

Looks like there's Some Light for Darkness

Effect of Toxic Leadership on Job Satisfaction and Performance: The Moderating Role of Personality

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ABSTRACT : The aim of this study was to examine the impact of toxic leadership on job satisfaction and job performance as well as the moderating effect of personality on these interactions. A total of 233 individuals with at least one hierarchical superior participated in the study. Data were collected on the toxic leadership scale, job performance scale, job satisfaction scale and ten-item personality inventory. The results partially confirm that toxic leadership (authoritarian leadership, self-promotion and abusive supervision) has a negative and significant impact on job satisfaction and job performance, with personality having a moderating role in these relationships. These findings highlight potential areas of future study.

Keywords - Toxic Leadership, Job Satisfaction, Performance, Personality, Big Five

1. INTRODUCTION

At a time when there is so much talk about organizational sustainability, leaders play a key role as motivators for the adoption of sustainable practices in organizations.

Leadership is among the most popular topics in academic writing. In recent years, there has been a growing interest in studies focusing on the dark side of leadership (Burton et al., 2014; Tepper, 2007). Leaders who engage in behaviors that are harmful to organizations, such as excessive restriction and control, the use of sanctions based on intimidation, selfishness, negative eating and depravity, are common in real life (Tavanti, 2011). This type of leaders is constantly worried and see success as ego gratification (Tepper, 2007).

Job satisfaction is a personal assessment of working conditions (the work itself, management's attitude) or the results obtained at work (salary, job security) and consists of the individual's internal reactions to perceptions of work. and working conditions through the system of norms, values and expectations (Williams & Anderson, 1991). To achieve maximum benefit in organizations, it is necessary to value the expectations, needs, feelings and thoughts of employees and create a safe work environment. Leaders' behaviors are very important for job satisfaction and for job performance (Sharma, 2017; Yeh & Hsieh, 2017). Toxic leadership behaviors cause organizational insecurity and job dissatisfaction (Reyhanoğlu & Akın, 2016; Tepe & Yılmaz, 2020).

Due to the scarcity of previous studies in the field of toxic leadership, even more evident in the Portuguese reality, and the damage that comes from the behavior of these leaders, it is believed that the present study will make an original contribution both to the literature and to business life. It is intended to explore the impact of toxic leadership on job satisfaction and Job Performance. Because employees are an integral part of

this dynamic and have their particularities, with personality being a key element in the differences between them and which leads them to perceive, process, interpret and remember what they experience in the workplace their daily lives through the lens of who they are, in addition, we intend to analyze the moderating effect of personality in these interactions.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1 Toxic Leadership

While some studies on leadership tend to highlight the positive aspects of its members, others focus on the negative behaviors of leaders that negatively affect employee commitment and job satisfaction (e.g., Reyhanoğlu & Akin, 2016; Schmidt, 2014; Tepe & Yılmaz, 2020). The latter include shadowy leadership types such as petty tyranny (Ashforth, 1997), abusive leadership (Tepper, 2000), authoritarian leadership (Cheng et al., 2004), narcissistic leadership (Rosenthal & Pittinsky, 2006), and toxic leadership (Lipman-Blumen, 2005; Whicker, 1996).

Toxic leadership, also called destructive "bully", "cruel" and "toxic" (Goldman, 2011) is the least researched type of leadership among leadership types (Çelebi et al., 2015).

First revealed by Whicker (1996), it was defined as ill-adjusted and malevolent leadership, since these leaders override their interests to those of third parties, namely subordinates, harming them with a view to their own success. Later, Flynn (1999) advanced a definition linked to the conduct and verbal behavior of the toxic leader, defining him as one who intimidates, threatens, shouts, and the oscillation of his mood is a determinant of the work climate. Furthermore, the toxic leader undermines the enthusiasm, creativity, autonomy and expression of innovation of employees, harming them like a poison (Wilson-Starks, 2003). Lipman-Blumen (2005) highlighted the frequency of destructive behavior of these leaders, as well as denoting that they exhibit personal characteristics connoted as dysfunctional. In turn, Schmidt (2014) conceptualizes toxic leaders as narcissistic, self-promoters who engage in an unpredictable pattern of abusive and authoritarian supervision. He identified five dimensions of toxic leadership that are revealed through specific behaviors, namely: (i) abusive supervision: characterized by the leader's adoption of continuous hostile behaviors, whether verbal or non-verbal, but excluding the physical abuse, (ii) authoritarian leadership: revealed through the claim of authority and control over employees, from whom the leader demands extreme obedience, (iii) narcissism: mirrors leaders who act exclusively on behalf of their needs and beliefs, neglecting those of the organization and employees, in order to benefit their self, (iv) unpredictability: reflects unpredictable behaviors, such as outbursts of humor, expression of anger and inconsistency in accessibility, creating ambiguity and a climate of uncertainty, and the (v) self-promotion: its purpose is to maintain a favorable image, benefiting the impressions that third parties have of you (as a leader), namely Among leaders of higher positions, which may include flattery, however such behaviors may also emerge in the absence of these figures.

