employees are expected to lead to the failure in important decisions and performance (Van Rooij & Fine, 2018). We can imagine that if we have to work and work and have to chase the targets without the voice and our own will. Yes, after some time, we will find a way to speak or to leave the organizations even if we are working quite well. There is evidence of the high turnover rate in the banking sector globally and specifically in Pakistan (Khan, 2014; Shukla & Sinha, 2013; Hassan, Akram, & Naz, 2012).

H_{5a}: Toxic leadership has a negative impact on organizational learning.

The study postulated what is the impact of TOXL on OL? The objective behind this was to find the impact of TOXL behavior on OL in the banking sector of Pakistan. The study hypothesized that TOXL has a negative impact on OL in the banking sector of Pakistan. The results of the study unfolded TOXL behaviors have a significantly negative influence on OL, which supports our hypothesis and in line with the theoretical foundation provided by Schilling and Kluge (2009) and Aygyris (1997), who are of the view that TOXL is a barrier to OL.

The study based on the work of Schilling and Kluge (2009) views that barriers to the gathering of data, processing it and sharing of knowledge is a micro-political activity. In addition, Lawrence et al. (2005) supports this stance and contend that power and politics are usually exercised by the leaders or organizations to achieve their personal and self-interests, and hence neglect the broader contribution of OL and organizational success. The results of the study illustrated a negative impact of TOXL on the OL process, which means that for self-interest and maintain power, the toxic leaders do not take an

interest in the development and learning of their individuals, and they are a source of the hurdle for the communication in the way to learning and sharing of information.

As the study results identified and illustrated that there is a significant inverse relationship or direct negative impact of TOXL on OL. Therefore, the study invites the attention of the research community to study whether there are other variables like employee silence or organizational processes that build or diminish the TOXL-OL relationship. In addition, the study views the examination of TOXL with the broader and normative perspective of OL as fruitful to fully understand the phenomenon and relationships.

In the banking context, the OL activities are mostly initiated at organizations levels where they intentionally have to arrange the training and development activities; hence, employee perceives the learning orientation of the organization. Whereas there is no proper way or process initiated by their seniors and have no significant impact on the OL like sharing of knowledge, instead autocratic style with no or very low participation and where decisions are imposed by the top-level management without engagement in the banking sector as reported by Rahim (2010). Asrar-ul-Haq (2014) further explained that in the banking sector of Pakistan, there is a lack of transformational leadership and substandard and inefficient leadership is a basic cause of many problems in the banking sector. Therefore, leadership development, specifically transformational leadership, is suggested for the improvement of OL and OP in the services sector, specifically in the banking sector of Pakistan.

H_{6a}: There is a positive relationship between organizational learning and organizational performance.

The study probed what is the impact of OL on OP? The goal behind this was to examine the influence of OL on OP in the banking sector of Pakistan. The study hypothesized that OL has a positive impact on the OP. The study findings supported our hypothesis and found that there is a significant positive impact of OL on OP. The findings are similar to the earlier work of Jyothibabu et al. (2010), Garcia-Morales et al. (2008). These findings also complement the theory of organizational learning like Garcia-Morales et al. (2012) and Di Milia and Birdi (2010). These studies have identified that there is a significant positive relationship between OL and OP. Instead, Van Gils and Zwart (2004), to some extent, have contradicted and noted that knowledge sharing and learning increased turnover, produced higher profits and extended the product range. However, many studies contend that OL plays a vital role in the improvement of OP. In

the banking sector, the results revealed that OL has a key position in achieving OP up to maximum, which is also supported by the earlier work of Sohaib, Ihsan, Yousaf and Majeed (2010).

The study, based on the theory of organizational learning, contended that OL is a source of innovation and through this innovative capacity, the organizations achieve their targets and improved performance (Garcia-Morales et al., 2012). Similarly, according to Lopez et al. (2006), the OL practices of the human resource departments facilitate the learning opportunities and establish systems of communication that enable the individuals to obtain, distribute, interpret, and save valuable knowledge of the organization and hence these systems and processes lead to OP.

The previous studies have suggested the examination of the role of OL in the banking sector like Ahadmotlaghi and Rezaei (2017), Froehlich (2017), and Ghajari and Heidarie (2016).

Ahadmotlaghi and Rezaei (2017) found that the OL and external market orientation of banks mediate the relationship between the internal market orientation and OP. Similarly, the scholars found that the experience and professional ethics of the leaders positively influenced OL capacity in the organizations and explained that leadership positive behaviors make employees more motivated, enabling them to put their efforts into job performance (Ghajari & Heidarie, 2016).

Furthermore, Froehlich (2017) identified bank managers' behaviors as the key factors concerning OL and OP. Therefore, it is recommended that the understanding of OL is vital for the OP of the banks. Here, the results of the study confirm the positive impact of OL on OP. Moreover, whether OL mediates between TOXL, and OP is again a question that is discussed and evaluated under hypothesis H7b in section 5.4.

5.3 Discussion on Mediation Effects

This section discusses the findings pertinent to the mediating role of employee silence and OL between TOXL and OP, separately and at parallel positions. The discussion on the results of three mediation hypotheses H_{4b}, $H_{7b,}$ and $H_{8b,}$ is given as follows.

H_{4b}: Employee silence plays its role as a mediator between toxic leadership behavior and organizational performance.

One of the objectives of the current study was to evaluate the mediating effect of employee silence between TOXL and OP. It also examined whether the employees' silence mediates between the TOXL and OP or not? The study initially evaluated the relationship between TOXL and OP, as discussed above under H_{1a}, which supports our assumption that there exists a direct relationship between TOXL (IV) and OP (DV). Secondly, the study estimated the relationship between the TOXL (IV) and employee silence (MED) and then employee silence (MED) and OP (DV) under hypotheses H2a and H3a. Then, the total effect is measured and compared to the direct effect to estimate the mediation under H4b. A detailed discussion on the findings is given as follows.

The results indicated that TOXL has a significant positive impact on ES, which is also supported by the previous studies (See, Huang, Krasikova, & Harms, 2020; Goldman, 2012; Schilling & Kluge, 2009; Tepper, 2007; Xu et al., 2015). These scholars have identified that TOXL behaviors can transfer to the lower levels and negatively affect the behaviors of the employee at the workplace (Johnson, 2008). Tepper et al. (2007), Xu et al. (2015) and Huang et al. (2020), grounded on the theory of COR, found that the negative behaviors of leaders increase stress and emotional exhaustion among the employees. Consequently, employees try to conserve their resources, including knowledge and physical energies and exhibit silent behavior as a tactic to handle toxic leaders. Moreover, employees utilize their resources in adjustments with the environments and leaders. This drainage of employee's resources negatively affects the achievements of organizational goals and performance.

Besides, the study views that TOXL is emotionally unstable and exhibits violent social behaviors that create a climate where employees get affected by negative behaviors resulting in silence. This is also in line with the theory of emotional contagion, which opined that the emotional effects of the leaders trickle down to the lower levels and, hence, affect all the members from top to down (Johnson, 2008; Barsade, 2002; Hatfield, Cacioppo & Rapson, 1993). Anderson, Keltner and John (2003) noted the leaders have more effect on the emotions and moods of the group members over the other peers as of the leader's powerful, important, and central position.

These results add to the theory of the toxic triangle, which advocates that toxicity in organizations emerge from three venues (a) the environment and organizational context, (b) the personality and behaviors of the leaders and (c) the employees with common characteristics with the leaders (Padilla et al., 2007).

The banking sector is characterized as a continuous change in regulations, strict control, competition, and lack of concern for the employees that have resulted in a high level of turnover rate, lack of commitment and job stress among employees (Asrar-ul-Haq & Kuchinke, 2016). They further founded that the leadership in the banking sector also has mixed types of outcomes in the Pakistani context. Furthermore, the stressful environment of banks makes their leaders and managers emotionally exhausted. Under the emotional contagion effect, the employees also face stressful circumstances (Johnson, 2008; Khan, Imran & Anwar, 2019). It is noted that under these stressful and emotionally vulnerable managers and leaders make them silent that leads to depleted OP. These findings support our hypothesis that the toxic leaders, along with their silent employees, are hazardous to OP and success.

H_{7b}: Organizational learning has a mediating role between TOXL behaviors and organizational performance relationship.

The study probed whether OL has a mediating effect between TOXL and OP relationship in the banking sector of Pakistan? The study based on a critical literature review postulated that there is a mediating effect of OL between TOXL and OP in the banking sector of Pakistan.

The results revealed that OL partially mediates the relationship between TOXL and OP. Hence the study findings support hypothesis H7b. The study findings are in line with the theoretical foundation that TOXL, due to its negative behavioral characteristics, reduces the upward flow of information and hence creates berries in the OL, which adversely affects OP (Schilling & Kluge, 2009; Argyris, 1977).

According to the work of Schilling and Kluge (2009), the leaders sometimes portray the achievements of the projects as their efforts and do not credit their followers. As a result, organizations wrongly perceive that all the achievements are due to the leader and neglect or discredit the efforts of other members of the team. Hence, causing demotivation among the team members. Furthermore, the study views that in the case of narcissist leadership, firstly, self-promotion and autocratic type of leadership behaviors are exercised where leader dictates and no credit is given to individual-level learning and achievements. Secondly, in the presence of the toxic type of leadership, the employees avoid sharing of knowledge as they get limited opportunity to express their tacit knowledge and due to the teasing behavior of the leaders, they do not put their efforts for the uplift of their performance and as a whole put negative effects on OP.

The results of the study show a negative relationship between toxic leadership and OL. The possible reasons could be that at policy level organizations try to formulate and implement learning and development processes, while, on the other side, practically leaders do not take interest and try to engage their employees in the day-to-day activities; even though the employees try to join the learning opportunities. It implies that toxic leaders do not take interest in the development and learning of their individuals, Hence, create hurdle in learning and communication processes and result into employee silence.

It can also be the reason that negative type of leadership does not put conscious efforts to make the individual learning as a part of OL. These leaders also lack conscious efforts to transfer OL to the individual-level. Hence instead of facilitating OL at large, the toxic leaders try to fulfill their own well-being and uplift in career.

Besides, the previous studies highlight that leader are political actors and OL is a part of a micro-political activity. This activity, due to its political nature, sometimes creates hurdles in knowledge acquisition, sharing and processing of information within the organization. Consequently, the leaders use this information and episodic powers for the self-interested actors and create barriers to the OL process (Schilling & Kluge, 2009; Lawrence et al., 2005; Mallen, Dominguez-Escrig, Lapiedra, & Chiva, 2019).

In the banking context, the OL activities are mostly initiated by organizations themselves or they have to arrange the training and development intentionally and hence employees perceive the learning orientation of the organization, whereas there is no proper way or process initiated by their managers. The negative attitude of leaders towards OL processes directly or indirectly has an adverse effect on organizational learning, like sharing of knowledge. Similarly, Rahim (2010) has explained that in the banking sector autocratic style of leaders prevails, which limits the participation of employees and decisions are imposed by top-level management without recognizing the views of employees.

Asrar-ul-Haq (2014) identified that in the banking sector, there is a lack of transformational leadership and has considered substandard, ineffective leadership as a basic cause of many problems in the banking sector. Therefore, leadership development, specifically transformational leadership, is suggested for the improvement of OL and performance in the banking sector of Pakistan. According to Schiena et al. (2013), transformational and transactional leadership has a positive impact on OL, which means that in case of a positive type of leadership, OL increases, and the leaders consciously put

their efforts to promote individual learning; and to make this learning as a part of OL and routines within the banks or departments.

These findings contribute to the leadership and organizational learning theory, in which most of the studies have evaluated the impact of facilitating type of leadership on the organizational learning and organizational performance. However, the role of toxic leadership on organizational learning and the mediating role of the organizational learning between the toxic leadership and organizational performance is a missing link. The study has contributed and addressed these gaps in the literature and contended that the organizational learning practices that are considered vital for the organizational performance can be negatively affected by the toxic leadership, and that would ultimately result into the depleted organizational performance. Hence, the role of toxic leadership their identification related to the organizational learning and organizational performance is an interesting finding and addition into the organizational learning literature and also in the theory of toxic triangle, through the theoretical perspectives of organizational learning.

H_{8b}: Employee silence and organizational learning mediate between TOXL and OP linkage in the banking sector.

The study following the theory of toxic triangle (Padilla et al., 2007), organizational learning theory (Amy, 2008; Berson et al., 2015; Schilling & Kluge, 2009) and theory of COR (Huang et al., 2020; Xu et al. 2015) postulated a question that whether ES and OL mediate between the relationship between TOXL and OP or not? In this respect, the study hypothesized that ES and OL mediate the relationship between TOXL and OP in the banking sector of Pakistan. The findings of the study partially supported our hypothesis, clarifying that both ES and OL partially mediate the relationship between TOXL and OP.

The theory of the toxic triangle views that toxicity in the organization rests not only on the shoulders of TOXL but also on followers and organizational environments. Here at the first stage, the study considered that TOXL leads to ES and then ES further depletes OP. The TOXL exhibits abusive, authoritative, and narcissistic behaviors towards their followers, causing them defensive and emotionally exhausted, resulting in a low level of task performance. According to Xu et al. (2015), based on the theory of COR, the abusive behaviors of the leader drive the followers to adopt coping behaviors against their leaders and conserve their valuable resources (physical, psychological, intellectual and experience) and instead of utilizing these resources for the task

performance and organizational benefits. These employees try to hide information and employ face-saving strategies (Martinko et al., 2013; Park, 2011; Xu et al., 2015). That means valuable organizational resources are wasted to handle the toxic effects and behaviors of the toxic leaders. The study findings further added that this silent behavior results in the loss of valuable efforts directed towards the attainment of organizational goals and performance.

The findings of the study also illustrated that OL mediates between the TOXL and OP relationship, which is in line with the earlier work and claims suggested by Berson et al. (2015); Leet (2011); Amy (2008) and Schilling and Kluge (2009).

