Toxic Leadership And Collective Organizational Engagement: Does Employee Voice Mediate The Effect?

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Abstract

. Drawing upon the theory of planned behavior, this study aims to observe the role of employee voice in abating the impact of toxic leadership on collective organizational engagement. The performance of the firm is highly dependent on employee engagement and leadership plays a vital role in engaging employees towards collective goals. This study used the snowball sampling technique to collect data from the Pakistan service sector. A self-reported questionnaire was used to collect data from the said sector, the sample size was 223 employees working in telecommunication, banks, and insurance companies. Thus, literature proposes that the phenomenon of toxic leadership exists at every workplace and has negative effects on the organization. Previously toxic leadership has been studied only as a predictor of negative outcomes only. Therefore current study argues that even though toxic leadership decreases the collective organizational engagement, however, this relationship can be transformed via employee proactive voice behavior. Results obtained through Structural Equation Modeling (SEM) show that although leaders' toxicity disengages employees at the workplace they look engaged. Structural relation of toxic leadership with employee voice has proved significant which indicates that employee raises voice against the leader's bad behavior; it keeps them engaged as they perceive organization cares their voice. Thus, this study recommends that employee voice behavior should be promoted at the organization to neutralize the toxic leadership effect on collective organizational engagement. Present study where advances the literature on toxic leadership has practical implications for the managers as well. As toxic leadership overshadows the effects of positive leadership thus to avoid the negative effects of toxic leadership; top management should promote collective engagement through employee voice behavior to accomplish firm performance. Presently this study attempts to enrich the literature by empirically testing the proposed relationship and also provided future insights on toxic leadership to the researchers.

Keywords: *Keywords:Toxic Leadership, Collective Organizational Engagement, Dark Leadership, Voice Behavior*

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INTRODUCTION

Since the conception of the leadership concept, beneficial effects remain the focus of the research (Schilling, 2009) while neglecting the dark side of leadership (Naseer, Raja, Syed, Donia, & Darr, 2016). The roots of dark leadership can be found since the existence of human beings(Singh, Sengupta, & Dev, 2018). Therefore we can see its trace in the growth of leadership research. Dark leadership is the reality that existsat the organization similar to positive leadership. Abusive behavior, unethical practices, hostile environment, and use of leadership positions for personal benefits are the incidents found at the workplace. These happenings generatethe need to studythe dark aspects of leadership such as toxic leadership. Literature suggests that negative leadership behavior facilitatescounterproductive behavior and unethical practices at the workplace(Hannah et al., 2013; Krasikova, Green, & LeBreton, 2013). Dark leadership styles like destructive(Krasikova et al., 2013), abusive(Tepper, 2000), despotic(De Hoogh & Den Hartog, 2008), and toxic (Lipman-Blumen, 2005)each have their own consequences.

Thus current study discusses toxic leadership as the most ominous form of dark leadership(Singh et al., 2018). As toxic leaders through their destructive and narcissistic behaviornot only harm their followersbut teams and organization as well (Vreja, Balan, & Bosca, 2016). Lipman-Bluemen (2005) describe toxic leaders as dishonorable persons engaged in negative behaviors like corruption, sabotage, illegal, unethical and criminal act. Furthermore, other studies also describe toxic leader behavior as social exploiting, prompting injustice, inequity and are harmful tofollowers'physical and psychological health (Pelletier, 2010; Schmidt, 2008). Toxic leaders contaminate the workplace environment and cause long-term damage totheir followers and organization. Moreover, the interesting fact about toxic leadership is that toxic leader doesn't consider its behavior as negative and socially unacceptable (Maxwell, 2015).

However, the presence of dark leadership (destructive, abusive, and toxic leadership) at the workplace is alarming for the organization (Kellerman, 2004). Simultaneously, toxic leaders poison their followers and endure serious harm to the organization's performance. Studies show that negative leadershipdemotivates employees and enhances leaving intentions(Akca, 2017). Therefore there is a need to introduce a mechanism by which the effect of toxicity can be reduced and employee perception of well-being can be enhanced. Employees who feel psychologically safe divest their physical, cognitive resources into work which enhances organizational performance(Barrick, Thurgood, Smith, & Courtright, 2015). Thus the problem being investigated in the study is that how collective organization engagement can be saved from the harmful effects of toxic leadership using voice behavior as an underlying mechanism.