Studies show that toxic leadership negatively affects employees' irritability and focus problems, job performance, stress, sociological, physical, and psychological health, conflict and aggressive behaviors in the individual, and overall well-being (Hadadian & Zarei, 2016; Hoffman & Sergio, 2020; Tepper, 2000) contributing to the reduction of the overall job performance of the organization (Reyhanoğlu & Akin, 2016) and to turnover intentions (Naeem, & Khurram, 2020). In addition, toxic leadership has a negative and significant correlation with employee civics (e.g., Gallus et al., 2013) with intention to leave, job satisfaction, satisfaction with management, and satisfaction with peers and remuneration, but also with job satisfaction, productivity, trust and commitment at the group level, and group cohesion (Mehta & Maheshwari, 2013; Schmidt, 2014; Singh et al., 2017; Reyhanoglu & Akin, 2016).

2.2. Job satisfaction

The literature has been considering job satisfaction as an extremely important indicator, both for an organization and for employees (Yeh & Hsieh, 2017), and can be considered in two dimensions: external satisfaction and internal satisfaction (O'Reilly & Caldwell, 1980). The first is related to factors not related to work, but originating from the work environment, such as organizational environment, colleagues, working conditions, promotion, salary, communication, participation in decisions, feeling of security, supervisory style,

management, incentive, quality of work and physical characteristics. Internal satisfaction, on the other hand, is related to the content of the work performed, the structure of the work, the requirements of the work and the duties required by the work.

Several studies show the effect of job satisfaction on various organizational outcomes, such as commitment to work, reduced burnout and consequent permanence in the organization (Park & Kim, 2009), adaptation to the organization (Babadağ & Arli, 2018), and happiness with work life and life in general (Özdem & Sezer, 2019). Therefore, in addition to employees' desire to be satisfied with their jobs, organizational leaders also want employees to develop job satisfaction.

In order for managers to provide job satisfaction to employees, it is necessary, among other factors (e.g., excessive workload), to attend to their leadership. Studies show a positive relationship between leadership behavior and job satisfaction (e.g., Çakmak et al., 2015), but a negative relationship between toxic leadership and job satisfaction (Erdal & Budak, 2021; Eriş & Arun, 2020; Mehta & Maheshwari, 2013; Schmidt, 2014; Tepper, 2000; Uysal, 2019). There is also a significant negative correlation between abusive management and job satisfaction, life satisfaction and organizational satisfaction (Zengin, 2019). Taken together, the previous findings suggest the following hypothesis:

Hypothesis 1 (H1): Toxic Leadership establishes a negative and significant relationship with job satisfaction.

H1a: Toxic Leadership establishes a negative and significant relationship with intrinsic satisfaction.

H1b: Toxic Leadership establishes a negative and significant relationship with extrinsic satisfaction.

H1c: Toxic Leadership establishes a negative and significant relationship with satisfaction with professional relationships.

2.3 Job performance

Job performance is important both for the individual and for organizations. For the individual, to the extent that their performance leads them to experience feelings of satisfaction and pride, if they perform tasks correctly, or dissatisfaction and failure, if they do not. For organizations because to achieve their goals and gain competitive advantage needs individuals with high work performance (Abun, et al., 2021; VanScooter et al., 2000).

This construct has been approached from different perspectives. If, on the one hand, in a more traditional view, which limits Job Performance to the sphere of activities performed (Campbell et al., 1990), on the other hand, a multidimensional perspective (Borman & Motowidlo, 1997) stands out, which emphasizes the decoupling of Job Performance into task performance (in-role behaviors - the formal role that is previously defined) and contextual performance (extra role behaviors - strategies and behaviors that individuals adopt for high recreation and that are not explicitly recognized and rewarded, but that benefit the organization's functioning as they contribute to its efficiency and effectiveness, even if indirectly), allowing a holistic approach to the concept (Campbell et al., 1990; Kim et al., 2020). Extra-role behaviors can be considered in two dimensions (Williams & Anderson, 1991): organizational citizenship behaviors that benefit the organization (OCB-O) (e.g., participating in non-mandatory organizational activities; staying informed about recent developments within the organization) and organizational citizenship behaviors that benefit the individual (OCB-I) (e.g., helping colleagues who have been absent from work; explaining a complicated task to a co-worker), the latter encompass direct and immediate benefits to another subject, but indirectly to the organization (Williams & Anderson, 1991).