The theory provides evidence that leaders may hamper OL and become a hurdle to OL and scholars consider that this happens since these leaders perceive that the success is solely based on their ideas, and they neglect the efforts of their team members (Schilling & Kluge, 2009). This phenomenon is further explained by Levitt and March (1988), who viewed that the conception of organizational leadership that success in an activity or project is exclusively derived from managerial actions and neglect the efforts of other key actors; they named this phenomenon as superstitious learning. As a result, organizational leaders wrongly perceive that good performance is the result of their strategies, which according to Miller et al. (1997), develop confidence in the current approach of the leadership and management instead of the environmental conditions and other potential individuals. Hence, it leads to failure in the next coming stances due to these false conceptions.

These findings have added in the literature that TOXL leads to ES and depletes both OL and OP causing a huge loss to the organizations. Hence, scholars should develop such interventions that identify TOXL and make policies for their employees to cope up with the toxic behaviors of their leaders and further make models of OL that can be implemented with minimum influence of the TOXL.

5.4 Discussion on Moderation Effects

This section covers the debate on the findings related to the moderating effects of LMXQ on the relationships between TOXL and ES; and TOXL and OL, respectively. The discussion on the findings of each hypothesis, i.e., H9c and H10c are provided as follows.

H_{9c}: Leader-member exchange quality moderates between toxic leadership behaviors and ES. Such that the employees high in LMXQ will adopt more silent behaviors as the toxicity of leadership increases.

The study probed whether LMXQ moderate between TOXL and employee silence in the banking sector of Pakistan or not? The study postulated hypothesis H13c that there is a moderating role of LMXQ on TOXL and ES linkage in the banking sector of Pakistan.

The findings of our study illustrated that LMXQ moderates between the TOXL and employee silence. The study findings further revealed that when the overall effect of toxicity of leadership increases, the level of employee silence, which is not a good symptom, would also increase for all values of LMXQ and the employees would hide important information in general. The study findings further contributed that in case of toxic behaviors, employees adopt silence behavior at all levels of LMXQ, but the intensity of employee silence behavior would be more for those employees having a high-level relationship with their leaders. The earlier work also supports these results, for example, Liao et al., (2019); Xu et al. (2015); Harris et al. (2011); Tepper et al. (2011); and Tepper (2007).

The results of the study indicate that the employees for a high level of LMXQ remain silent throughout the TOXL continuum from low to high, which is in congruence with the work of Xu et al. (2015). Xu et al. (2015) commented that the abusive behaviors of toxic leaders could occur at any time, and they can also abuse the subordinate with a high level of LMXQ. They advocated that the employees high in LMXQ will be more hearted by the negative behaviors of the TOXL as compared to employees or subordinates with a lower level of LMXQ. The second finding related to H13c is that at a low level of LMXQ, employees' level of silence is very low and as the level of toxicity increases, the employees' silence increases.

Tepper et al. (2011) have examined the supervisor-subordinate relationship and found that supervisors who stated a high level of dissimilarity due to the difference in their values and attitudes with subordinates were also expected to involve in conflicting and abusive behaviors with their employees. This seems true in our case too that at first levels, when the toxicity remains low, the employees' level of silence is predicted as low; instead of silence, they raise their voice and contribute to organizational benefits, or they may have the opportunity to resolve the conflicts and discuss the matters with their supervisors. But with the increased level of toxicity when the leader is narcissist, self-promoter and behave autocratically to bring obedience to the employees will lead the

employees to a condition where the LMXQ will diminish at all levels and employees will become silent and adopt the face-saving strategies or avoid the direct contact to remain safe from the abusive and toxic behaviors of the leaders.

H_{10c}: Leader-member exchange quality moderates between TOXL behaviors and OL. Such that the negative effects of TOXL on OL would be more severe for employees high in LMXQ than the low one.

The study postulated the question of whether there is a moderation effect of LMXQ on the relationship between TOXL and OL in the banking sector of Pakistan or not? The study postulated hypothesis H10c that LMXQ moderates the relationship between TOXL and OL, such that at a high level of LMXQ, the toxic behaviors have more adverse effects on OL.

The study results revealed a non-significant moderation effect of LMXQ on the TOXL and OL relationship. Although the findings of the study confirmed that TOXL has a negative impact on OL yet showed no moderating effect of LMXQ on the TOXL and OL relationship, which is against the views and findings of the scholars like Pelletier (2012), Naseer et al. (2016); Xu et al. (2015); Liao et al., (2019), who consider the interaction effect of the TOXL and LMXQ as an important phenomenon.

The possible explanation of these findings in our study could be that TOXL equally affects the OL practices irrespective of the level of LMXQ negatively. Because in the absence of the LMXQ in the model, the results highlighted that TOXL is negatively related to OL, which shows that TOXL, due to their behaviors, does not provide room for the proper implementation of the OL processes in the organization either intentionally or unintentionally. For example, it is the responsibility of the supervisors in the banks to facilitate learning by providing an environment where employees can share their feelings and experiences openly, but due to abusive and insulting behaviors of the leaders or supervisors, they may withhold important information and feedback to the organization. Secondly, the narcissist thinking and self-promotion behavior where the leader gets benefits on the work of others and employees cannot get a return on their contributions to avoid sharing their practical knowledge (Morrison, 2014). The reason for this behavior could be twofold. Initially, based on the theory of COR, the employees at all levels try to remain away from direct contact with their supervisors to save themselves from the negative consequences (Whitman et al., 2014) and secondly, to conserve their resources to maintain energies mental and physical for the future survival, instead of contributing and using them for the performance outcomes (Xu et al., 2012).

The full obedience requirement from the employees of the toxic and authoritative leaders disrupts the initiative and creative capabilities of the employees and employees try their best to maintain their relationship with their leaders, even though they feel differences in their views and opinions (Amabile, 1996; Schmidt, 2014; Colquitt, Greenberg, & Greenberg, 2003).

Although LMXQ does not support our assumption that it moderates the relationship between TOXL and OL, yet it affects OL as per Islam et al. (2013), Schyns and Day (2010), which means that a high level of LMXQ will negatively influence employees to share knowledge and provide feedback that will ultimately decrease the learning within the organization. The effect of TOXL on OL remains the same for all levels of LMXQ, and even with strong LMXQ organizations fail to maintain learning processes effective or up to standard if leaders are not supporting the OL or are exhibiting behaviors that are killer to OL. The results of the study require further investigation to clarify the underlying mechanisms between TOXL, LMXQ, and OL.

5.5 Discussion on Conditional Indirect Effects or Moderated Mediation

This section covers the debate on the findings related to the hypotheses of moderated mediation effects of TOXL and ES and TOXL and OL (separately and parallel) at different values of LMXQ. The discussion on the findings of each hypothesis H11d, H12d, and H13d are provided as follows.

H_{11d}: There is a moderated mediation effect of ES between TOXL and OP, at different values of LMXQ.

The research question was formulated that whether there is a moderated mediation effect of employee silence between TOXL and OP at various levels of LMXQ in the banking sector or not? The study postulated hypothesis H_{11d} that there is a moderated mediation effect of ES between TOXL and OP at different values of LMXQ.

The results of the study revealed that the moderated mediation effect of ES exists between the TOXL and OP relationship at different levels of LMXQ such that the high level of LMXQ increases the mediating effect of ES between the TOXL and OP more as compared to the employees with the low level of LMXQ. Therefore, while managing TOXL and employee silence for the OP in the banking sector, the LMXQ should not be neglected. This result supports our hypothesis H_{11d}, which is in line with the work of Lee,

Kim and Yun (2018); Wang et al. (2018); Liao et al., (2019); Meng et al., (2017); Naseer et al. (2016); Ummar et al. (2015); Xu et al. (2015); Pelletier (2012); and Padilla et al. (2007).

Based on the social exchange theory of Blau (1964) and Emerson (1976) the scholars like Pelletier (2010) and Naseer et al. (2016) explained the relationship as the exchange of responses of one party with another. For example, if an individual gets hurt by his or her leader will act negatively to his leader in return and show a lack of enthusiasm in creative actions and organizational citizenship behaviors (Naseer et al., 2016).

Xu et al. (2015) explained that in the case of high LMXQ, the toxic effects of the leaders on the followers would be very high and negative because the leader-member exchange relationship rests on trust. However, when the follower faces negative behaviors of the leaders, it would result in negative behaviors of the followers like employee silence, i.e., a small effect of abuse will have a high impact on the employee silence. Furthermore, they identified that the negative effect of TOXL behaviors on the followers would be higher on employees with a high level of LMXQ as compared to the followers with a low level of LMXQ. Here in our case, the moderated mediation effect of employee silence between the TOXL and OP at different values of LMXQ is significant such that with the increase of LMXQ, the mediating effect of employee silence increases, which means that the employees with a strong relationship with their leaders remain silent and that affects more the OP as compared to employees having a week relationship.

Therefore, while managing TOXL and employee silence for the OP in the banking sector, the LMXQ should not be neglected. These findings support the general understanding of the theory of LMXQ related to the toxic leadership (Padilla, 2007; Xu et al., 2012). Which views that with the high level of LMXQ, Toxic effects of Leaders increases as compared to the out group or low level of LMXQ. Hence it is suggested here that as coping strategy the separation of toxic leaders and exposure to the toxic leaders is a good thing. Like the rotten apples may rotten the other apples in a basket. The theory of emotional contagion can be another example and the solution here is the isolation of toxic leaders is an important aspect and the relationship of the employees with the toxic leaders can be managed through consideration of these findings. Moreover, the relationship management skills are must for the employees to interact with their leaders and the organizations should consider the trainings for their employees like social competencies, emotional intelligences and self-efficacy and psychological capitals.

The study contradicts the points of view that in collectivist societies like Pakistan, there is power distance and employees naturally remain away from their bosses with respect. Therefore, the study suggests the moderate relationships between leader and follower may decrease the toxic effects of leaders on the OP by reducing the mediation effect of ES.

These results have two perspectives; firstly, these results support that the employees with a weak relationship with their leaders may adopt the employee silence behaviors as a coping strategy to avoid the toxic effects of the leaders; and secondly, the employees with a strong relationship with their leaders can elevate the mediating role of ES, hence, can maximize the toxic effects of the OP. The second option here is most suitable because, as per our results, the high LMXQ has more effect in decreasing the negative mediating effects of ES between TOXL and OP. The study has contributed to the toxic leadership from the LMXQ perspective. As according to Yazdani and Siddiqi (2013), who conducted research on the leadership in Pakistani culture and highlighted that the LMXQ perspective in collectivist cultures like Pakistan requires further research, specifically in negative consequences that need to be investigated. In this respect, the study explains how LMXQ moderates the mediated effects of ES between TOXL and OP in the banking context which is a new contribution.

H_{12d}: There is a moderated mediation effect of OL between TOXL and OP, at different values of LMXQ.

The study posited whether there is a conditional indirect effect of TOXL on OP through the mediating effects of OL at different values of LMXQ? The study hypothesized that there is a moderated mediation effect of OL between TOXL and OP at different values of LMXQ.

The study findings illustrated the non-significant moderated mediation effect in the case where OL plays its role as mediator between TOXL and OP relationship at different values of LMXQ. Hence our hypothesis H_{12d} is not supported. This finding is against the arguments and findings of Schilling and Kluge (2009); Moss et al. (2009) and Moss et al. (2003).

In the case of TOXL, Moss et al. (2009) and Moss et al. (2003) reported that even though it was hypothesized that feedback avoidance is decided by the poor performance of the individuals. In the case of TOXL, subordinates avoid feedback to minimize the chance of exposure to the harsh, punitive, or unsupportive behaviors of the leader. Here the study suggested that the risk of abuse and loss of emotional resources may aggravate

a subordinate's intention to avoid feedback from his toxic supervisor. Hence, cause in the reduced level of OL leading to the depleted OP. The results further clarify that this behavior is equally applicable to all types of employees irrespective of their level of relationship with their supervisors.

The possible explanation of these findings in our study could be that TOXL equally negatively affects the organizational learning practices irrespective of the level of LMXQ as in the absence of the LMXQ in the model the results highlighted that TOXL is negatively related to OL, which shows that TOXL due to their behaviors does not provide room for the proper implementation of the OL processes in the organization either intentionally or unintentionally. For example, it is the responsibility of the supervisors in the banks to facilitate learning by providing an environment where employees can share their feelings and experiences openly. Due to abusive and insulting behaviors of the leaders or supervisors, they may withhold important information and feedback to the organization. Secondly, the narcissist thinking and self-promotion behavior, where the leader gets benefits on the work of others and employees cannot get a return on their contributions, to avoid sharing their practical knowledge (Morrison, 2014; Lee, Kim, & Yun, 2018) that affects all types of employees whether low or high in LMXQ.

The full obedience requirement from the employees of the toxic and authoritative leaders disrupts the initiative and creative capabilities of the employees and employees try their best to maintain their relationship with their leaders even though they feel differences in their views and opinions (Amabile, 1996; Schmidt, 2014; Colquitt, Greenberg, & Greenberg, 2003).

Although LMXQ does not support our assumption that it moderates the mediated effect of OL between the TOXL and OP, as per the suggestions and recommendations of the methodological research, the study assessed the combined effect of ES and OL as the mediators between the TOXL and OP at different values of LMXQ in a single model.

H_{13d}: There is a conditional indirect effect of TOXL on OP through the mediating effects of ES and OL (at parallel) at different values of LMXQ.

The study formulated the question, whether there is a conditional indirect effect of TOXL on OP through the mediating effects of ES and OL (at parallel) at different levels of LMXQ or not? The study hypothesized that there is a conditional indirect effect of TOXL on OP through both ES and OL (at parallel) at different values of the LMXQ.