Organizational Engagement is considered as the resources thatan organization used to get desired outcomes. Organization members through its shared sense of engagement divest themselves into work. Leaders manifest this shared perception among employees which yields firm performance (Barrick et al., 2015). Likewise, positive leaders predict performance and high engagement (Sattayaraksa & Boon-

itt, 2018) the same way negative leaders affect employees' morale and harm performance (Erkutlu & Chafra, 2018; Schyns & Schilling, 2013).Previously literature has focused more on positive leadership, not much attention has been given to the effects of dark leadership (Naseer et al., 2016).

It is maybe due to the hidden nature of toxic leadership. Research has shown that finding a toxic leader at the workplace is hard (T. Wu, Hu, & Jiang, 2012) because leaders which are toxic to one may be good for others, however, the existence of such leaders harms the organization. Therefore workplace with such a turbulent environment and demand for innovation has entirely changed the business dynamics. As consequence industries are getting tuff competition in the marketand putting more attention on human capital to get a competitive edge on which they can distinguish themselves from their rivals (Barrick et al., 2015). Studies have shown that employee well-being and engagement are important predictors of competitive edge (Lockwood, 2007). Much of the research on engagement has addressed resources as an important predictor (Fachrunnisa, Adhiatma, & Tjahjono, 2018).

Although resources are important in engaging employees but the role of leadership has its significance (Breevaart, Bakker, Demerouti, & Derks, 2016; Carasco-Saul, Kim, & Kim, 2015). Many studies have investigated motivation, resources, and transformative leadership as the source of engagement (Barrick et al., 2015).Going through literature we found that no study has address how toxic leadership effect COE and does this relationship can be transformed?using some cardinal mechanism. Employee voice is a voluntary behavior it involves suggestions, ideas intended to improvedecision making(Liang, 2017). Employee sometimes encounters such situation where they have the choice to raise voice in favor of organization or remain silent. The research found that employees' proactive participation in the decision process saves the organization from negative outcomes. In the current study employee voice behavior is presented as the underlying mechanism between toxic leadership and engagement which malformed the negative effects of such leaders. Studies have proved that toxicity prevails more in organizations due to employee fear (Lunsford & Padilla, 2015). Employees due to job loss or similar fear do not raise voice against injustice and toxicity. The researcher argues that raising a voice against toxic leadership results in positive outcomes such as engagement at the organizational level and performance (Frieder, Hochwarter, & DeOrtentiis, 2015). Although employee voice has the potential to change leader destructive behavior. The fact is that employees raise their voices when the benefits are greater than its potential cost. Employees whose perception about the organization is that their voice will be heard and feel safe are involved in proactive voice behavior (Milliken, Schipani, Bishara, & Prado, 2015). As the leader's relation with employees plays a significant role in predicting COE (Marquard, 2010). Moreover, the current study has investigated the role of gender as a moderator between TL and COE. Literature suggest that leadership affect both male and female differently(Szabó & Jones, 2019). Therefore there is a need to study that does toxic leadership effect differs concerning gender. In the south Asian context females are more affected at the workplace than males because of social settings(Fikree & Pasha, 2004).

Studies have also shown that the effect of the exogenous variable on the endogenous variable differswith gender (Hackett, Wang, Chen, Cheng, & Farh, 2018). Male and females act differently when they face negative leadership like toxic; females are generally softer, motivating therefore they are affected more by leader toxic behavior.(Fritz & Van Knippenberg, 2017; Hackett et al., 2018). Studies on toxic leadership have largely explained it as the destructive behavior of a leader who humiliates its followers and endure serious harm to the organization (Lipman-Blumen, 2005; Padilla, Hogan, & Kaiser, 2007).

The objective of current research is to find out the impact of toxic leadership on collective organizational engagement. Further to explore the Voice behavior as an underlying transforming mechanism between toxic leadership and organizational engagement. Moreover,it argues that does leader toxicity effects differ concerninggender?Surveys show that the ratio of engaged employees at the workplace isless.As per the Gallup survey conducted in 2017 in south Asia only 22% of employees are engaged at work which is an alarming figure(Crabtree, 2013). Studies argue that employee engagement at the organizational level playsa vital role in performance. (Albrecht, Breidahl, & Marty, 2018). Gallup's research also reveals that the level of engagement in the best companies in the world is about 70 percent. This proved that employee engagement is a crucial predictor of positive outcomes whereas employee disengagement in an organization cause presentism, high turnover, low productivity, and lowperformance (Hejjas, Miller, & Scarles, 2018).