Studies show that the Job Performance of employees can be affected by different leadership styles (e.g., Kelebek & Alniacik, 2022; Schyns & Schilling, 2013). With regard to toxic leadership directly, the literature has shown a negative relationship between toxic leadership and job performance (e.g., Ashforth, 1997; Harris et al., 2007; Kim et al., 2020; Zellars et al., 2002) with harmful effects to individual and organizational job performance (Mehta & Maheshwari, 2014; Tepper, 2007). Taken together, the previous findings suggest the following hypothesis:

Hypothesis 2 (H2): Toxic Leadership establishes a negative and significant relationship with job performance

H2a: Toxic Leadership establishes a negative and significant relationship with task performance.

H2b: Toxic Leadership establishes a negative and significant relationship with OCB-I.

H2c: Toxic Leadership establishes a negative and significant relationship with OCB-O.

2.4 Personality

Undoubtedly, the interaction of individuals with the world is, in part, guided and shaped by personality traits. Traits can be considered as a fundamental unit of personality, being defined as a neuropsychic system, specific to each individual, generalized and focused, with the ability to process many functionally equivalent stimuli and to initiate and guide consistent forms of adaptive and expressive behavior (Eysenck, 1992). Investigations related to traits raised the question of the number necessary for an adequate description of the personality, and the Big Five model emerged (McCrae & Costa, 1989). In this model, individuals can be characterized in terms of relatively enduring patterns of thoughts, feelings and behaviors, showing some degree of consistency in exposure to different situations (McCrae & John, 1992). Although not without critics (e.g., Block, 1995; Eysenck, 1992), the Big Five has come to be the most widely accepted and robust taxonomy of personality traits.

Even though previous research has demonstrated its usefulness in predicting leadership, such as transformational leadership (Bono & Judge, 2004) and ethical leadership (Kalshoven et al., 2011), no research – to our knowledge – has explored its moderating role in leadership impact. toxic to job satisfaction and performance. Given the absence of such insights, we draw from more general research on personality, as well as a wide variety of studies linking personality with job satisfaction, job performance, and leadership practices.

Conscientiousness – A trait commonly associated with efficiency, organization, reliability, responsibility, care and rigor (McCrae & John, 1992). Several studies have highlighted its benefits in terms of increasing organizational citizenship behaviors (Ilies et al., 2009), performance (Barrick et al., 2001; Borman et al., 2001; Debusscher et al., 2017; Gill et al., 2020; Judge et al., 2013), more effective coping strategies (Carver & Connor-Smith, 2010), and greater prosperity and job satisfaction (Huo & Jiang, 2021). In terms of leadership, the results of the studies are not consensual. On the one hand, studies (e.g., Kalshoven et al., 2011; Mayer et al., 2007) show that leaders with higher levels of conscientiousness tend to create more upstanding work environments and, consequently, to be perceived by employees as demonstrators. of ethical behavior. On the other hand, studies (e.g., Camps et al., 2016; Judge & Long, 2012; Liu et al., 2012; Tepper et al., 2011; Walter et al., 2015) have found a positive relationship between high conscientiousness of supervisors and abusive supervision, especially in supervisors with high levels of results orientation.

Extraversion - A trait commonly associated with people with a tendency to experience positive emotions. People with high extroversion are generally known to be sociable, enjoy socializing with others, are assertive, optimistic, fun-loving, affectionate, active, and talkative (Costa & McCrae, 1992). Studies show that extroversion is positively related to work performance, especially in occupations that require social interactions (Barrick et al., 2001). However, it is negatively related to the need for affiliation (Marhadi & Hendarman, 2020) and satisfaction with teleworking (Haines et al., 2002). People with higher levels of extroversion, due to their enthusiasm and constant search for excitement, tend to reach leadership positions (Costa & McCrae, 1992; Judge et al., 2002). However, these extroverted supervisors tend to be more likely to develop conflicting relationships with their employees (Bono et al., 2002; Judge & Long, 2012).