The study findings illustrate a significant moderated mediation effect of ES and OL at the parallel between TOXL and OP relationship in a single model at different levels

of LMXQ, which has supported our hypotheses H_{13d}. The results further explained that LMXQ moderates the mediating effects of ES and OL both at parallel for all levels of LMXQ and added more. LMXQ cancels or reduces the mediating effect of both ES and OL between TOXL and OP such that this canceling effect was more for the employees with a high level of LMXQ than the low one. These findings are in line with the previous findings and advocacy of the scholars like, Kim, and Yun (2018); Moss et al. (2009); Naseer et al. (2016); Pelletier (2012); and Schilling and Kluge (2009) in several ways.

This study further verifies that the LMXQ is inverse of TOXL and its effects in general. Secondly, it cancels the TOXL and ES relationship. Thirdly, LMXQ moderates the mediating effects of ES and hence normalizes or cancels the negative consequence of TOXL and ES on the OP (Naseer et al., 2016; Xu et al., 2015). Hence it provides a solution to the TOXL effects on the employees and organizations. It does not mean that the strong LMXQ is a symptom of the combination of two negative forces, but according to Thoroughgood et al. (2016), employees with good qualities and attributes sometimes make close relationships with their toxic leaders for the achievement of their own and organizational interests. It adds our understanding that individually, the high level of LMXQ seems bad, but collectively it can add quality to the performance.

Moreover, the results of the study revealed that there is an inverse relationship between TOXL and OL. Secondly, OL mediates the relationship between TOXL and OP. In addition, there is a significant moderated mediated effect of OL between the TOXL and OP at different values of LMXQ. When If ES is controlled, the mediating effect of OL reduces with the increase in the LMXQ.

The study results also add that the mediation effect of ES can be reduced by managing LMXQ. Therefore, in the presence of TOXL, the second most effective strategy of abused employees is to remain silent and avoid feedback as a coping strategy as per literature like Maxwell (2015). The scholar explained that silent strategy enables employees to remain away from the violence of their leaders or to have an aversive contact with the abuser. Furthermore, Moss et al. (2003) and Moss et al. (2009) reported that even though it is documented that feedback avoidance is determined by the poor performance of the individuals. In the case of TOXL, subordinates avoid further feedback to minimize the chances of exposure to strict, over-corrective, awkward leadership behaviors. Here the study suggested that the threat of abuse and feeling of loss of emotional resources may damage a subordinate's feedback from his or her toxic leader. Hence, it causes a reduced level of OL and increases in ES, leading to the depleted OP.

Additionally, the results show that by the high level of LMXQ, the negative effects of TOXL on OP can be canceled by reducing the mediating role of ES and OL between TOXL and OP. Therefore, instead of adopting coping behaviors, the employees should be developed and trained to tackle their leaders by making close relationships e.g., conflict management techniques. It seems against the coping strategies of the studies conducted in individualistic societies. The study does not contradict as the results have also supported herein that low LMXQ also lowers down the mediating effect and deplete the mediating effect of OL, but the stronger relationships can do more than that and can be utilized to eliminate the difference of opinions, confusion and also the communication gaps that may result in case of remaining away form leader. If one is away from their leaders would be more misunderstood and subjectively evaluated and would face more opportunity losses than the employees high in LMXQ in the long run. The study views that the toxic effects of the leaders can be minimized through the increased positive interaction and using social psychological tactics by the employees in the banks. These results add in the theory of toxic triangle from the perspectives of organizational learning, LMXQ, employee silence. And explained that the toxicity of leaders affects both employee silence and organizational learning, which ultimately affect the organizational performance. Furthermore, the mediating effect of employee silence between the toxic leadership is moderated at different levels of LMXQ. The findings also highlighted that OL individually and collectively with the employee silence mediate the toxic leadership and organizational performance relationship. However, the moderation effect of LMXQ and moderated mediation effect of the OL between toxic leadership and organizational performance is not supported. Hence, required to be further explored at different levels of organizational learning i.e., individual, group and organizational learning (Crossan et al., 2012)

5.6 Conclusion

This study provides further empirical support in demonstrating the negative association between TOXL and OP. We extended this line of research by showing that the magnitude of the impact between TOXL and OP varies widely depending on the variable examined and the contextual features of the study. In this respect, the study depicts that negative leadership behaviors force employees to become silent and hide their

valuable resources from their leaders, and at the same time, due to toxicity, OL capacity reduces. Furthermore, TOXL behaviors force both employees to adopt silent behavior and also result in depletion in OL. Hence, ultimately, both employee silence and OL cause damage to OP in the presence of a toxic leader.

More interestingly, the study clarifies that the conditional indirect effect of TOXL on OP through employee silence is stronger for employees with high LMXQ as compared to employees with low LMXQ. In other words, overall, employees from in-group and out-group remain silent with the increase in toxicity, but the indirect effect of TOXL or another way around the employees with strong LMXQ elevates the mediating effect of ES on the relationship between TOXL and OP as compared to employees with weak LMXQ.

The study explains OL as an underlying mechanism that mediates the relationship between TOXL and OP. However, unexpectedly, the mediation effect of OL between TOXL and OP remains the same for all values of LMXQ, which means OL, which involves individual and organizational level learning, is affected by TOXL, directly and indirectly, causing impediment for OP. Hence the inclusion of ES and OL in the same model between the TOXL and OP, at different values of LMXQ, which shows LMXQ has importance and plays a significant role in the relationship of TOXL and OP.

The findings of the study add to our understanding that ES, OL play an important role in explaining the relationship between TOXL and OP. Moreover, LMXQ provides contextual meaning to the moderating effect of ES and OL between TOXL and OP linkage. Hence the academicians should advance their understanding by taking into consideration these variables while examining TOXL and its consequences at individual and organizational level outcomes.

In a nutshell, the study contributed to the body of knowledge and addressed the research gap by investigating the underlying mechanisms between TOXL and OP in the banking sector of Pakistan. The study contributed to the theory of conservation of resources, toxic triangle, LMXQ theory, and OL. The study is unique as it has explained the mediation of OL and Es between the TOXL and OP separately and also at parallel, and further explained these mediated relationships at different conditions of LMXQ. The research study is unique in the sense that it has adopted the moderated mediation analysis technique to find linkages and mechanisms.

The study is significant for practitioners because TOXL led to employee silence and depleted OL, which has an adverse impact on OP. The suggestions are provided for

organizations to develop procedures and mechanisms to improve performance by identifying and managing toxicity.

5.7 Implications of the Study

The findings of the study hold several important theoretical and managerial implications. These implications are discussed in detail as follows.

5.7.1 Implications for Theory

The study has several theoretical implications that add value to the already existing literature of toxic leadership and organizational performance. The following section has covered the theoretical implications.

The toxic triangle is the overarching theory of the framework e g. the toxic triangle theory suggests the combined role of toxic leaders, followers, and the conducive environment/organizational factors that contribute or help the toxic leaders to exhibit toxic behaviors and negatively affect the individuals and organizational variables. The study has collectively chosen these three factors and advanced the theory by testing different moderated and moderation relationships to explain the relationships at different conditions. The other theories like organizational learning, LMX theory, and theory of COR are used to develop the relationships between the variables. See page.

The findings of previous studies that aimed to evaluate the relationship between toxic leadership (TOXL) and various factors associated with organizational performance (OP) were inconclusive (Fosse et al., 2019; Indradevi, 2016; Knies et al., 2016; Leonard, 2014; Mackey et al., 2017; Martinko et al., 2013). To explain the relationship, the study aimed to examine the relationship between TOXL and OP and investigated the role of underlying mechanisms like employee silence (ES) and organizational leaning (OL) between the TOXL and OP relationship. In this regard, the study is the first of its type that has collectively taken a broader set of TOXL behaviors, namely narcissism, self-promotion, abusive supervision, unpredictability, and authoritarian leadership and, employees silence, organizational learning, and organizational performance in a single model.

Secondly, the study based on the theory of toxic triangle, which considers that toxicity is the function of toxic leader, negative or passive followers and conducive organizational environments, and only toxic leader is not responsible for the toxicity. The following theory of toxic triangle examined the interrelationships between toxic leaders, employee silence (at follower level) and organizational learning and organizational performance (et organizational levels) to evaluate the relationship. Which is a unique contribution. The results added that the employee silence and organizational learning mediate between toxic leadership and organizational performance and hence provided a new perspective in the theory of toxic triangle.

Moreover, the study based on the theory of LMXQ which consider a leader is associate with employees in the process of reciprocity and emotional mechanism on the effect of employee silence behavior, which is an important complement of existing literature. In addition, this research has studied the link between toxic leadership behaviors and LMX quality on the employee silence behaviors and contributed to the literature that LMXQ moderates the toxic leadership and employee silence behavior at one level.

The further explained that the toxic leadership and organizational performance and from the perspective of theory of conservation of resources impression management. Although previous studies have mentioned that leader narcissism would worsen the relationship between leader and employees, the mechanism lack empirical tests.

The study has explained the toxic leadership and OP linkage by including an evaluation of the mediating role of employee silence and OL using the theory of COR; the theory of toxic triangle; leader-member exchange theory and organizational learning.

Theoretically, the study has contributed to the employee silence literature, where most of the studies were limited to only one aspect of leadership or another whereas a complete TOXL construct and its impact is examined and addressed by this study in a more rigorous way in the presence of other relevant variables like OL and OP and LMXQ.

The study findings implied for the extension of the theory of organizational learning, as most of the prior studies have examined positive leadership impacts on OL Whereas the impact of TOXL on OL and also the mediating effect of OL between TOXL and OP has gotten very limited attention. The study addressed this gap and contributed to the leadership and OL literature. Moreover, the moderated mediation effect of OL between TOXL and OP at different values of LMXQ. Provided more rigorous understanding of the OL in the Toxic leadership perspectives.

5.7.2 Implications for Practice

First and foremost, the banks should give more consideration to the costly consequences of toxic leadership and put efforts to address this issue on time by identifying and reducing the negative behavioral practices by such leaders. It is important that banks should identify such behaviors as early as possible, as identification is the first step towards later strategies.

Secondly, the study considers that toxic leadership behaviors cause employees to withhold important information and experiences that can be helpful for the banks' performance. These silent employees usually adopt such behavior either, due to the fear of the leadership or as a coping strategy (Cullinane & Donaghey, 2020). In both cases, the act of remaining silent is detrimental to the creativity, learning and causes the deterioration in organizational performance (Guo et al., 2018). It is therefore important for banks to adopt innovative strategies to cope up with such issues.

Thirdly, the research findings advanced our understanding that the toxic behaviors are not limited to only the employees belonging to the out-group but also have a severe negative effect on the in-group members and cause both types of employees to remain silent as they face more damaging and negative behaviors from their leaders. The research findings explained that negative and unethical conduct not only affects out group, but it also affects the in group. It is because over time the in group gets exposed to the toxicity and over time this toxicity may severely affect the leader member relation in the in group too. It implies that occasional mistreatment towards in group may also cause toxicity in their relations. As these subordinates are more sensitive to the negative treatment by supervisors and subsequently act more negatively towards the organization (Xu et al., 2012).

Fourthly, the research findings also highlighted important outcomes less obvious to the researchers i.e., study found that toxic leadership through harming organizational learning reduces the organizational performance. The study, therefore, suggests the management of the banks may reconsider their learning policies keeping in view the toxic leadership styles of some of their leaders (Watkins & Kim, 2018). It may require banks to have an environment where the employees can share their experiences openly as well as learn from others. The above discussion has summarized the various implications in general. The specific implications are provided below.

5.7.3 Implications for Policy

At policy levels, it is commonly observed that little attention is paid to the negative and destructive behaviors in leadership and management courses (Lipman-Blumen, 2005). This limits the understanding of the TOXL phenomenon and its potential negative consequences on individuals and organizations. Hence, it creates a gap in academia and industry. Therefore, current study suggests that along with the main popular stream of leadership theories, the destructive and TOXL theories should be introduced in management and leadership courses at the undergraduate level.

The study recommends the establishment and implementation of clear policies and reporting procedures that address toxic factors such as leadership abuse, self-promotion strategies, and bullying (Anjum and Ming, 2018). Most companies have a code of conduct, but many of such codes are either very vague or solely address ethical and financial misconduct. Companies rarely operate policies with specific rules that adequately defines a range of prohibited behaviors. So, policies that address such behavior must be stated in clear terms along with an implementation mechanism to practice such policies.

5.7.4 Implications for Human Resource Management

After having a clear policy, organization needs to implement such policies. This implementation primarily involves human resource department. Various strategies can be adopted to implement such policy. Some of the strategies include:

(a) Avoiding toxic leadership through selection and recruitment process

Firstly, the problems occur while selecting new leaders. Schmidt (2008; 2014), implied that toxic leaders predict dysfunctional and destructive behaviors. And they may show their poisonous behaviors from the very start, although, which may not be noted earlier and remains hidden from others, however, such behavior may evolve over time in greater strength (Laguda, 2021). It is most likely that such leaders may trick the selection process by hiding their behavior. Thus, it is the responsibility of the HR departments of the banks to employ and practice such recruitment policies that could help identify toxic leaders before they get hired. Various psychological tests and processes are used for the identification of these behaviors. In this regard Mumford et al. (1992) and Altemeyer

(1988) have provided measures for the assessment of toxic behaviors. For example, Mumford et al. (1992) developed many bio-data measures for diagnosing the intention of individuals for the exhibition of destructive behaviors. Similarly, Altemeyer (1988) developed a way to measure the authoritarian attitudes of the individuals.

In the case of employees similar the selection process may be followed, that helps identify the submissive and susceptible personality characteristics that automatically lead the individuals to follow the toxic leaders (Thoroughgood, Padilla, Hunter, & Tate, 2012). Based on the work of different scholars the current study suggests to the banking sector, the mandatory inclusion of key selection processes like pre-screening and psychological testing for the identification of job candidates that are at susceptible to be most affected by the toxic leaders (Milosevic et al., 2020).