Current researchexplainsthe transforming mechanism of voice as a behavior changer among toxic leadership and collective organizational engagement. It advances the collective organizational engagement literature by presenting employee voice behavior as transmuting tool of toxic leadership negative outcomes on employees. Moreover,it advances the findings on toxic leadership that the effects of leaders toxicity differsconcerning gender. Moreover, this study will guidepractitioners to motivate employees' voice behavior as a remedy against toxious effects of leaders for better organizational performance through organizationalengagement.Therefore there is a need to find out the mechanism which can reduce the Toxic leadership effect on followers and the organization.

Collectively current study has extended the toxic leadership literature and issignificant for organizations in reducingthe effect of toxic leadership. Employee silence not only harms the individuals but also has a drastic effect on the organization. Therefore,the current study has revealed that how toxic leadership can affect collective organizational engagement and performance. Moreover, it also discusses the importance of employee voice as a transformative mechanism between toxic leadership and collective organizational engagement. The whole framework is discussed in light of TPB which argues that individual attitudes can be transformed through behavioral control mechanisms like employee voice as discussed in current research. The theory of Planned Behavior (TPB) debates the planning of behavior by adopting behavior control measures and strategies.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Toxic Leadership

Toxic word is derived from the Greek word toxicus means poison.A leader'stoxicity poisons hisfollowers and yields serious harm in the workplace. Toxic leadership through its toxic behavior humiliates the followers for its achievements. Toxic leadership is defined as "those leaders who, by their destructive behaviors and their dysfunctional personal qualities or characteristics, inflict serious and enduring harm on the followers, groups, organizations, communities and even the nations that they lead"(Lipman-Blumen, 2005).

Toxic leaders shownarcissistic, abusive behavior and violate the rights of their followers. Not every abusive or difficult person istoxic(Blomme, Kodden, & Beasley-Suffolk, 2015). Toxic leadership is often confused with transactional leadership. People with talkative, cheerful, and charismatic personalitiescanalso be toxic (Decoster, Camps, Stouten, Vandevyvere, & Tripp, 2013). It is hard to differentiate toxic leadership as sometimes high performersleadersare also toxic(Burton, Hoobler, & Scheuer, 2012; T. Wu et al., 2012). Likewise, people with difficult behavior are not necessarily toxic because it is not the communication or attitude which makes a leader toxic.

People with intentions to harm other members, groups, and organizations are often characterized as toxic. Toxic leader enjoys achievements on the cost of others by putting others down(Behery, Al-Nasser, Jabeen, Rawas, & Said, 2018).Toxic leaders are often more effective and competent in the short-run rather than long, but they contribute toa negative climate among subordinates and create an unhealthy working environment(Hobman, Restubog, Bordia, & Tang, 2009).Toxic leadership predicts many negative outcomes like low morale, high absenteeism, and employee turnover as it negatively impacts employee well-being and health(Schyns & Schilling, 2013).

Toxic leadership is mainly fueled by three elements destructive leadership, susceptiblefollowers, and a conducive environment called a toxic triangle.All these three collectively predict toxic leadership.Leadership plays a significant role in an organization as leaders are the mediators by which strategic objectives are communicated to the frontline. Leaders through their personality motivate employees and engage them so organizational goals can be achieved and vice versa (Popli & Rizvi, 2016). Studies have empirically proved that positive; negative leaders also exist in organizations but it is difficult to find such destructive leaders. The researcher argues that negative leaders often exist in the organization but due to hidden nature or charisma sometimes it is hard to identify them (Burton et al., 2012; Decoster et al., 2013).

Toxic Leadership and Collective Organizational Engagement

The concept of engagement was introduced by Kahn (1990). In his early stage, most of the research focused on employee engagement, and no attention was given

at the team and organizational level (Barrick et al., 2015). It presents the view that engagement is the shared sense which organizational members shared through the social process. Although employee engagement has a significant position but it doesn't predict performance at the organizational or firm level. There is disengagement between researcher regarding the operationalization of engagement concept but most academician explain engagement as the positive psychological state comprised of vigor, dedication and absorption.

The concept of engagement has been widely studied with the Job Demand Resource (JD-R) model in academia (Bakker & Demerouti, 2014). It splits the psychological process involved in engagement into two processes, the first part deals with health impairment explains job demands, whereas, the second part describes the motivational process (Bakker & Demerouti, 2008). Although the availability of resources such as autonomy, technology, and human resource practices are important components of motivation. The leadership role is equally significant in predicting engagement both positively and negatively (Albrecht et al., 2018; Barrick et al., 2015).