Agreeableness - Assesses the quality of interpersonal orientation, on a continuum between compassion and antagonism, considering thoughts, feelings and actions. People with high agreeability scores are generally altruistic, trustworthy, helpful, friendly, and willing to help (Costa & McCrae, 1992; Judge et al., 2013). Studies (Barrick et al., 2001; Mount et al., 1998) show that agreeableness is positively related to both individual and group performance in a professional context. With regard to leadership, leaders with high levels of agreeableness tend to create work environments that value respect and integrity (Mayer et al., 2007). In turn, leaders with low levels of agreeableness are more likely to play their leadership roles abusively (Tepper, 2007).

Neuroticism - The central aspect of this personality trait is the tendency to experience negative emotions such as sadness, fear, embarrassment, anger, guilt. People with a high level of neuroticism tend to be worried, nervous, insecure, anxious, susceptible to stress and with exaggerated coping responses (Costa & McCrae, 1992; Judge et al., 2013). Studies (e.g., Lysaker et al., 1998) show that high scores on this trait tend to be positively associated with worse work habits and, consequently, with poorer quality of work and higher levels

of perceived abusive supervision (Brees et al., 2016). Accordingly, leaders with high levels of neuroticism are identified as more likely to play their leadership roles abusively (Tepper, 2007).

Openness to experience - The central aspect of this trait is active imagination, aesthetic sensitivity and independent judgement. People with high levels of openness to experience are characterized by a tendency to be curious about the inner and outer world, as well as a willingness to explore new ideas and try new things (Costa & McCrae, 1992). However, despite being less likely to show reactions of irritability and hostility, they tend to be more likely to engage in verbal attacks (Caprara et al., 1996). In a team, people with high levels of openness to experience are perceived as friendly but less cooperative (Stewart et al., 2005).

Given the previously discussed theoretical background, it is assumed that the personality dimensions that have associated positive personality characteristics, that is, the positive poles of these dimensions, will act as a shield, moderating the relationship between toxic leadership and Job Performance and toxic leadership and Job satisfaction, so that in the face of high levels of these dimensions, these relationships will be less negative. On the contrary, neuroticism, a personality dimension to which negative personality characteristics are associated, is expected to play a potentiating role, and it is expected that at low levels of neuroticism, the aforementioned relationships will be more negative. As such, the following hypothesis were formulated:

Hypothesis 3 (H3): The relationship between toxic leadership and job satisfaction is moderated by the employee's personality.

H3a. As the employee's level of extraversion, agreeableness, openness to experience, or conscientiousness is higher, the relationship between toxic leadership and satisfaction will be less negative.

H3b. As the employee's neuroticism is lower, the relationship between toxic leadership and satisfaction will be more negative.

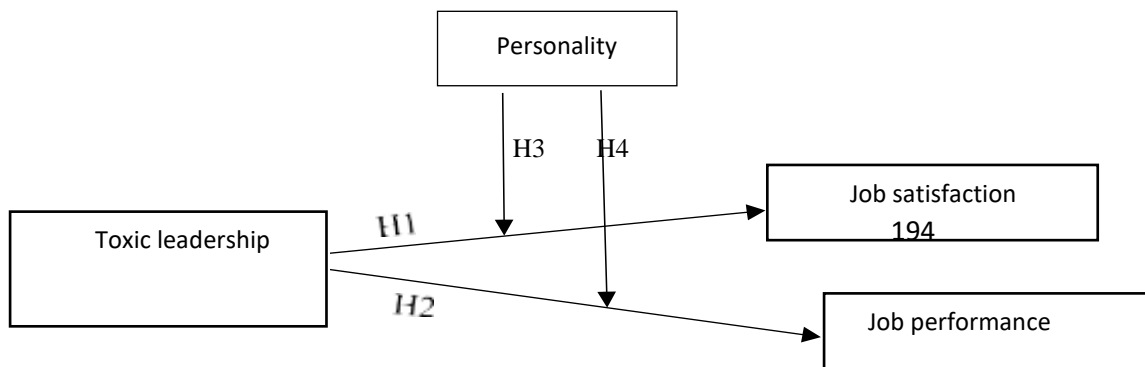
Hypothesis 4 (H4): The relationship between toxic leadership and job performance is moderated by the employee's personality.

H4a. As the employee's level of extraversion, agreeableness, openness to experience, or conscientiousness is higher, the relationship between toxic leadership and job performance will be less negative.

H4b. As the employee's neuroticism is lower, the relationship between toxic leadership and job performance will be more negative.

The model in question, shown in Figure 1, was formulated.