(b) Tackling existing toxicity: interventions and procedural processes.

In the case of managing existing toxic leaders in the banks, the study recommends the organizations to provide space for voice and channels of communications, as a platform for the evaluation and review by co-workers, subordinates, and other stakeholders. Employee assistance programs should be introduced in the organizations to assist the abused employees that may impact their job performance, health, mental and emotional well-being (Sorensen et al., 2018; Burns, 2017: Radzi, 2020; Frost, 2003). Moreover, it is suggested to adopt and use formal ombudsman services and informal services of support staff.

(c) Leadership training and development

The study suggests the leadership development programs should primarily focus on the development of the ethical and positive style of leadership practices (Ross et al. 2020, Zaim, Demir, & Budur, 2021).

Moreover, such programs should emphasize the importance of emotional and social intelligence as the solution for both the employees and leaders to develop a constructive relationship. Such programs would help enable leaders and members to understand each other emotions and hence would help in reducing conflicts (Aqqad, Obeidat, Tarhini, & Masadeh, 2019; Lubit, 2004; Goleman, 2014).

Such programs may also help in creating awareness as well as educate managers about the costs associated with the abusive conduct. By emphasizing the detrimental consequences of abusive behavior right at the outset of one’s career during company

orientation, as well as through continuous training programs, managers would better understand the consequences (Carsten, Uhl-Bien, West, Patera, & McGregor, 2010; Padilla et al., 2007).

(c) Employee Selection and Training

Similarly, As suggested earlier in the case of employees the selection process hold key significance and requires appropriate tests to evaluate the behavioral tendencies of the individuals i.e., the submissive and susceptible personality characteristics that automatically lead the individuals to follow the toxic leaders consciously or unconsciously (Thoroughgood, Padilla, Hunter, & Tate, 2012). Based on the work of different scholars the current study suggests to the banking sector, the mandatory inclusion of key selection processes like pre-screening and psychological testing for the identification of job candidates that are at an extreme level of becoming susceptible followers (Milosevic et al., 2020).

Different scales can also be used for example, scales for the assessment of core self-evaluations (Judge, Erez, Bono, & Thoresen, 2003) to assess and identify the symptoms of Bystanders' (employees that stand with the toxic leader- having similar attitudes and behaviors) and lost souls type employees (followers having no clear view and follow their leaders passively). Other scales might include scales for the measurement of colluders' (Dahling, Whitaker, & Levy, 2009) and assessment tools for the selection and in-depth forecast of several employee outcomes (Arthur, Day, McNelly, & Edens, 2003; Gaugler, Rosenthal, Thornton, & Bentson, 1987). The organizations might employ certain simulations and present leader-follower scenarios before their employees during selection, wherein resistance to an unethical leader is a desirable course of action.

The study suggests the role of HR managers to provide capabilities through training to cope up with toxic leaders. The study suggests organizational development interventions might change the employees' behaviors. Such interventions include appreciation inquiry (Cooperrider & Srivastva, 2017; Hammond, 2013) and development of positive psychological capital among employees (Sweetman, Luthans, Avey, & Luthans, 2011; Winn & Dykes, 2019). These interventions might help develop hope, optimism, self-efficacy, and resilience (Winn & Dykes, 2019; Sweetman et al., 2010, Luthans, Youssef, & Avolio, 2007; van Zyl et al., 2020).

Toxic leaders are believed to inculcate emotional vulnerability among their subordinates, (Aqqad et al., 2019 and Goleman 2014) The resulting emotional

vulnerability has a trickle-down effect (Kim, Lee, & Yun, 2020; Mawritz et al., 2012) as suggested by emotional contagion (Barsade, Coutifaris, & Pillemer, 2018; Hatfield, Cacioppo, & Rapson, 1993). The emotional contagion is the tendency to mimic and synchronize facial expressions, vocalizations, postures, and movements with those of another person and behave like him. to cope with such situations, employees should be trained to help enhance their emotional intelligence Emotional intelligence may help employees in managing their emotions and understand leader emotions (Edelman & van Knippenberg, 2018).

It is also important to understand that some misunderstanding may develop between leaders and followers. This is especially true for those leaders that are although newly inducted in the organization but have prior experience elsewhere. Such leader's behavior may be wrongly interpreted as toxic by subordinates, primarily due to lack of communication. Hence it is suggested that such leaders may be assimilated in the organization (Manderscheid & Ardichvili, 2008; Verdier & Zenou, 2018). The best option for such leader assimilation programs may involve leaders' open dialogue with the subordinates. This practice may help enhance leadership learning, adaptation, and relation building with subordinates. Such practices help bridge distance between leaders and subordinates, hence reducing the unnecessary stress of both the leader as well as followers. Thus, helping organization perform better.

5.7.5 Implications for Bank Performance

Earlier studies noted the absence of monitoring mechanisms within organizations (Morris Jr, 2019). In this respect, banks can incorporate or strengthen anonymous feedback channels where employees can voice their concerns and report abusive experiences without fear of retribution. Marcum and Young (2019) discussed the concept of whistle blowing. Besides, the subordinates, peers, and managers, could also deliver the relevant feedback. Knowing that others disapprove — or even worse, that they do not value or appreciate such behaviors may lead to behavioral modification by toxic leaders.

Moreover, the organizations further need to offer a working environment that encourages ethical practices. This would help subordinate identify any deviant behavior shown by toxic leaders and may report such leaders to the superiors. Such practices help

employees feel more empowered and hence may reduce the job stress and thus increasing their performance (Abou Hashish, 2017; Tu, Lu, & Yu, 2017).

Moreover, organization may reward the subordinates and leaders that help identify as well as manage the unethical practices exhibited by toxic leaders. For example, Brown, Trevino, and Harrison (2005) suggested rewarding those employees who help promote ethical practices and participate in the knowledge sharing and organizational learning practices.

Similarly, the study suggests the practitioners and policymakers on the adoption and utilization of different OL processes and mechanisms that can make individuals acquire, disseminate, interpret, and store the information relevant to the organizational problems (Vashdi, Levitats, & Grimland, 2019).

Expectations for fostering a climate of respect should be communicated, trained, and coached, as developing such a climate may not be intuitive for all leaders. Senior leadership should consistently model, communicate, and reinforce appropriate leadership behaviors (Luthra & Dahiya, 2015). When formal training is not sufficient to deter toxic behaviors, senior leadership needs to take immediate action.

Developing stronger followers is also important in managing toxic leadership behavior. Destructive leaders tend to rely on conformers and colluders to maintain their power (Thoroughgood et al., 2016). Making employee development an explicit criterion for promotion could reduce the likelihood that destructive individuals will succeed. In addition, by encouraging managers to develop their subordinates, organizations might make their employees less likely to conform to toxic influences (Vashdi et al., 2019).

The organizations can also tackle their new managers by adopting precautionary measures like a longer probationary period (a minimum of one year) needs to be in place for new leadership hires (Fedorova, 2019). This will allow enough time for the leaders to show their true personality, so their charismatic and manipulative personalities can be identified in time. Additionally, an important implication the study is the suggestion that organizations should be aware and carefully analyze the performance before rewarding toxic leaders.

Moreover, banks should introduce whistle-blowing processes and procedures and try their best to maintain anonymity, so that the employee can report the wrong doings of their leaders without hesitation and confidence (Bhandarker & Rai, 2019). Although currently many organizations have adopted these systems yet the implementation with the specific aim to toxicity is lacking in the organizational settings. If subordinates silently

adapt to the will of the toxic leaders, it is damaging for both individual and organizational levels performance.

In organization, most of the organizations focus on employee training and mentoring while neglect the managers and executives that exhibit narcissistic characteristics. Hence, the new senior executive should be assigned an executive coach who has the capacity to report toxic behavior to the executive's superior or the board. And focus on the treatment of the toxic leadership. Studies suggest that we cannot tell the toxic leaders that they are toxic. But the coach and consultants can focus on individual toxic actions and realization process may be involved to cut the roots of the toxic behaviors (De Vries, 2014).

As most of the studies on TOXL are in individualist societies, the current study offers new avenues in the TOXL literature, specifically in collectivist cultures where there is power distance, and the followers stay silent before their ordinates due to their cultural values. As per the findings of our study, the upper echelons of the banking sectors are required to provide foundations for the development of the guidelines to manage the toxic behaviors in collectivist societies. This is in line with the work of Khilji (2012); and Naseer et al. (2016) who suggested the development of guiding structures in such scenarios.

5.7.6 Implications for Employees (Coping Strategies)

Scholars suggest different behavioral strategies for the employees to cope up and transform toxic leaders through positive reinforcement. In this regard, Aqqad et al. (2019) in addition to Tavanti (2011) provided a list of strategies for the employees that can be utilized.

a. Develop indifference and emotional detachment from the leaders.
b. Be motivated by looking for small victories and wins i.e., positivity and positive thinking.
c. Adopt an avoidance strategy by limiting your exposure to toxic individuals or leaders.
d. Instead of being silent and victim to the toxic leaders, stand up to them and hold them accountable. That will change their behaviors for the next time.

e. Tavanti (2011) further explained that the subordinates should implement these strategies in consultation with a coach, a mentor, a formal ombudsperson, or a trustworthy leader in the organization.

The study provided various implications and recommendation for the organization in general and banks. These implications highlighted various lacunas found in the policies of banks. Although, banks policies do address various possible scenarios, however, they put very low emphasis on the specific problems associated with toxic leadership. Therefore, various recommendations are suggested to tackle such problems. Moreover, specific recommendations are provided for the HR departments. These recommendations range from the hiring, training, and managing the toxic leaders' behavior. Moreover, study also provided recommendations for HR department about the employees' selection and management. These recommendations provided guidelines to the HR department to equip employees with the skills and capabilities to cope with toxic leaders. Additionally, study also provided the suggestions for the employees at the individual level, as how to manage and face the toxic leaders. Furthermore, various suggestions are provided to help enhance banks' organizational performance.

5.8 Suggestions for Future Research

This research is the first attempt to test the conditional indirect effect of TOXL on OP through parallel mediation of employee silence and organizational learning at different values of LMXQ in general and specifically in Pakistan. However, future research should concentrate on the following suggestion.

Although, this study only focuses on two mediators and a moderator due to the methodological limitations, yet the study suggests the addition of more potential theoretical and contextual variables to get an understanding of the relationships and develop a more comprehensive model. The previous research has identified that TOXL behavior is related to different individual and organizational levels phenomenon like adverse psychological, emotional, and attitudinal outcomes (Khan, Imran, & Anwar, 2019; Ashforth, 1994; Duffy et al., 2002; Tepper et al., 2004; Tepper, 2000, 2007), therefore the study suggests the inclusion of these variables in the model as it will strengthen the predicting and identification capacity of the model.

Although, the study statistically controlled the variables to isolate the influence of social exchange while evaluating the moderating role of LMXQ. The study findings reveled that LMXQ moderates the TOXL and employee silence relationship at different levels, yet the study encourages future research to consider other potential intervening effects and control demographic variables.

Besides, the followership can be considered as the antecedent factor for toxic leadership for example Narcissist Followers (Dorasamy, 2018) can be a potential explanation of toxic leadership for the future researchers.

Although the negative effect of the leadership on organizational leaning is the unique contribution, however, it requires further investigation to have more clearer and valid understanding of the relationship. For instance, the study strongly recommends the evaluation of the relationship between the toxic leadership and organizational performance at different levels, or paths of organizational learning e.g., learning at individual, group, and organization, following different organizational learning models suggested by Tortorella et al. (2020) and Crossan et al. (2012) that may potentially contribute more to the understanding of the toxic leadership and organizational learning phenomenon.

Finally, the moderating role of interventions by HR departments (Robert & Vandenberghe, 2021; Maxwell, 2015) and the strategic decisions in the organizations should be considered and examined to get the result-oriented and factual foundations for the curtailment and elimination of toxic effects in the organizations at one end and for the improvement of knowledge sharing at another side to increase productivity and performance.

5.9 Limitations of the Study

The study is a valuable attempt to address the literature gap. It examines the underlying mechanisms between TOXL and OP, which is a contribution to the body of knowledge. However, several limitations need to be acknowledged.

First, this is cross-sectional survey research. The results require caution while interpreted in terms of causality. Future studies may conduct experimental or longitudinal research to strictly confirm the causal relationships among these variables.

Secondly, the data is collected only from bank employees, and in this regard, the study has followed procedural and statistical measures to minimize biases (Podsakoff et al., 2012). However, future research may get responses from multiple informants (leaders, customers, and peers). Moreover, the study has utilized a structured survey questionnaire to get responses from informants, which is also adapted and advocated by many scholars. However, a standardized questionnaire imposes restrictions on the depth of data. Therefore, future studies should also follow a mixed type of method, i.e., qualitative, and quantitative methods should be used to get more complete understanding of the reality.

Third, the study has considered only the bank level performance, whereas branch level performance can be examined to extend understanding about the toxic leadership effects on the branch level outcomes and leadership performance. Further, it would be a better chance to compare the branch level performance of different leaders and the existence of toxins in their respective branches.

Fourth, the study focused on only the banks, hence subject to a lack of generalization. Future studies may take other sectors and more specifically, services organizations (e.g., hotels and hospitality sectors, software houses, health sector, military organizations, and public departments, etc.). The toxic leadership individual factors / dimensions should also be studied separately to understand the comparative influence of each factor in different LMXQ levels on the ES, OL and OP.

In addition, to current pandemic situations of the COVID-2019, the study suggests the future researchers to assess the toxicity of the leaders and their impact on the organizations when the situations are more complex and that the working conditions are changed. For example, see Walton, (2020) and Hughes and Machan (2021) who has suggested to use the covid as a metaphor and the second study highlighted the need to study negative type of leadership behaviors in pandemic situations like covid 19.