This study defines collective organizational engagement as the "sharedperceptions of organizational members that membersof the organization are, as a whole, physically,cognitively, and emotionally invested in their work" (Barrick et al., 2015). Shared perceptions of employees are the comprehensive thought about organization policies, behaviors, rewards systems, and approaches towards employee wellbeing (Albrecht et al., 2018). Therefore, this perception of engagement prevails in organizations as a result of the social attraction of employees and they become part of the organization. Therefore, the institutionalization of engagement characteristics emerges as the assets of the organization which is used to generate competitive advantage.

Organizations through its life struggle to achieve their objectives which keeps them moving. Whereas the core purpose oforganizations is performance as it shows the success of any firm. It involved many antecedents that can lead to performance but in our current study, we suggest engagement as an important predictor of performance. Studies have proved that engaged employees are more loyal, enthusiastic, and work efficiently by putting their energy into the work (Al Mehrzi & Singh, 2016). Although many studies have proposed resources as the main contributor towards engagement (Crawford, LePine, & Rich, 2010; Schaufeli & Taris, 2014); but current study proposed leadership as an important predictor which engages or disengages employees through its qualities and skills.

Leadership plays an important role in predicting engagement in employees at the individual as well as theorganizational level (Albrecht et al., 2018; Carmeli, Atwater, & Levi, 2011; Niu, Yuan, Qian, & Liu, 2018). Studies have empirically validated that an organization faces both positive and negative leadership in its life cycle and bad leadership is hard to identify, not people with difficult behavior are not necessarily toxic(Behery et al., 2018). There is very little difference between toxic leadership and hard leader.

COE is the firm-level construct and defines the overall level of motivation towards firm objectives whereas individual engagement is comprised at the employee level only. Previous studies though address the collective level by simply aggregating employee engagement measures that are unable to capture the true organizational level idea. But current study adopts the items adopted from (Barrick et al., 2015) using a reference shift technique to shift measures from self to collective level. Research has proved employees who are engaged at work are more productive and innovative as they invest all their skills, physical and cognitive in their work (Barrick et al., 2015; Ruck, Welch, & Menara, 2017).

An organization is a group of people with their unique characteristics and behavior, therefore,the research presents the view that with positive leadership, negative leadership (Toxic leadership) also exists in organizations(Singh et al., 2018). Toxic leadership is a negative form of leadership that predictsdisengagement. This research proposes that these negative outcomes can be controlled if employees raise a voice against the leader's toxicity.

The theory of planned behavior sheds light on it by presenting the argument that reasoned actions foretell the intentions of the individual to engage in behaviors(Ajzen, 1991). Thus researcher argues that the action and behaviors of individuals can be controlled through behavioral control mechanisms. Ajzen's theory of planned behavior is the extension of reasoned action. It debates that attitudes and behaviors affect the intentions to engage in a specific behavior (Alam & Sayuti, 2011). TPB involves the behavior control mechanism which prevents individuals to engage in a specific behavior. Attitude towards performing negative or positive behaviordepends on the availability of resources and opportunities(Ajzen, 1991). Thus the existence of factors disparages the intentions to involve in behavior. It argues that severe outcomes of behavior prevent a person to perform it. In the light of thiscurrent study debates on transforming effects of toxic leadership on COE. Thus, to validate this claim we proposed the following hypothesis:

Hypothesis 1: Toxic Leadership will negativelyaffect collective organizational engagement.

Hypothesis 2: Toxic leadership will be negativelyrelated to Employee Voice.

Moderating role of Gender

Our argument is based on the gender differences that explained the changed nature of toxic leadership on Collective organizational engagement. Researchers argued that although toxic leadership effects vary from person to person like leader may be toxic for one can be good for other(Pelletier, 2010). But the effects of toxic leadership also differ for males and females. We argue that females are more affected by the behavior of leaders than males. As leaders humiliate their employees for personal use (Kılıç & Günsel, 2019)this affects women more in the south Asian context(Fikree & Pasha, 2004). The influence of toxic leadership on women is more than men relatively(Hackett et al., 2018). As research on femininity scores shows women are more gentle and polite (Fritz & Van Knippenberg, 2017). In line

with these traits, women are characterized as more caring, helping, and sensitive to workplace situations(Gebauer, Paulhus, & Neberich, 2013). With the possibility of Moderation, we propose that the direct effect of toxic leadership differs from gender to gender.