FIGURE 1. A HYPOTHESIZED MODEL



3. METHODOLOGY

3.1. Sample

A total of 233 subjects participated in this study (75.5% female and 24.5% male), aged between 19 and 65 years (M=34.40; SD=10.33), with bachelor's degree, and master's or doctoral degree (57.9 %), high school diploma (39.5%) and less than high school (2.6%), workers in private (79.7%) and public (20.3%) companies, from different sectors of activity [Education (13.2%), Financial and Insurance Activities (9.7%), Human Health and Social Support (9.3%), Others (67.8%)], with an average length of service in the organization of 8.14 years (SD=9.19; Min= 1 month, Max= 38 years). 34 (14.60%) of the participants occupy middle management positions (subordinated to a hierarchical superior) and 199 (85.40%) are immediate subordinates of these leaders.

3.2 Measures

Toxic Leadership Scale (Mónico et al., 2019). Participants rated their immediate supervisor on each of the 30 items, using a 6-point Likert-like scale (1=strongly disagree; 5=strongly agree) which allows assessing the participants' perception of the toxicity of their leaders, namely: abusive supervision, authoritarian leadership, narcissism, self-promotion and unpredictability. The scale has high levels of internal consistency (abusive supervision=.87; authoritarian leadership=.92; narcissism=.91; self-promotion=.91; unpredictability=.95).

Job Performance Scale (Williams & Anderson, 1991) - The items used for this study were adapted from the short version of the Williams and Anderson Job Performance Scale (1991). Composed of 9 items of self-perception of performance, with a 5-point Likert response (1=strongly disagree and 5=strongly agree), grouped into 3 factors, which allow employees' perception of performance: task performance (TP), organizational citizenship behaviors that benefit the individuals (OCB-I), organizational citizenship behaviors that benefit the organization (OCB-O). The validity and reliability of the version used in the study found that the version is valid and reliable, with adequate levels of internal consistency for all dimensions (TP=.91; OCB-I=.88; OCB-O=.75).

Job Satisfaction Scale (Caycho-Rodríguez et al., 2020) - composed of 16 self-report items, with a 7-point Likert response (1=very dissatisfied and 7=very satisfied) grouped into 3 factors, which allow evaluating the degree of satisfaction with various aspects related to work intrinsic satisfaction, extrinsic satisfaction and satisfaction with professional relations. Cronbach's alpha coefficients were .87 for extrinsic satisfaction, .71 for intrinsic satisfaction and .88 for satisfaction with professional relations.

Ten-Item Personality Inventory (Gosling et al., 2003) - Personality was measured with the 10 self-report 7-point Likert-type response item (1=strongly disagree and 7=strongly agree), which assesses five main personality traits: agreeableness, conscientiousness, neuroticism, openness to experience and extraversion. The validity and reliability of the Portuguese version of the scale were assessed by Nunes et al., (2018). They found that the Portuguese version of the scale is valid and reliable (Nunes et al., 2018).

Additionally, a demographic information form was completed by the respondents.

3.3. Data collection procedures and data analysis

The data collection process involved the construction of a questionnaire consisting of a general introduction about the purpose of the study and the conditions for participating in it, the set of four aforementioned instruments and a group of sociodemographic questions (age, gender, seniority in the organization, education) for the purpose of characterizing the sample. In the introduction, all ethical issues related to the research were guaranteed (scope of the study, guarantee that participation is voluntary, confidential and that it may be terminated at any time, without prejudice, clarification regarding the fact that the data collected are exclusively for research purposes, informed consent, willingness to share overall study results).

Before the questionnaire was made publicly available, a pilot was carried out to test its facial validity. The questionnaire was made available to eight individuals to whom it was explained that they should give their feedback about it, exposing any doubts/suggestions that arose during their response. That said, minor terminological adjustments were made and the questionnaire was finalized. In the next phase, the questionnaire was made available online, on social networks, through the Google Forms platform, for one month.

A correlation analysis was used to determine the direction and intensity of the relationship between dependent and independent variables. In order to test the previously stated hypotheses, we employ regression models (Baron & Kenny, 1986). The moderation effect was analyzed through the interaction between one or more independent variables and the respective effect on the dependent variable, which should have consequences on the magnitude and/or direction of the effect of the independent variable on the dependent variable, making this relationship more or less intense and more or less significant in the presence of the moderator variable (Baron & Kenny, 1986). For all analysis, an alpha value of .05 was chosen to indicate the significance.

4. RESULTS

4.1. Descriptive statistics and correlation matrix

The means, SDs and correlations among the research variables are presented in Table 1.