In a nutshell, despite these limitations, the study is an in-depth investigation of the linkage between TOXL and OP. It is the newness of the study that it has thoroughly investigated the role of ES, OL and LMXQ as the underlying mechanisms between the TOXL and OP relationship. However, there is a room for future researchers to investigate the intercorrelations of individual toxic leadership behaviors with the ES, OL and LMXQ for more regur and clarity. It furthers our understanding of TOXL and provides a foundation to tackle it before toxicity, depletes the OP, and damages the employees' behaviors and knowledge sharing capabilities.

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APPENDIX A

SURVEY QUESTIONNAIRE

Dear Sir/Madam,

I am a Ph.D. scholar of management sciences. The questionnaire in hand is in the context of data collection for my dissertation. The present study investigates the factors creating hurdles in OL and performance in the banking sector of Pakistan. The findings of this study would help the researchers and practitioners to develop strategies and to take effective measures to reduce the negative effects of different leadership behaviors in the workplace(s). The collected data will be purely used for research purposes and will be kept completely confidential and anonymous. Furthermore, there is no right or wrong question.

Thanking you in anticipation for your kind cooperation.

Adeel Saqib
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Bahria University -Islamabad

E-mail:adeelsaqi@gmail.com
Contact # 0332-9594041

PART A

SECTION A. PERSONAL PROFILE	
Please Fill in the Information, Select the Option as Appropriate for the Following Questions. *Example:* ☑	
1. Gender	☐ Male ☐ Female
2. Age	☐ 20-29 Years ☐ 30-39 Years ☐ 40-49 Years ☐ 50-59 years ☐ 60 and above
3. Educational Qualification	☐ Undergraduate Level ☐ Graduate Level ☐ Post Graduate Level
4. Nature of employment	☐ Permanent ☐ Contract
5. Job Rank	☐ Junior ☐ Middle ☐ Senior
6. Job Experience	☐ Less than 2 Years ☐ 2-5 Years ☐ 6-10 Years ☐ More than 10 years

Section B:

Please show your level of agreement by marking tick (✓) against each statement given below by keeping in mind your current supervisor or manager:

1	2	3	4	5
Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree

Sr#	Items	SD	DA	N	A	SA
1	My leader ridicules (degrades) his/her subordinates	1	2	3	4	5
2	My leader holds subordinate responsible for things outside their job descriptions	1	2	3	4	5
3	My leader is less caring about subordinates' commitments outside of work	1	2	3	4	5
4	My leader speaks poorly about subordinates to other people in the workplace	1	2	3	4	5
5	My leader publicly insults subordinates	1	2	3	4	5
6	My leader reminds subordinates of their past mistakes and failures	1	2	3	4	5
7	My leader tells subordinates they are incompetent	1	2	3	4	5
8	My leader controls (dictates) subordinates in completing their tasks	1	2	3	4	5
9	My leader Invades (attacks) the privacy of subordinates	1	2	3	4	5
10	My leader does not permit subordinates to approach goals in new ways	1	2	3	4	5
11	My leader will ignore ideas that are contrary to his/her own bent of mind	1	2	3	4	5
12	My leader shows inflexibility when it comes to organizational policies, even in special circumstances	1	2	3	4	5
13	My leader dictates all decisions in the bank whether they are important or not	1	2	3	4	5
14	My leader has a sense of personal entitlement (personal claims)	1	2	3	4	5
15	My leader assumes that he/she is destined to enter the highest ranks of his/her organization	1	2	3	4	5
16	My leader thinks that he/she is more capable than others	1	2	3	4	5
17	My leader believes that he/she is an extraordinary person	1	2	3	4	5
18	My leader thrives on compliments and personal praises	1	2	3	4	5

19	My leader drastically changes his/her behavior when he is being observed	1	2	3	4	5
20	My leader Avoids taking responsibility for mistakes made under his/her supervision	1	2	3	4	5
21	My leader will only offer assistance to people who can help him/her get ahead	1	2	3	4	5
22	My leader accepts credits for successes that do not belong to him/her	1	2	3	4	5
23	My leader acts only in the best interest of his/her next promotion	1	2	3	4	5
24	My leader adopts aggressive behavior when angry	1	2	3	4	5
25	My leader allows his/her current mood to define the climate of the workplace	1	2	3	4	5
26	My leader expresses anger at subordinates for unknown reasons	1	2	3	4	5
27	My leader allows his/her mood to affect his/her vocal tone and volume	1	2	3	4	5
28	My leader varies in his/her degree of accessibility to individuals	1	2	3	4	5
29	My leader causes subordinates to try to “read” his/her mood	1	2	3	4	5
30	My leader emotionally harms subordinates during the hyper-aggressive phase	1	2	3	4	5

Please show your level of agreement by marking tick (✓) against each statement given below by keeping in mind the environment of your bank regarding learning:

Sr #	**Items**	**SD**	**DA**	**N**	**A**	**SA**
1	This is an open organization and as much information as possible is made available to the employees	1	2	3	4	5
2	There exists a two-way communication between employees working at all levels	1	2	3	4	5
3	Feedback system exists for the customers and employees regarding services	1	2	3	4	5
4	The bank has acquired updated relevant knowledge over the last few years	1	2	3	4	5
5	The learning and development process has helped the bank employees to acquire new skills	1	2	3	4	5
6	The learning and development process has helped in building capacities for sustained organizational effectiveness	1	2	3	4	5
7	The Bank’s performance has been influenced by new learning it has acquired over the last few years	1	2	3	4	5
8	Overall, my organization is a learning organization	1	2	3	4	5

Please answer the following statements about your relationship with *YOUR SUPERVISOR*.						
Sr #	**Items**	**1**	**2**	**3**	**4**	**5**
1	I usually know where I stand with my supervisor.	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
2	My supervisor understands my problems and needs.	Not a Bit	A Little	A Fair Amount	Quite a Bit	A Great Deal
3	My supervisor recognizes my potential.	Not at All	A Little	Moderately	Mostly	Fully
4	My supervisor is always inclined to help me solve problems in my work, regardless of his/her formal authority.	None	Small	Moderate	High	Very High
5	Regardless of formal authority, my leader is always supportive of me in all types of complex situations, when I really need it.	None	Small	Moderate	High	Very High
6	My supervisor has enough confidence in me, and I expect that he/she would defend and justify my decisions if I were not present to do so.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7	I characterize my working relationship with my leader	Extremely Ineffective	Worse Than Average	Average	Better Than Average	Extremely Effective

Please show your level of agreement by marking tick (✓) against each statement:

Where Key: 1=Never (N); 2=Rarely (R); 3=Sometimes (ST); 4=Often (O); 5=Very Often (VO)

Sr #	Items	N	R	ST	O	VO
1	I choose to remain silent when I have reservations about my work	1	2	3	4	5
2	I find it feasible to express my ideas to bring improvements in organizational setups	1	2	3	4	5
3	I keep my organizational matters confidential	1	2	3	4	5
4	I remain silent when I had information that might have helped prevent an incident at your workplace	1	2	3	4	5
5	I prefer silence on speaking when an organizational issue is under discussion	1	2	3	4	5

Please show your level of agreement by marking tick (✓) against each statement about your organization:

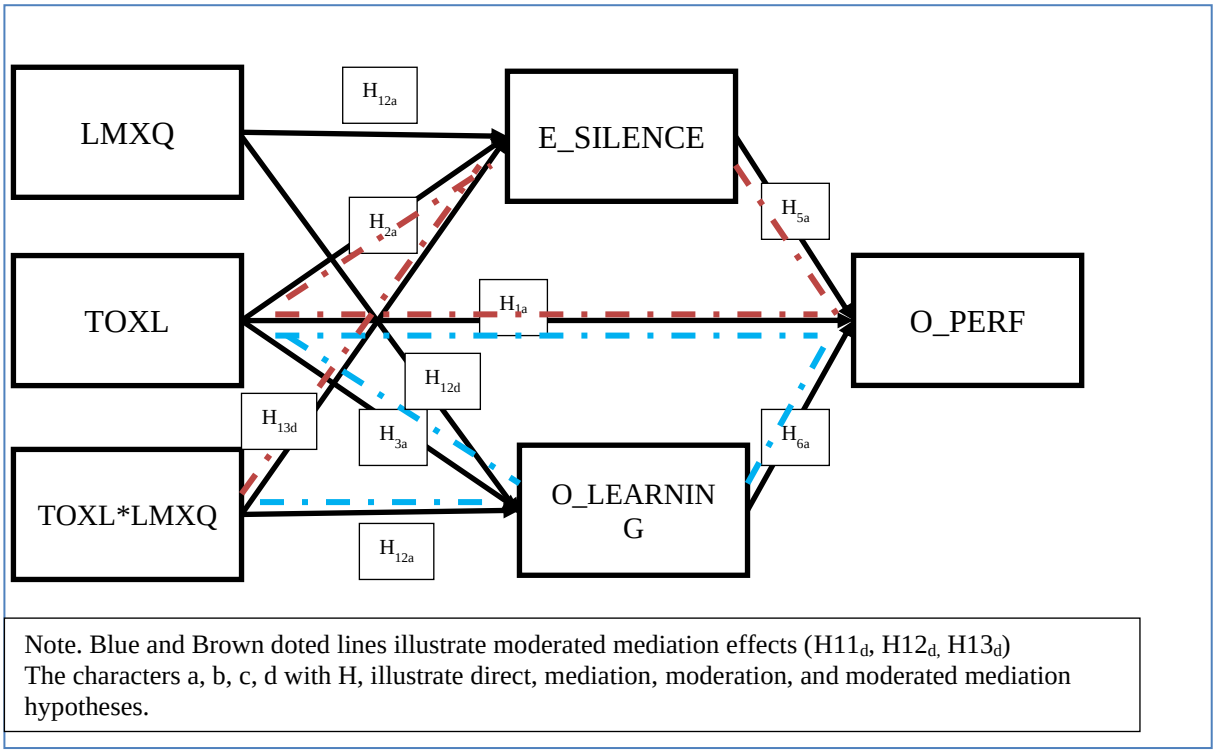
Where Key: 1=Strongly Disagree (SD); 2=Disagree (D); 3=neither Agree nor Disagree (N); 4=Agree (A); 5=Strongly Agree (SA)

Sr #	Items	SD	D	N	A	SA
1	The bank has made a vital improvement in finance and performance over the past few years	1	2	3	4	5
2	The bank has made a vital improvement in the relationship between an organization and its customers over the past few years	1	2	3	4	5
3	The bank has made a vital improvement in organizational effectiveness and efficiency (e.g., timing of launching new products or services) over the past few years	1	2	3	4	5
4	The bank has made a vital improvement in human resources development (e.g., employee skills, personnel development, etc.) over the past few years	1	2	3	4	5
5	The bank has made a vital improvement in preparing for the future (e.g., quality/depth of strategic planning, indicators of partnerships and alliances) over the past few years	1	2	3	4	5

Thank You for Your Cooperation

APPENDIX B

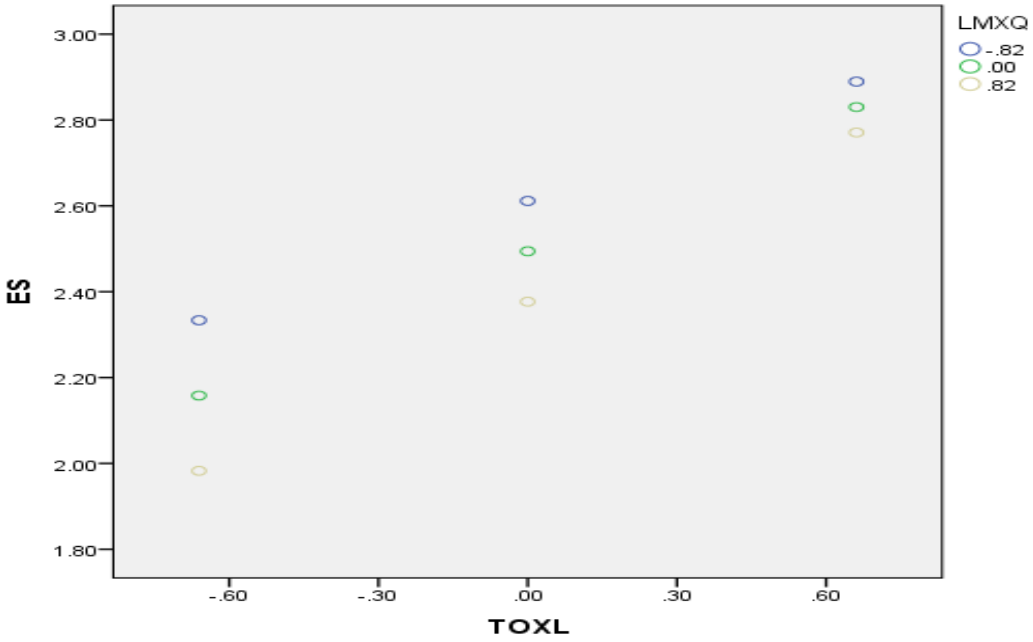
Research Model with Hypotheses



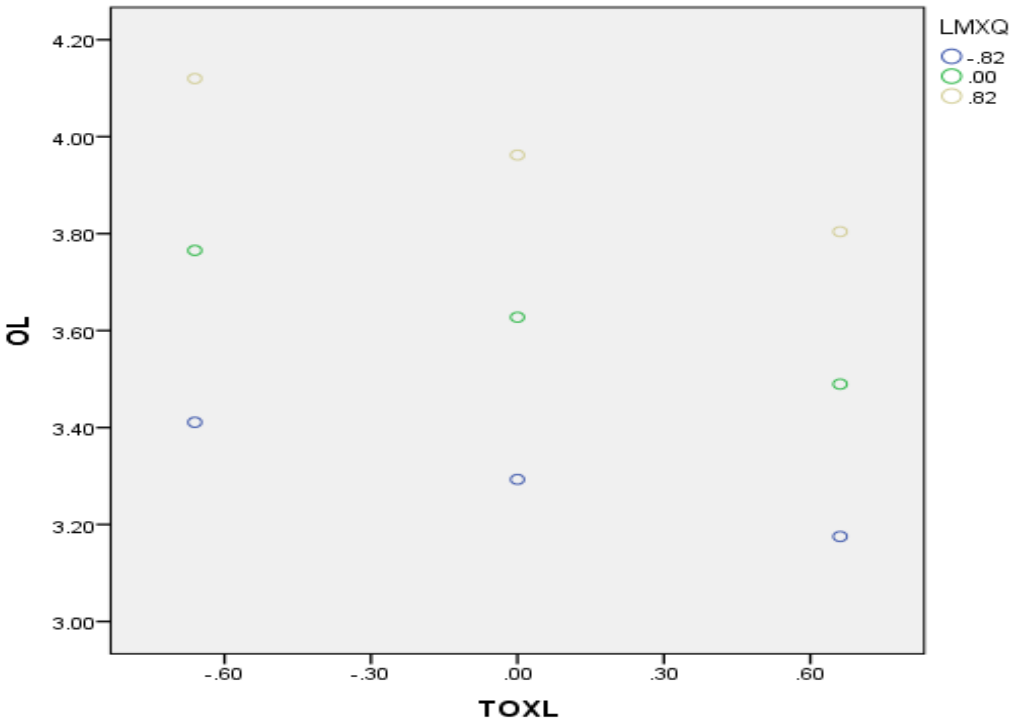
Note. Blue and Brown doted lines illustrate moderated mediation effects ($H11_d$, $H12_d$, $H13_d$)
The characters a, b, c, d with H, illustrate direct, mediation, moderation, and moderated mediation hypotheses.