Hypothesis 3: Gender will moderate the effect ofToxic Leadership on collective organizational engagement

Mediating effect of Employee Voice

Employee voice is voluntary behavior in which employees communicate ideas, opinions, and concerns in favor of the workplace (Walumbwa & Schaubroeck, 2009). It's a bottom-up process that can improve the quality of products and services, supply lane and can save the organization from internal threats through recommendations by employees. In contemporary research, employee voice has gained significant recognition. Employee voice has been widely stretched out beyond just employee sayings. It can influence the decisions making process at the strategic level and policy making (Wilkinson & Fay, 2011). The increasing trend of promoting employee voice behavior in organizations has got attention at all levels(Rees, Alfes, & Gatenby, 2013).

Studies have empirically validated the importance of voice behavior in predicting performance and effectiveness (Yoon, 2012). Employee behavior is considered as a performance inflator behavior that benefits the organization by providing autonomy to employees (Heffernan & Dundon, 2016; Morrison, 2011). Voice behavior has been defined as "employees' expression of new ideas orsuggestions for improving the overall functioningof their work unit or organization" (J. Liang, Farh, & Farh, 2012). Although (Detert & Burris, 2007) suggest that those who show this extrarole may face the consequences of it.
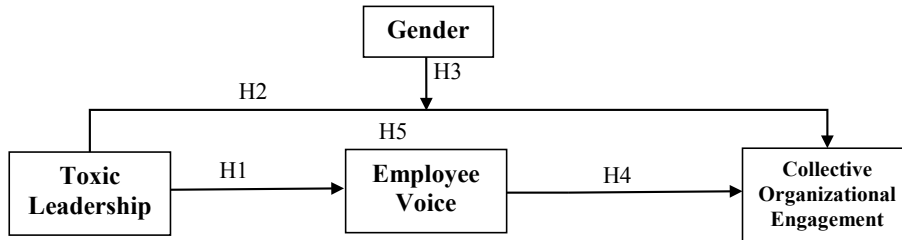
Therefore, such behaviors are expressed when people feel psychologically safe, and potential benefits are greater than the cost. Research has empirically validated that senior leadership influence employee voice behavior and subordinate express themselves more (Liang, 2017; J. Liang et al., 2012).Toxic leaders often exist due to employee silence as they do not resist injustice. We proposed in our current study raising a voice against the injustice of the immediate boss will result in changing toxic behavior. Research has validated the results of employee voice in the prevention of crisis and in predicting organizational performance (Aryee, Walumbwa, Mondejar, & Chu, 2017).

Organizationsthat promote voice behavior at the workplace by providing autonomy and independence receive more engagement and commitment from employees (Jena, Bhattacharyya, & Pradhan, 2017). Furthermore, employees who are psychologically closer to authority tend to raise more voices(Burris, Detert, & Chiaburu, 2008). Therefore,the current study based on literature and empirical studies proposed that raising voice reduces toxic leadership behavior and predicts engagement. Thus,the current study proposed the hypothesis:

Hypothesis 4: Employee voice will bepositivelyrelated tocollective organizational engagement.

Hypothesis 5: Employee voice will mediate between toxic leadership and collective organizational engagement.

CONCEPTUAL FRAMEWORK

By founding upon the theory of planned behavior (Ajzen, 1991),we suggest that a leader's behavior can be planned by some underlying mechanism. TPB is a theory of reasoned action and it is concerned with norms, attitudes, and behavioral control (Ju, Xu, Qin, & Spector, 2019).Thustheory suggeststhat behavioris concerned with actions therefore behaviors can be changed or altered using actions like employee voice behavior. Studies suggest that toxicity is somehow the result of employees' silence (fear of job loss, unresponsiveness from top management, etc.) or other factors. Raising voice against toxicity urges leaders to change their behavior or control over injustice(M. Wu, Peng, & Estay, 2018). Studies have empirically validated that organizationsthat promote voice behavior among employees by providing autonomy their employees are more engaged at work and are committed to the organization's objective(Kremer, Villamor, & Aguinis, 2019).

Therefore,the current study suggests that the effect of toxic leadership is transformed with the mediation of employee voice behavior. Thus,toxic leadership instead of predicting disengagement promotescollective organizational engagement and performance.Leader toxicitypredicts low morale and performance but as employees raise theirvoice,the leader either changes his behavior or avoidstoxicity.Studies have shown voice as an important predictor of leader behavior (Detert & Burris, 2007). Leaders hold both financial and HRM resources of the organization (Hejjas et al., 2018) and are responsible for using them for befts of the organization by achieving goals. Therefore, voice behavior limits the misuse of authority and forcesthe leader to follow what is right.