As can be seen in Table 1, significant negative relationships were found between all dimensions of toxic leadership and all dimensions of satisfaction ($p < .05$). There are also negative and significant correlations between all dimensions of toxic leadership and task performance. Regarding the relationship between toxic leadership and personality, only negative and significant correlations were registered between abusive supervision and agreeableness ($r = -.163$; $p < .05$), neuroticism ($r = -.193$; $p < .01$) and conscientiousness ($r = -.279$; $p < .01$); authoritarian leadership and neuroticism ($r = -.204$; $p < .01$); and conscientiousness ($r = -.271$; $p < .01$); narcissism and neuroticism ($r = -.163$; $p < .05$); and conscientiousness ($r = -.183$; $p < .01$); self-promotion and agreeableness ($r = -.171$; $p < .01$), neuroticism ($r = -.180$; $p < .01$) and conscientiousness ($r = -.231$; $p < .01$); unpredictability and neuroticism ($r = -.172$; $p < .01$) and conscientiousness ($r = -.252$; $p < .01$).

TABLE 1. ALL VARIABLES' MEANS, SDS AND CORRELATION MATRIX

	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
Supervision	2.38	1.41	1													
Autocratic leadership	2.61	1.32	.846**	1												
	2.91	1.63	.791**	.799**	1											
Transformational leadership	2.57	1.57	.833**	.798**	.846**	1										
Personality	2.89	1.61	.809**	.797**	.814**	.820**	1									
Task performance	4.66	.44	-.215**	-.193**	-.137*	-.147*	-.137*	1								
	4.52	.49	-.106	-.086	-.073	-.057	-.022	.390**	1							
	4.56	.55	-.078	-.025	.010	-.031	-.014	.227**	.179**	1						
Neuroticism	5.37	1.26	-.114	-.099	-.086	-.080	-.070	.115	.206**	.009	1					
Agreeableness	6.01	.87	-.163*	-.098	-.116	-.171**	-.084	.160*	.265**	.180**	.100	1				
Conscientiousness	4.47	1.22	-.193**	-.204**	-.163*	-.180**	-.172**	.197**	.106	.097	.255**	.255**	1			
Self-promotion	5.78	1.03	-.081	-.056	-.042	-.065	-.065	.209**	.216**	.079	.521**	.275**	.172**	1		
Unpredictability	5.98	.91	-.279**	-.271**	-.183**	-.231**	-.252**	.356**	.203**	.239**	.254**	.291**	.235**	.323**	1	
Satisfaction	4.75	1.39	-.538**	-.555**	-.495**	-.542**	-.452**	.252**	.145*	.103	.211**	.179**	.276**	.187**	.334**	1
Satisfaction with professional	4.88	1.17	-.617**	-.613**	-.570**	-.659**	-.563**	.206**	.131*	.035	.160*	.153*	.222**	.095	.304**	.823**
Relationship with professional	3.92	1.49	-.551**	-.585**	-.528**	-.587**	-.512**	.108	.063	.037	.098	.051	.166*	.082	.243**	.775**

** $p < .01$; * $p < .05$

4.2. Hypothesis Test

In the first hypothesis the effect of toxic leadership on satisfaction was investigated and it was observed that authoritarian leadership and self-promotion negatively affect intrinsic satisfaction ($\beta = -.32$; $p < .01$ and $\beta = -.29$; $p < .05$, respectively), extrinsic satisfaction ($\beta = -.22$; $p < .05$ and $\beta = -.47$; $p < .1$, respectively) and satisfaction with relationships professionals ($\beta = -.33$; $p < .01$ and $\beta = -.36$; $p < .01$, respectively). In this sense, H1a, H1b and H1c were all partially accepted.

In the second hypothesis, the effect of toxic leadership on job performance was investigated and it was observed that only abusive supervision has a negative and significant effect on task performance ($\beta = -.28$; $p < .05$). There were no effects of toxic leadership on either the OCB-I or the OCB-O. In this sense, hypothesis H2a was partially accepted and hypotheses H2b and H2c were not supported.

The third hypothesis investigated the moderating role of personality in the relationship between toxic leadership and job satisfaction. There was a moderating effect of neuroticism on the relationship between self-promotion and intrinsic satisfaction ($\beta = -.12$; $p < .05$) and on the relationship between authoritarian leadership and extrinsic satisfaction ($\beta = -.11$; $p < .05$). Figures 2 and 3 provide interaction plots of the significant regression equations, providing additional support for the directionality of our proposed relationships.