APPENDIX C

Moderation effect of LMXQ on TOXL and ES (SPSS generated)

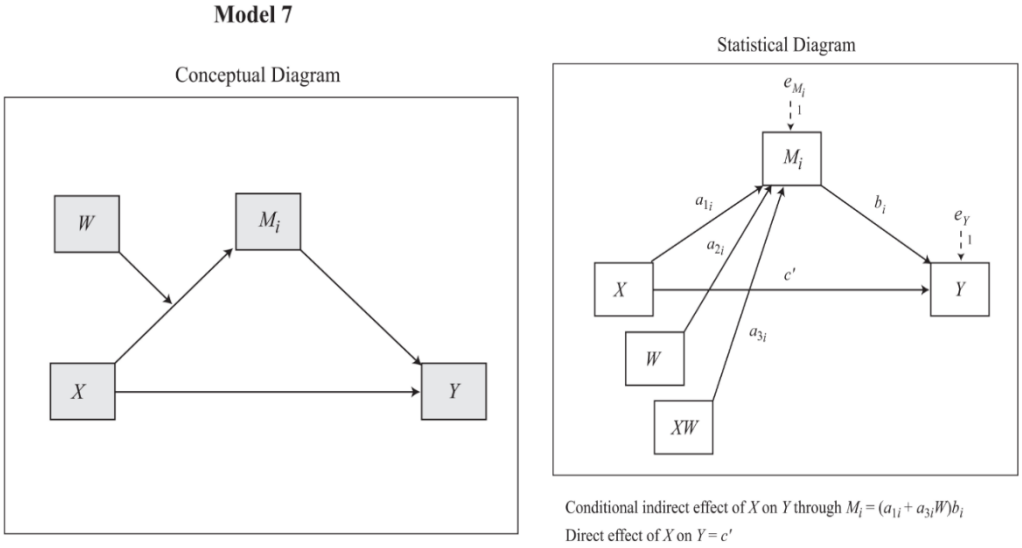


Moderation effect of LMXQ on TOXL and OL (SPSS generated)



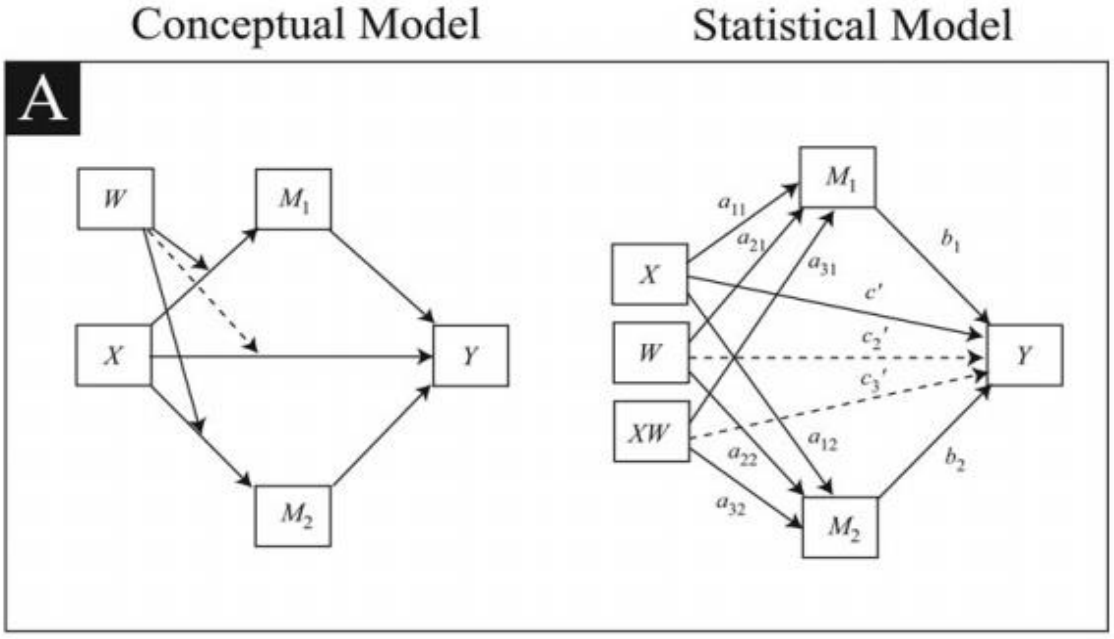
APPENDIX D

Conceptual & Statistical Models of Moderated Mediation and Multiple moderated Mediation effects



Conceptual Diagram of Moderated Mediation of Hayes Model 7

Source: Hayes Templates



Model adopted for Analysis Moderated Mediation with Two Mediators
Source: Adopted Hayes (2015)

APPENDIX E

Tables Measurement and structural models (AMOS)

Table 4.31: TOXL: Summary of results

Construct (s)	Item	Estimate (STD)	Estimate (UNSTD)	C.R.	Cronbach's α	AVE
AL	TXAS7_7	.740	1.000	.889	.861	.535
AL	TXAS6_6	.705	.974			
AL	TXAS5_5	.695	.942			
AL	TXAS4_4	.761	1.009			
AL	TXAS3_3	.758	1.020			
AL	TXAS2_2	.715	.945			
AL	TXAS1_1	.742	.988			
AUTH	TAUT6_13	.728	1.000	.841	.854	.517
AUTH	TAUT5_12	.757	1.028			
AUTH	TAUT4_11	.789	1.051			
AUTH	TAUT3_10	.608	.841			
AUTH	TAUT2_9	.694	.959			
AUTH	TAUT1_8	.588	.813			
NAR	TNAR5_18	.514	1.000	.865	.861	.568
NAR	TNAR4_17	.707	1.482			
NAR	TNAR3_16	.884	1.841			
NAR	TNAR2_15	.786	1.640			
NAR	TNAR1_14	.819	1.618			
SP	TSP5_23	.685	1.000	.801	.828	.501
SP	TSP4_22	.735	.989			
SP	TSP3_21	.669	.917			
SP	TSP2_20	.732	1.038			
SP	TSP1_19	.684	.941			
UNPR	TUP7_30	.666	1.000	.865	.880	.517
UNPR	TUP6_29	.749	1.075			
UNPR	TUP5_28	.688	.997			
UNPR	TUP4_27	.715	1.050			
UNPR	TUP3_26	.698	1.034			
UNPR	TUP2_25	.710	1.075			
UNPR	TUP1_24	.705	1.108			

Note. STD = standard loading, UNSTD = Un-standard loading, C.R = Composite reliability and AVE = average variance extracted, Al = Abusive Leadership, AUTH = Authoritative leadership, NAR = Narcissism, SP = Self-promotion, UNPR

undecidability.

Table 4.32: Organizational Learning: Summary of results

Construct(s)	Item	Estimate (STD)	Estimate (UNSTD)	C.R.	Cronbach's α	AVE
OL	OL08	.747	1.000	.868	.870	.526
OL	OL07	.767	1.014			
OL	OL06	.792	1.020			
OL	OL05	.769	1.026			
OL	OL04	.696	.926			
OL	OL03	.550	.752			

Table 4.33: Employee Silence: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (UNSTD)	C.R.	*Cronbach's α*	*AVE*
ES_5	Employee Silence	.814	1.000	.803	.771	.575
ES_4	Employee Silence	.778	.901			
ES_3	Employee Silence	.815	.888			
ES_2	Employee Silence	.692	.735			
ES_1	Employee Silence	.670	.788			

Table 4.34: Organizational Performance: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (UNSTD)	C.R.	*Cronbach's α*	*AVE*
OP_5	Organizational Performance	.691	1.000	.836	.874	.566
OP_4	Organizational Performance	.738	1.064			
OP_3	Organizational Performance	.818	1.126			
OP_2	Organizational Performance	.815	1.127			

Item	Construct(s)	Estimate (STD)	Estimate (UNSTD)	C.R.	*Cronbach's α*	*AVE*
OP_1	Organizational Performance	.659	.981			

Table 4.35: LMXQ: Summary of results

Item	Construct(s)	Estimate (STD)	Estimate (USTD)	CR	Cronbach's α	AVE
LMXQ7	LMXQ	.716	1.000	.836	.874	.566
LMXQ6	LMXQ	.734	1.089			
LMXQ5	LMXQ	.724	1.134			
LMXQ4	LMXQ	.722	1.138			
LMXQ3	LMXQ	.746	1.221			
LMXQ2	LMXQ	.743	1.275			

Table 4.36: Summary of fitness of measurement models

	Fit Indices				
Constructs	χ^2/df	**SRMR**	**CFI**	**TLI**	**RMSEA**
TOXL	4.81	.05	.92	.91	.05
Organizational Learning	2.96	.01	.99	.99	.04
Employee Silence	2.24	.01	.99	.98	.03
Organizational Performance	4.02	.01	.99	.98	.05
Leader-Member Exchange Quality	4.32	.02	.98	.98	.05
Complete Model	3.39	.04	.91	.91	.04

Table 4.37: Summary of fit indices of structural model (Direct Relationships)

Hypotheses	**Structural Paths**	**χ^2/df**	**SRMR**	**CFI**	**TLI**	**RMSEA**
H_{1a}, H_{2a}, $H3_a$, H_{5a}, H_{6a}	Complete Structural model	3.915	.06	.91	.90	.05

Table 4.38: Summary of results of structural models (Direct Relationship)

Hypotheses	**Structural Paths**	**Path Coefficients (STD)**	**C.R**	**P**	**Results**
H_{1a}	TL → OP	-.210	-5.209	p<.05	Supported
H_{2a}	TL → ES	.431	11.132	p<.05	Supported
H_{3a}	ES → OP	-.091	-2.788	p<.05	Supported
H_{5a}	TL → OL	-.469	-11.627	p>.05	Supported
H_{6}a	OL → OP	.512	12.780	p<.05	Supported
R^2_{ES} =.19					
R^2_{OP}=.45					
R^2_{OL} =.22					

Note. STD= Standardized loadings, UNST= Unstandardized Loadings, C.R=Critical ratio

Tables of SPSS results: Moderation, Mediation, Moderated Mediation effects

Table 4.40a: Mediation effect of ES between TOXL and OP

	IV	**DV**	***b***	**SE**	**t-value**	**p-Value**	**LLCI**	**ULCI**
1	TOXL	ES	0.585	0.10	5.119	0.000	0.509	0.661
2	ES	OP	-0.151	0.027	-5.509	0.000	-0.205	-0.097
3	TOXL	OP	-0.406	0.038	-10.448	0.000	-0.482	-0.097
			Effect	**SE**	**t-value**	**p-Value**	**LLCI**	**ULCI**
Total Effect			-.494	.036	-13.835	.000	-.5641	-.4239
Direct Effect			-.405	.0387	-10.480	.000	-.4817	-.3298
					Effect	**Boot SE**	**Boot LLCI**	**Boot ULCI**
Indirect Effect					-.088	.018	-.125	-.054
						1	**2**	**3**
R^2						0.17	0.17	0.15
F-Statistics						228.57	113.41	191.40
P-Value						<.001	<.001	<.001

Table 4.39: Mediation effect of OL through Hayes PROCESS model 4

	IV	**DV**	***B***	**SE**	**T-value**	**P-Value**	**LLCI**	**ULCI**
1	TOXL	OL	-0.429	0.034	-12.591	<.001	-.4966	-.3627
2	OL	OP	0.514	0.074	6.945	<.001	.4601	.5677
3	TOXL	OP	-.273	0.033	-8.210	<.001	-.3385	-.2079
			Effect	**SE**	**T-value**	**P-Value**	**LLCI**	**ULCI**
Total Effect			-.494	.036	-13.835	<.001	-.5641	-.4239
Direct Effect			-.273	.027	-8.210	<.001	-.3385	-.2079
					Effect	**Boot SE**	**Boot LLCI**	**Boot ULCI**
Indirect Effect					-.220	.025	-.270	-.172
						1	**2**	**3**
R^2						0125	0.352	0.147
F-Statistics						158.53 (1,1106)	301.64 (2,1105)	191.39 (1,1106)
P-Value						<.001	<.001	<.001