RESEARCH METHODS

Participants and procedures

Respondents of the current study were employees and managers from the service sector.As service sectors majorlycontribute to the Pakistan economy which is 6.80 as per the report of Pakistan Institute of Development Economics(Ahmed & Ahsan, 2011).Firstly, populations were stratified demographically into small groupsbased on four metro cities of Punjab, Pakistan. Then from these strata, data were collected through reference-based methods. Managers and HR departments were approached to get permission for data collection from the employees. The questionnaire was administered through a pencil and paper approach. Respondents were assured anonymity during the data collection.

Sample size is selected through the guideline by (Joe F Hair, Ringle, & Sarstedt, 2011). Out of 400 questionnaires, 295questionnaires were returned from the respondents. After screening data for missing responses and we left only with 250questionnairesfor data analysis. To check the multivariate outliersMahalanobis test was applied which pointed out 27 outliers that were discarded. Tolerance indices were used to access the Multicollinearity issue all values satisfied the threshold criteria ofthe Mahalanobis test. Out of 223 respondents, 87% were male with an average experience of 5.5 years, and most were married.

Measures

Established measures of variables are adopted from the previous studies. Toxic leadership was measured with a 30 items scale of (Schmidt, 2008) using 5 pointsLikert scale ranging from 1 "strongly disagree" to "strongly agree". A sample item of the scale is "Drastically changes his/her demeanor when his/her supervisor is present"
.
Collective organization engagement was measured with six items scale of (Barrick et al., 2015) using 5 points Likert scale ranging from 1 "strongly disagree" to "strongly agree". A sample item is "My coworkers and I really "throw" ourselves into our work"

Employee voice was measured with five items scale of (J. Liang et al., 2012) usinga 5-pointLikert scale ranging from 1 "strongly disagree" to "strongly agree". A sample item is "My subordinates proactively develop and make suggestions for issues that may influence the unit".

Common method variance (CMV)

To control the common method variance issue, we divided our questionnaire into two parts. Questions related to employees are asked from their immediate supervisors and employees are asked about their leader. To validate that CMV doesn't exist in our data we used Harman's one-factor test (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) guidelines that were followed in the whole procedure to confirm the absence of CMV.

RESULTS

Test of Measurement model

Descriptive statistics presented in table 1 showthe mean, standard deviation, and correlation values of all variables. Reliability and validity tests were performed to make sure that the measures we used in our study are valid and reliable to draw any inferences. Results are shown in Table 2shows the construct reliability as AVE values and composite reliability are above the benchmark(Joseph F Hair, Ringle, & Sarstedt, 2013)ml. Moreover, discriminant validity was ensuredusingthe HTMT criterion as all values are below 0.90 which assured that there is no discriminant validity issue between the two reflective constructs.

Moreover, theadjusted R square value for COE and Employee Voiceis 0.34and 0.04 respectively.It is the goodness of fit test which tells how well the model is fitted. Toxic leadership with the mediation of employee voice explains 34% variance which is a good fit. To accesswhetherour model is free of multicollinearity issues VIF values are accessed which shows the significant result that all values are below 5 which means that no multicollinearity exists in the model.Factor loadings are shown in Figure 1.

Table 1:Mean, Standard Deviation, and Correlation.

	Vari-ables	Mean	S.D	TL	COE	EV
1	TL	2.62	0.73	1		
2	COE	3.12	1.07	.471**	1	
3	EV	3.70	0.42	.058	.037	1

S.D = Standard Deviation, Standard deviation values show how much value deviates from the mean lesser value means lesser deviation

Table 2:Average Variance Extractedand Composite Reliability (CR)

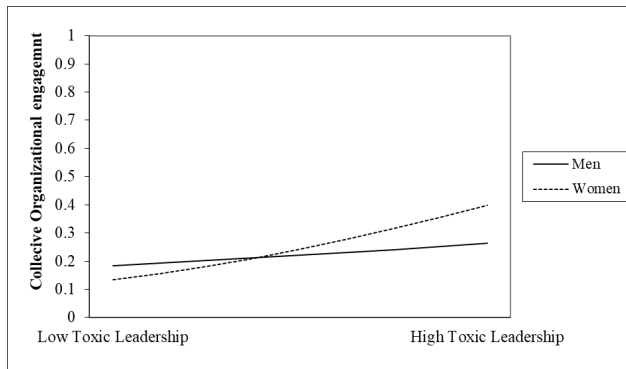| Latent variable	AVE*	CR**
Toxic Leadership	0.52	0.92
Collective Organizational En-gagement	0.67	0.92
Employee Voice	0.50	0.73