FIGURE 2. MODERATION EFFECT OF NEUROTICISM ON THE RELATIONSHIP BETWEEN SELF-PROMOTION AND INTRINSIC SATISFACTION

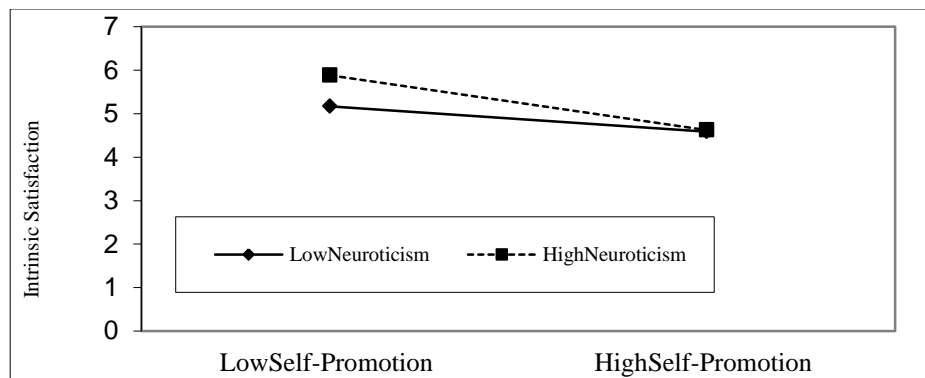
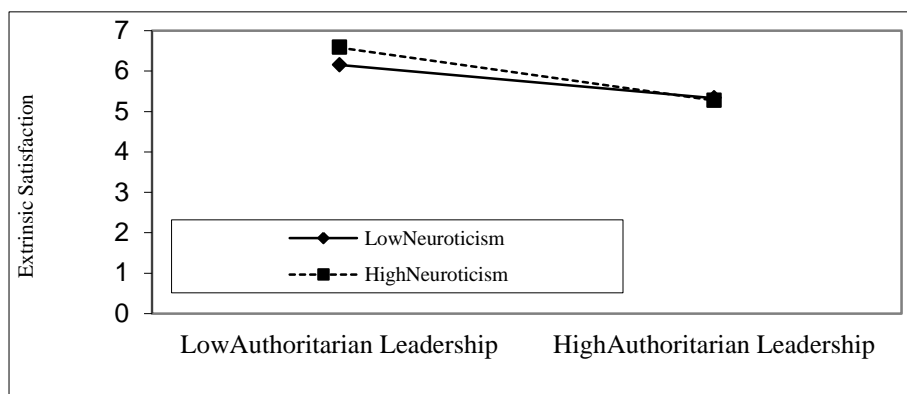


FIGURE 3. MODERATION EFFECT OF NEUROTICISM IN THE RELATIONSHIP BETWEEN AUTHORITARIAN LEADERSHIP AND EXTRINSIC SATISFACTION



There was also a moderating effect of conscientiousness ($\beta = -.22$; $p < .01$), agreeableness ($\beta = -.12$; $p < .05$) and openness to experience ($\beta = -.11$; $p < .05$) in the relationship between authoritarian leadership and satisfaction with professional relationships; and conscientiousness ($\beta = -.16$; $p < .01$) and agreeableness ($\beta = -.11$; $p < .05$), in the relationship between self-promotion and satisfaction with professional relations. As a result, none of the hypotheses was corroborated, however, it should be noted that some moderating effects of some personality dimensions were found, albeit in the opposite direction to what was expected. Figures 4, 5, 6, 7 and 8 provide interaction plots of the significant regression equations.

The fourth hypothesis investigated the moderating role of personality in the relationship between toxic leadership and job performance. There was a moderating effect of extraversion ($\beta = .20$; $p < .01$) and openness

to experience ($\beta=.21$; $p<.01$) on the relationship between abusive supervision and task performance. As a result, only hypothesis H4a was corroborated and, even so, partially, given the multidimensionality of toxic leadership and task performance. Figures 9 and 10 provide interaction plots of the significant regression equations.