Table 4.40: Model Summary of Parallel Multiple Mediator Model

Consequent															
		Model-I (IND→M1)				*Model-II (IND→M2)*				*Model III IND, M1, M2→DV*				*Model IV IND→DV*		
		M_1 (ES)				*M_2 (OL)*				*Y (OP)*				*Y (OP)*		
Antecedent		*Coeff*	*SE*	*P*		*Coeff*	*SE*	*P*		*Coeff*	*SE*	*p*		*Coeff.*	*SE*	*P*
X (Toxic)	a_1	.58	.04	<.001	a_2	-.42	.03	<.001	*c'*	-.21	.04	<.001	*C*	-.49	.04	<.001
M_1 (ES)		___	___	___		___	___	___	b_1	-.12	.02	<.001		___	___	___
M_2 (OL)		___	___	___		___	___	___	b_2	.51	.03	<.001		___	___	___
Constant	i_{M1}	.97	.10	<.001	i_{M2}	-4.74	.09	<.001	i_Y	2.68	.16	<.001	*iY*	4.95	.04	<.001
		$R^{2=}$=0.13				$R^{2=}$= 0.17				$R^{2=}$=0.37				$R^{2=}$=0.15		
		F (1,1106) = 158.54, *p<.001*				*F* (1,1106) =228.57, *p<001*				*F* (3,1104) =214.43, *p<001*				*F*(1,1106) =191.40, *p<001*		

Note. "a_1" and "a_2" are direct effects of toxic leadership (IV) on two parallel mediators, i.e., ES (M1) and OL(M2) respectively; "b_1" and "b_2" represent direct effects or slopes from M1 and M 2 on dependent variable respectively; where "c" is total effects of toxic leadership IV on organizational performance (DV) and "c'" is the direct effect of toxic leadership on DV while controlling all mediators and constant terms. "iM1", "iM2", "iy" and "iY" are constant terms. Regression Coefficients=Coeff, Standard Errors=SE

Table 4.41: Indirect effects of TOXL on OP, for ES & OL

	Effect	Boot SE	Boot LLCI	Boot ULCI
Total	-.288	.0299	-.3485	-.2335
ES	-.071	.0247	-.2652	-.1700
OL	-.217	.0168	-.1053	-.0400
(C1=ES-OL)	-.145	.0299	-.2034	-.0874

Table 4.42: Conditional PROCESS Analysis for LMXQ (TOXL→ES→OP)

	B	*SE*	*T*	*p*
Mediator Model-I ES				
Constant	2.49	.03	91.63	<0.001
TOXL	.51	.04	11.91	<0.001
LMXQ	-.14	.04	-4.13	<0.001
TOXL x LMXQ	-.11	.04	2.56	<0.05
R^2 change= .008				
F(3, 1104) = 6.53, *p<.05*				
Dependent variable Model-II	*B*	*SE*	*T*	*p*
Constant	4.06	.07	56.78	<0.001
Employee Silence	-.15	.03	-5.51	<0.001
TOXL	-.41	.04	-10.48	<0.001
Direct effect from x to y	*B*	Boot *SE*	Boot LLCI	Boot ULCI
c’	-.41	.04	-.48	-.32
Conditional Indirect Effect of LMXQ on the mediating role of (ES) at IA= M± SD (Mean Centered)				
LMXQ_6	*Effect*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
M-1 SD (-0.82)	-.06	.02	-.09	-.04
M (0.00)	-.08	.02	-.11	-.04
M+1 SD (0.82)	-.09	.02	-.13	-.05
Index of Moderated Mediation	Index	Boot *SE*	Boot LLCI	Boot ULCI
	-.02	.008	-.032	-.003

Note. *N=1108*. Bootstrap default sample size = 5000. LL=low limit, UL= upper limit, CI= confidence interval. *p*<0.10, **p*<0.05., ***p*<0.01., ****p*<0.001.

Table 4.43: Conditional PROCESS Analysis for LMXQ (TOXL→OL→OP)

	B	***SE***	***T***	***P***
Mediator Model-I OL				
Constant	3.60	.02	163.16	<.001
TOXL	-.21	.03	-5.98	<.001
LMXQ	.40	.03	14.42	<.001
TOXL x LMXQ	-0.04	.03	-1.08	=.28
$\Delta R^2 = .0008$				
F= 1.679, *p=28*				
Dependent Variable Model				
Constant	1.82	.10	17.87	<0.001
OL	.51	.03	18.74	<0.001
TOXL	-.27	.05	-8.21	<0.001
Direct effect from x to y	*B*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
c'	-.27	.03	-.33	-.21
Conditional Indirect Effect of LMXQ on the mediating role of (OL) at IA= M± SD (Mean Centered)				
LMXQ (0/+- SD)	*Effect*	*Boot SE*	*Boot LLCI*	*Boot ULCI*
M-1 SD (-0.82)	-.09	.03	-.15	-.03
M (0.00)	-.10	.02	-.14	-.06
M+1 SD (0.82)	-.12	.02	-.17	-.07
Index of Moderated Mediation	Index	Boot *SE*	Boot LLCI	Boot ULCI
	-.02	.02	-.06	.02

Note. N=1108. Bootstrap default sample size = 5000. LL=low limit, UL= upper limit, CI= confidence interval. *p*<0.10, **p*<0.05., ***p*<0.01., ****p*<0.001.

Table 4.44: Conditional. PROCESS Analysis for two mediators and one moderator

	B	**SE**	***T***	***P***
Mediator Model-I ES				
Constant	2.49	.03	91.63	<.001
TOXL	.50	.04	11.91	<.001
LMXQ	-.14	.03	-4.13	<.001
TOXL x LMXQ	-.11	.04	2.56	<.05
Mediator Model-II OL				
Constant	3.63	.02	163.16	<.001

TOXL	-.21	.03	-5.98	<.001
LMXQ	.41	.02	14.42	<.001
TOXL x LMXQ	-.04	.03	-1.08	=.28
Dependent variable Model				
Constant	2.15	.12	17.95	<.001
Employee Silence	-.21	.03	-5.78	<.001
OL	-.12	.02	-5.12	<.001
TOXL	.51	.03	18.59	<.001
Conditional indirect effect analysis at IA=M± SD				
Conditional Indirect Effect analysis (ES) at IA= M± SD	*B*	Boot *SE*	Boot LLCI	Boot ULCI
M-1 SD (-.82)	-.05	.01	-.08	-.03
M (.00)	-.06	.01	-.09	-.03
M+1 SD (.82)	-.07	.02	-.10	-.04
Conditional Indirect Effect analysis (OL) at IA= M± SD	*B*	Boot *SE*	Boot LLCI	Boot ULCI
M-1 SD (-.82)	-.09	.03	-.15	-.03
M (.00)	-.11	.02	-.14	-.06
M+1 SD (.82)	-.12	.02	-.17	-.07

Table 4.45: Index of Moderated Mediation

Mediator	Index	SE	LLCI	ULCI
ES	-.0131	.0065	-.0273	-.0022
OL	-.0186	.0216	-.0612	.0234

APPENDIX F

Table 2.3 Summary of Literature Review

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
Tseng (2010)	To investigate the correlation between organizational culture & knowledge conversion on corporate performance. (Antecedents of OP)	IV: OC & KC DV: OP	Theory of organizational knowledge	Survey China	KC mediates the relationship between OC & OP. OP is measured through subjective measures. OP= Financial performance market/customer, process, people development, future.	Measurement of OP Questionnaire adapted
Singh et al., (2016)	whether subjective measures of OP are reliable or not?	Main variable --OP= market share, sales revenue, innovation, profitability	OP measurement literature	Review /Survey --Financial services, manufacturing & natural resources sectors --Saudi Arabia, Jordan, Brunei & India,	Concluded that subjective measures can be considered valid & reliable means of assessing OP	Measurement of OP
Shea et al., 2012	Evaluation of a perceived organizational performance scale using Rasch model analysis/ Measurement of OP	OP -- internal, external & market performance	OP Measurement Delaney & Huselid (1996)	Quantitative -- Primary and Secondary data	Subjective measures can be used for the measurement & assessment of OP	Measurement of OP
Mehta & Maheshwari (2014)	To understand the nature of TOXL, & the impact of TOXL on individual & organizational performance	IV: Toxic leadership DV: individual performance &	Toxic Triangle	Conceptual	--There is a negative impact on the Organizational outcomes like organizational performance,	TOXL → OP

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
		Organizational Performance			counterproductive work behavior & higher turnover -- Advocated the development of the mechanisms of the identification & understanding of the toxic leadership within the organizations	
Indradevi, (2016)	Toxic leadership over the years- A review ------- Focused on nature, impact on society, individuals, teams & organizations & solutions to handle the toxicity.	TOXL consequences (Individual & organizational OP)	TOXL literature	Conceptual	There is a need to study the relationships between the TOXL & the role of employees in the workplace. There is a need to understand the negative effects of TOXL on employees & the negative role of employees in these toxic contexts	Review and Impact of TOXL on OP and Individual
Padilla et al. (2007)	The toxic triangle; Destructive leaders, susceptible followers, & conducive environments.	Destructive leaders, susceptible followers, & conducive environments	n.a.	Conceptual /Case Study --politics, business, religious --Cuba	There is a need to investigate the relationship between leaders, followers, & environments at the same time.	LMX→TOXL Follower Context
Schmidt (2008)	To develop a framework that differentiates TOXL from other leadership styles. ---Scale development for TOXL	IV: YOXL, Transformational Leadership, LMX DV: employee outcomes (turnover intentions, job	n.a.	Survey --Focus Group interview --military /civilian sectors	--Development of TOXL scale --TOXL impacts → employee outcomes * Future: --Toxic leadership should be investigated further to clarify the relationship in different	--Measurement of TOXL --Questionnaire adapted and followed

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
		satisfaction, & satisfaction with the supervisor			contexts & with other leadership styles Further investigation in constructs like leader-member exchange.	
Schmidt (2014)	To develop & test the moderated mediation model to examine the relationships between toxic leadership, group cohesion, & job outcome TOXL→GC→Job outcomes	IV: toxic leadership DV: group-level job satisfaction, group productivity, group-level organizational trust, & group-level organizational commitment. Mediator: Group cohesion	Conservation of resources (COR) theory	Survey Military N= 5,182 With 149 groups	--Development of TOXL scale -- TOXL impacts → employee outcomes --Suggested investigation in private & public sectors. --Future research should seek empirical evidence linking destructive leadership with COR theory. --suggested more potential variables & mediators, outcomes, & moderators gain a better understanding of toxic leadership & its impact.	--Consequences of TOXL --TOXL→GC→Job outcomes --Moderated Mediation
Lipman-Blumen (2005)	Why followers provide room for the TOXL to grow? --The allure of toxic leaders: Why followers rarely escape their clutches	TOXL & Followers	Political leadership & organizational leadership studies	Conceptual --Political & organizational context	Foundation study Motivated the research in the field of toxic leadership.	--Foundation Study TOXL Theory
Goldman (2006)	To assess highly toxic personality disorders in leaders, implications for organizations, & methods for assessment & intervention.	Borderline personality disorder	Theory development Based on theory of emotional contagion	Qualitative, Action Research Case Study Method DSM IV-TR.	Noted that the emotional imbalance & mood fluctuations trickle down to the employees & henceforth cause a toxic organizational climate that collectively leads to organizational inefficiency	--TOXL→Employees (-)→Toxic Climate

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
Mawritz et al. (2012)	Whether the Toxic Effects of leaders trickle down to the lower level of hierarchies in the organization	IV: Abusive manager behavior MOD: Hostile climate MED: abusive supervisor Deviance DV: Workgroup interpersonal deviance	social learning theory & social information processing theory	Survey Multi-Source Field Study	--The leader's Toxicity trickle down to the lower level of hierarchies in the organization. --The orgl: environment also play its role between abusive behaviors & deviant behaviors	--Trickle-down effect of Abusive and toxic behaviors on employee deviance --moderated mediation
Pelletier, (2010)	--Identification & development of Toxic leadership scale items & behaviors --This paper provides empirical support for the behavioral & rhetorical constructs associated with toxic leadership in organizational contexts.	TOXL	lenses of abusive, bullying, destructive, toxic, & tyrannical leadership theories.	Qualitative: Experimental --Study 1 & Study 2 --University Students --Southern California --Convenience Sampling --(N=269 cases)	Eight Dimensions identified & questionnaire (51items) was developed to assess the harmfulness of toxic leader: --Leader's attacks on self-esteem. -- lack of integrity --- Abusiveness -- Divisiveness & social exclusion -- laissez-faire. Future: --identify & evaluate empirically the organizational conditions (e.g., the toxic triangle) that may enable the emergence of leader toxicity -- the consequences of these destructive behaviors at the individual & organizational levels.	--Measurement of TOXL --TOXL in Organizational context
Pelletier, (2012)	To examine the influence of leader-follower relationships (i.e., LMX) & target salience on perceptions of leader toxicity	IV: LMXQ Identification with the target MED: salience	LMX Theory	Survey - --Experimental Study --University Students	Results: -- observers perceived the leader to be toxic to a greater extent when the leader was targeting someone in their	TOXL→LMXQ --Followers 'perception

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
	& intentions to challenge the leader.	DV: Leader toxicity & intention to challenge leader		--Southern California --Convenience Sampling --(N=306 cases)	LMX grouping & was more willing to challenge the leader than were in-group members. --In-group members colluded with their TOXL to get their benefits. --In-group were not able to challenge the leader. --Out-group employees were actual targets of the toxic leadership. Future: --There is a Need to identify the conditions under which followers feel safe to challenge a toxic leader would also be informative for organizations seeking to develop systems & processes to promote a supportive environment for challengers of toxic leaders.	
Steele, (2011)	To investigate the toxic leadership & develop & test framework of toxic leadership in the US army context	Toxic leadership	Theory of toxic triangle	--Qualitative review --US Army	--Selfishness & narcissism impact followers. -- leaders toxicity exists as an important issue concerning ind, unit & organizational perspective. Future: --The negative consequence of TOXL on individual, group & organizational level variables should be assessed simultaneously.	TOXL framework utilizing the theory of toxic triangle