Note: *AVE= Average variance extracted, **CR= Composite reliability. Threshold values(Hair et al., 2013): and AVE $\geq$ 0.50, CR $\geq$ 0.70

Tests of Hypotheses

To tests, the proposed hypothesis structural model was applied to the data. To access the goodness of fit two most popular measures R square and Q square values were considered for the current model. Further,path analysis was carried out for the hypothesis testing β value is presented in Table 3. Results showedthat toxic leadership affects collective organizational engagement (β = 0.48, p < 0.05). The relationship between employee Voice and collective organizational engagement is also significant (β= -0.14, p < 0.05) but it is inverseto the proposed relationship more the voice is raised the lesser will be the engagement.Toxic leadership and employee voice also havean inverse relationshipand it has proved significant (β = -0.21, p < 0.05).The more the voice is raised against the toxic leader the lesser the leader exercises toxicity.

Finally,the moderating effect of gender between toxic leadership and Collective engagement is proved significant (β = 0.25, p < 0.05). It explains that the level of engagement between males and females differs in the presence of toxic leaders. To check the level of impact we usedtwo-way logistic regression and the results are shown in figure 1.
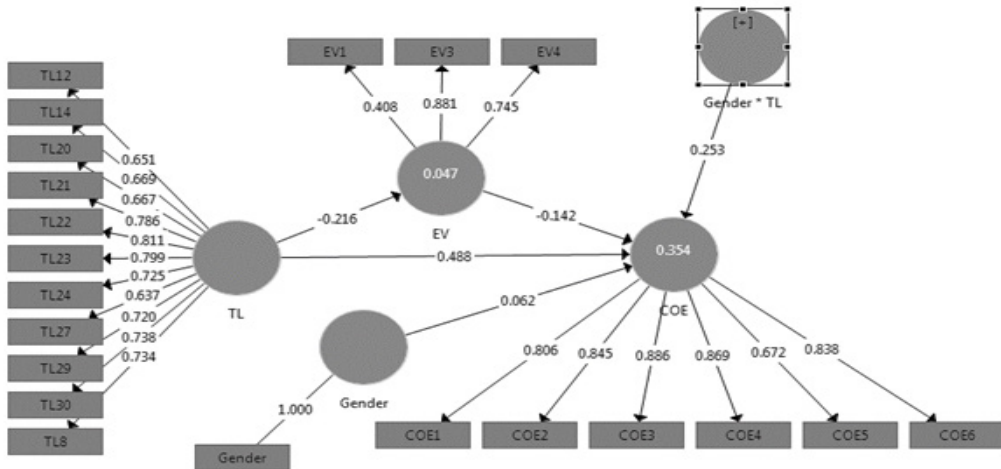
Figure 1

It shows that collective organizational engagement in men remains almost the same or the difference is minor whether toxic leadership is low or high but in women's level of collective organizational engagement becomes enhanced when the leader is more toxic. A possible reason for this is cross-sectional data. Furthermore, in Pakistani culture interaction with respondents shows that females want to avoid toxic leaders that why they are more engaged in their work so they don't need to face toxic leaders that is why more toxicity in leaders will engage the female so they can avoid leader. Thus table 3 shows that H2, H3, and H5support the relation but H1 and H4 are not accepted. Although H1 and H4 have significant p values it is opposite of the proposed hypotheses.

Table 3:Structural Model: Path Co-efficient and Hypotheses

Hy-poth-eses	Relationship	β*	SE*	t-val-ue	p-val-ue	Deci-sion
H1	TL→ COE	0.48	0.06	8.13	0.00	Not Sup-ported
H2	TL → EV	-0.21	0.06	3.58	0.00	Sup-ported
H3	TL → Gender→COE	0.25	0.07	3.39	0.00	Sup-ported
H4	EV→COE	-0.14	0.05	2.76	0.04	Not Sup-ported
H5	TL→ EV → COE	0.36	0.03	8.76	0.00	Sup-ported

SE*=Standard Error;β* = path co-efficient

Figure 2:

DISCUSSION

Advancing the leadership literature, we discuss the effect of toxic leadership on engagement. Studies have shown that toxic leadership is the phenomenonthat existsin every organization butmanagement is not aware of it due to its contradictory nature(Decoster et al., 2013). Moreover,such leadership is often present at the workplace and hasthe potential to deflate organizational performance, therefore,toxic leaders are a serious concern for organizations(Acosta, Salanova, & Llorens, 2012). Toxic leadership is considered as the performance deflator because of its destructive nature and negative characteristics(Schyns & Schilling, 2013). Taking account of this phenomenon,the current study proposesthat employee voice behavioris the factor thatcan expose such leaders in the organization and can enhance engagement and performance by reducing leader toxic behavior at the workplace(Ng & Feldman, 2012).