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
Aboyassin & Abood (2013)	To explore how ineffective leadership behavior affects individual & organizational performance	IV: Ineffective leadership Behaviors DV: Individual Performance DV: OP	n.a.	Survey Public and Private Institutions Jordan	Ineffective Leadership has a negative effect on both individual & organizational performance.	--Ineffective Leadership →Ind_P --TOXL → OP
Xu et al, (2015)	To examine the underlying mechanisms between Abusive Leadership & Silence especially the moderating role of LMX & Exhaustion.	IV: Abusive Supervision MOD: LMX MED: Emotional Exhaustion DV: Silence	COR Theory LMX theory	Survey --Longitudinal --N=152 --service industry --Macau	--Abusive leadership affects ES through EE & LMX provide a contextual boundary spanning role (Moderate). -- Suggested further investigation into the role of LMX between the negative leadership & ES & employee silence with broader constructs of Toxic leadership.	--TOXL→ES & LMX --LMX→TOXL
Milliken, et al. (2003)	when & how employees avoid raising their voices before their managers?	Employee Silence	MUM effect! Theory of Organizational Silence (Morison & Milliken, 2000)	--Qualitative Study --Interviews --N=40	Results ES being labeled as negative Damaged Relationship, Retaliation or Punishment, Negative impact on others. Voice does not make difference in the intention to remain silent.	Consequences of ES
Morrison (2014)	To review the antecedents & consequences of ES.	Employee Silence	Silence & Voice literature	Qualitative Review	Individual disposition Job & organizational perceptions, Emotions & beliefs, Supervisor behavior, Climate & context if there are fear & lack of voice mechanisms.	ES → OP (-)

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
Thau, Bennett, Mitchell & Marrs, (2009)	whether a management style depicting situational uncertainty moderates the relationship between abusive supervision & workplace deviance.	Abusive supervision workplace deviance Authoritarian management style Uncertainty perceptions Management style	Uncertainty management theory [Lind, E. A., & Van den Bos, K., (2002)	Survey --Study 1, --N=379 Study 2, using survey data from 1477 subordinates	Study 1 --The positive relationship between abusive supervision & organizational deviance was stronger when authoritarian management style was low (high situational uncertainty) rather than high (low situational uncertainty). Study 2 --The positive relationship between abusive supervision & supervisor-directed & organizational deviance was stronger when employees' perceptions of their organization's management style reflected high rather than low situational uncertainty.	TOXL→ OD ES → OP (-)
Whitman, et al., (2014)	Linking abusive supervision to feedback avoidance through emotional exhaustion	IV: abusive supervision DV: feedback avoidance Med: emotional exhaustion	Conservation of Resources theory	--Survey --460 nurses & 220 working adults	--A mediating effect for exhaustion on the relationship between abuse & feedback avoidance -- Feedback avoidance was associated with subsequent exhaustion, representing a loss spiral.	AS→E→FA TOXL→OP(-) TOXL→ES → OP (-)
Schilling & Kluge (2009)	The study intended to identify the factors or barriers that create hurdles in the way to OL	OL (Barriers)	4I model of Crossan et al. (1999)	--Qualitative Study --Review	--The study identifies & analyses the impact of barriers on different kinds of organizational units, the relationship between OL barriers, single-loop & double-loop learning, as well	Barriers to OL & impact on OP TOXL → OL (-)→OP (-)

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
					as typical combinations of barriers & their respective impact on organizational performance. --Negative impact of leadership on OL & organizational performance.	
Garcia-Morales et al. (2012)	The study analyzes the influences of transformational leadership on organizational performance through dynamic capabilities of OL & innovation.	Transformational leadership (TL) Organizational performance Organizational (OP) learning Organizational (OL), innovation (INO)	The theory of resources	--Survey --N=firms 168 --- Spanish	The results reveal that. (1) TL → INO→OP (2) OL→INO →OP (+). (3) INO→ OP (+)	TL→OL→OP OL→OP
Jyothibabu et al. (2010)	To develop an integrated measurement scale for an OL system by capturing the learning enablers, learning results & performance outcomes in an organization.	OL capabilities & enablers →at three different levels of OL→ OP	The theory of resources OL	--Survey --N=502 managerial employees from 14 thermal power plants of the largest power company --India.	-- OL capabilities & enablers →at three different levels of OL --Ind level enablers – continuous learning, dialogue & inquiry (DI), --- team learning (TL) & employee empowerment (EE) – & --structural level enablers – leadership for learning (LL), system connection (SC) & embedded systems (ES). ---Similarly, there are individual-level enablers – continuous learning & dialogue & inquiry- ---group-level enabler	--OL→ OP

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
					--team learning – & --organizational-level enablers –employee empowerment, leadership for learning, system connection & embedded systems. Learning outcomes at three levels are – Individual-level learning (ILL), Group-level learning (GLL), organizational level learning (OLL), Organizational Performance (OP).	
Di Milia & Birdi (2010)	To find the impact of individual, team & OL on the performance (subjective & objective)	Individual, team & OL practices	OL theory (Crossan et al. 1999)	--Survey (primary & Secondary data) --N=213 --480 Australian companies	The study found a positive main effect for OLP with both subjective & objective performance	--self-assessed performance --OL→OP
Garcia-Morales et al. (2008)	How the leader's perceptions of different intermediate strategic variables related to knowledge (knowledge slack, absorptive capacity, tacitness, OL) & innovation influence the relation between transformational leadership & organizational performance?	Transformational leadership, Knowledge slack Tacitness, Absorptive capacity. OL Innovation Performance	Resources based theory,	Survey --Interviews CEOs --408 Spanish organizations, --food farming, manufacturing, construction & services	-Leadership and OP is mediated by OL	TL→OL→OP
Ahadmotlaghi & Rezaei (2017)	The purpose of this study is to investigate the relationship between internal market orientation &	IV: Internal Marketing MED: MC & OL DV: OP	n.a.	Survey N: 900 Bank Staff Banking sector	--OL as a contributing factor to OP	OL→OP OL→(MC+OLO)→OL

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
	organizational performance by considering market capability & OL as external factors.				--Internal marketing & OP relationship is mediated by MC & OL orientation	
Line et al., (2012)	TL→LMXQ (-) how abusive supervision promotes subordinate organizational deviance through LMX	Abusive supervision – organizational deviance --need satisfaction --LMX --Procedural & interpersonal Justice --Organizational Social Exchange	Self-determination theory LMX	Survey Three studies Study I n= 318 Study II n= 285 Study III n= 260	--unethical leader behavior & high-quality LMX can coexist. --The results reflect that the negative effects of abusive supervision were exacerbated by high levels of LMX, & that these moderating effects were mediated by basic need satisfaction.	TOXL+LMX→moderated by need satisfaction
Naseer et al. (2016)	The effect of despotic leadership on the follower's outcomes. & How the relationship between leader & follower affects the follower's outcomes in the presence of a negative type of leadership.	Despotic leadership, leader-member exchange (LMX), & perceived organizational politics (POP) to predict employee job performance, organizational citizenship behaviors (OCBs), & creativity	Social exchange theory	Survey Field Data N = 480	The results indicate that despotic leadership is negatively related to the three employee outcomes, & that the effects are stronger under conditions of high LMX or high POP.	TOXL→IND performance (-)
Vidyarthi, et al., (2014)	LMXQ→OP (+) Whether LMX theory is still relevant in the era of changing organizational structures & more transient relationships	LMX-agency & LMX-client Satisfaction with supervision Job satisfaction	Relative deprivation theory LMX)	Web-based Survey & secondary data --IT Industry The US-based (engineers)	We extend LMX theory beyond the leader-follower dyad & show that, under conditions of dual leaders, employees do establish dual LMXs & that	LMXQ→OP (+) --Cases in dual leadership

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
	between dual leaders & followers. (Instead of dyadic relationship)	Communication frequency with agency leader Voluntary turnover Control variables		--N= 232 consultants --Data Collection three times	both relationships distinctly & jointly impact employee outcomes.	
Detert & Burris (2007)	LMXQ→ES (-) Leadership behavior & employee voice: Is the door open?	Change oriented leadership. & subordinate improvement-oriented voice	leadership theory & voice research,	Survey Two phases Hospitality industry 3149 employees & 223 managers	Indicate that openness is more consistently related to voice, given controls for numerous individual differences in subordinates' personality, satisfaction, & job demography. This relationship is shown to be mediated by subordinate perceptions of psychological safety, illustrating the importance of leaders in subordinate assessments of the risks of speaking up.	LMXQ→ES (-) Emp satisfaction →Psychological safety→job demography --leadership behaviors have the strongest impact on the voice behavior of the best-performing employees
Islam et al. (2013)	The study aims to investigate the relationship between organizational learning culture, leader-member exchange quality, organizational commitment & turnover intention.	leader-member exchange, OL culture, organizational commitment & their intention to leave the organization	social exchange theory	Survey 415 employees working in Malaysian banks	Leader-member exchange, OL culture & organizational commitment is found to correlate with each other.	LMXQ→OLC organizational→ Commitment (+)
Schyns & Day (2010)	The purpose of the present article is to review the more recent developments in the field of leader-member exchange (LMX) theory to identify specific issues related to leader-member	of LMX excellence, leader-member agreement & follower consensus.	leader-member exchange (LMX) theory	Qualitative analysis	--Introduce the concept of LMX excellence, which involves high-quality LMX. --outline how leaders & followers' behavior, as well as context, can enhance or	--leadership→LMX (+, -)

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
	agreement & follower consensus.				hinder the development of LMX excellence	
Ummar, Bashir & Zhao (2015)	how Explorative & Exploitative OL Moderated Leader-Member Exchange & Organizational Identification to influence the Perceived Organizational Outcomes	OL LMX Organizational identification Perceived organizational performance	Social Exchange Theory, Equity Theory & Social Identity Theory,	Survey textile sector (n=360)	--The positive relationship between Leader-Member Exchange & Perceived organizational performance --There is an interaction effect of LMX & organizational Identification on the organizational performance	LMX→OP (+) (LMX * Org Ident.)→OP
Tepper (2007)	Aimed to provide a unifying framework of the study of abusive leadership & identify the potential antecedents & consequences	Abusive leadership	Negative leadership theory & research	Qualitative analysis	--Framework of Abusive leadership. --Identified Antecedents & consequences --Future research agenda Supervisor-Level Factors Organizational level factors Industry Cultural & measurement suggestions	TOXL→followers TOXL→followers Measurement of TOXL
Edelman & Van Knippenberg (2016)	To test whether we could train the regulation of affective displays of leaders in terms of the emotion regulation strategy of deep acting (displaying feelings one also experiences) & display of positive affect & leadership effectiveness	Training Leadership Emotion Regulations Emotional Labor Deep acting	Emotional Labor Theory	Experimental Consultancy firm the Netherlands N = 31 leaders (rated by N = 60 subordinates) to a control group without training or experimental group with emotion regulation training	The training had positive effects on deep acting, positive affective displays, & leadership effectiveness. Deep acting & positive affect mediated the relationship between the intervention & leadership effectiveness.	Training and development of the leaders (TOXL) to improve emotional control and regulation

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Schilling & Kluge (2009)	The study focuses on describing & explaining impediments to organizational learning (OL).	--Barriers to OL --OL OP at different levels Intuiting Interpreting: Integrating: Institutionalizing:	4I model (Crossan et al. 1999)	Qualitative Analysis	--The paper analyses the impact of barriers on different kinds of organizational units, the relationship between OL barriers, single-loop, and double-loop learning, as well as typical combinations of barriers & their respective impact on organizational performance. --Future The study should consider how leadership negatively affect the OL processes	Need to study the negative consequences of leadership on the OL processes.
Berson et al. (2015)	How do leaders & their teams bring about OL & outcomes	Leader Charisma Learning Climate Organizational Outcomes --Shared Vision Trust in Teams	leadership, teams, & learning literature.	Survey --public schools --69 principals --207 Student Parents	--The study found support for both the direct & indirect effects of leader charisma through trust within the team on OL climate & school outcomes.	Leadership →OLC→outcome
Thoroughgood, et al., (2011)	Explore considering the toxic triangle how the leader gender, performance & climate are related in the organizations?	--Destructive leadership --Organizational Performance --contextual factors --Organizational climate & --aversive leadership Gender	Toxic triangle	Exploratory study Experimentation Survey N=302 University Students	--Follower perceptions & reactions to aversive leadership vary depending on the leader's gender as well as the broader climate & financial performance of the organization. --Future study further investigates the leader-follower & performance-related variables & their interaction.	Destructive leadership & contextual factors
Thoroughgood, et al. (2018).	the paper focuses on destructive leadership	Destructive leaders	--Systems, institutional,	--Destructive leadership: A	--Highlight gaps in our undersetting of leaders,	TOXL with followers and environment

Study	Study Aim / Focus	IV DV Variables	Theory	Study prime Methodology/ context	Results/ Contribution/ Future	Remarks
	processes & the harmful outcomes they create for organizations & their constituents.	susceptible Follower & environment Dynamic time frame	organizational ecology theories Toxic triangle	critique of leader-centric perspectives & towards a more holistic definition	followers, & environments in contributing to destructive leadership processes.	
Mackey, et al. (2015)	--Abusive Supervision A Meta-Analysis & Empirical Review. --Research Questions are related to the nature, measurement, and relationship between Abusive supervision and individual and organizational factors.	Abusive Supervision	abusive supervision research	meta-analysis & empirical review	Identification of Antecedents & consequences & the effect of abusive supervision is found negative however, differences were noted based on the differences in research designs.	Antecedents and consequences of TOXL

Toxic Leadership - PhD Thesis

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