Several studies have proposed many negative outcomes of dark leadership (Krasikova et al., 2013; Schyns & Schilling, 2013).Only a few have addressed how destructive or negative leadership effects can be reduced into positive results. Research also proposed silence as the predictor of toxic leadership. Findings of the study reveal that although toxic leadership has a positive impact on engagement which is inverse as proposed but engagement doesn't mean a person has engaged actively in goals achievement. Encouraging voice behavior at the workplace can reduce the toxic effect via TPB (Ng & Feldman, 2012).The absence of toxicity actively engaged employees. As a person raisesvoice against injustice and leaders

negative behavior this forces leader to either change their behavior or face the consequences(M. Wu et al., 2018).

The theory of planned behavior sheds light on our point of view that behaviors are changed and outcomes can be planned by the interaction of other factors (Ju et al., 2019). In particular,organizations that promote voice behavior at the workplace by protecting employees'secrecy and also reward them. Such an organization not only hasa high rate of employee satisfaction but also achieves productivity and performance. Employee voice behavior is a means by which negative consequences thataffect performance are reported before time like toxic behavior.This early reporting helps management to take precautionary measures.

Current study has extended the literature on toxic leadership by presenting its relation with collective organizational engagement. Furthermore, it also enriches the theory of planned behavior toxicity in leaders cannot be eliminated but the organization can be saved from its harmful impacts. As voice behavior in organizations compels toxic leaders to change behavior in the workplace due to the fear of its reporting to management. Therefore,the leader behaves with a subordinate in a good manner,as a result,the employee feels satisfied in the workplace. In conclusion, we find that the mediation of proactive voice behavior favorsthe organization by predicting collective organizational engagement.

LIMITATION AND FUTURE RESEARCH DIRECTION

While the current study contributed to the body of literature it also has some potential limitations. Firstly, to control the common method variance we divided our questionnaire into two parts but data were collected at one point in time only. Therefore,based oncross-sectional data collection we cannot claim a causal relationship. As behavior tends to changeas persituation, therefore to claim causality in future longitudinal design with at leastthree-time date collection is recommended. Only toxic leadership is taken as anegative factor that predicts collective organizational engagement in current research. There are other factors as well which need to be addressed as research to date focuses mostly on engagement enhancing predictors. Therefore, there is a need to identify other factorsthat harm engagement. Althoughthe moderating role of employee voice is very important in transforming the relationship from engaged to active engagement. Studies have shown employee engagement in voice behavior when they feel psychologically safe and their effort should be rewarded. Future research would examine the role of the communication channel, reward system, andthe use of technology in this regard.

While data is collected from a limited number of units in the service sector of Pakistan. To enhance the generalizability of the findings current study can be replicated with a large number of data in the same or different contexts. Finally,the need for engagement predictors at the organizational level also opens up a new room for future research?

PRACTICAL IMPLICATION

Based on the findings of the current study offersa few implications for both researcher and practice. Firstly, it presents the transformational mechanism of Toxic Leadershipeffects at the workplace. As literature has supported the argument that toxic leadership is a phenomenonthat is not visible but existsinthe workplace and harms organization performance. Therefore, top management should promote employee voice behavior not only to locate toxic leadersbut save the organization from its potential threats.

Collective organizational engagement is important for the organization in getting a competitive edge and performance(Barrick et al., 2015). This callsthe attention of the practitioner gives heedto the concept of COE. Survey has reported a low level of engagement in Asia and reports losses for the organization. Thus,the organization should consider the importance of engagement and focus on eliminating such factors which cause disengagement. Moreover,the most important findings have revealed that toxic leaders' fear shows employees engagement but that engagementdoesn'trelateto performance. Therefore,management should take feedback mechanisms and promote employees to report such behavior for the sake of employee well-being. As studies suggest happy employees and productive employees.

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