FIGURE 4. MODERATION EFFECT OF CONSCIENTIOUSNESS IN THE RELATIONSHIP BETWEEN AUTHORITARIAN LEADERSHIP AND SATISFACTION WITH PROFESSIONAL RELATIONSHIPS

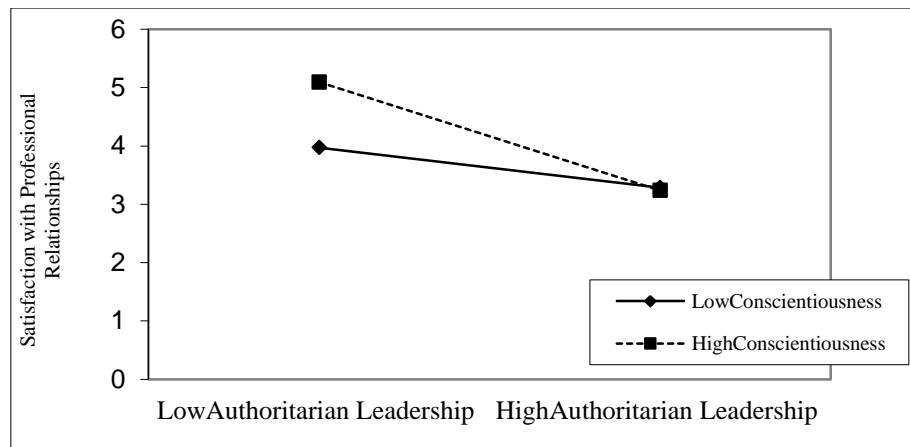


FIGURE 5. MODERATION EFFECT OF AGREEABLENESS ON THE RELATIONSHIP BETWEEN AUTHORITARIAN LEADERSHIP AND SATISFACTION WITH PROFESSIONAL RELATIONSHIPS

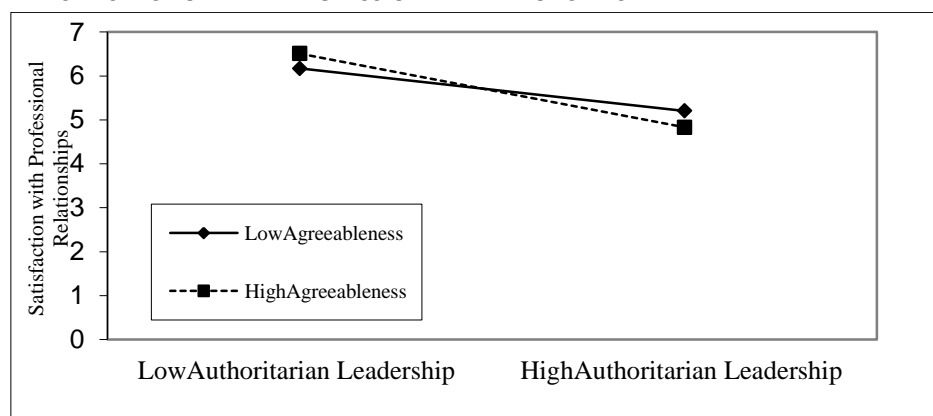


FIGURE 6. MODERATION EFFECT OF OPENNESS TO EXPERIENCE ON THE RELATIONSHIP BETWEEN AUTHORITARIAN LEADERSHIP AND SATISFACTION WITH PROFESSIONAL RELATIONSHIPS

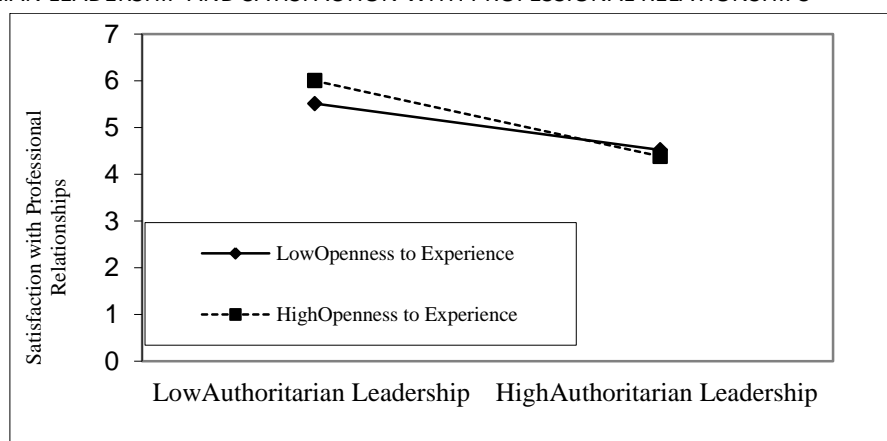


FIGURE 7. MODERATION EFFECT OF CONSCIENTIOUSNESS IN THE RELATIONSHIP BETWEEN SELF-PROMOTION AND SATISFACTION WITH PROFESSIONAL RELATIONSHIPS

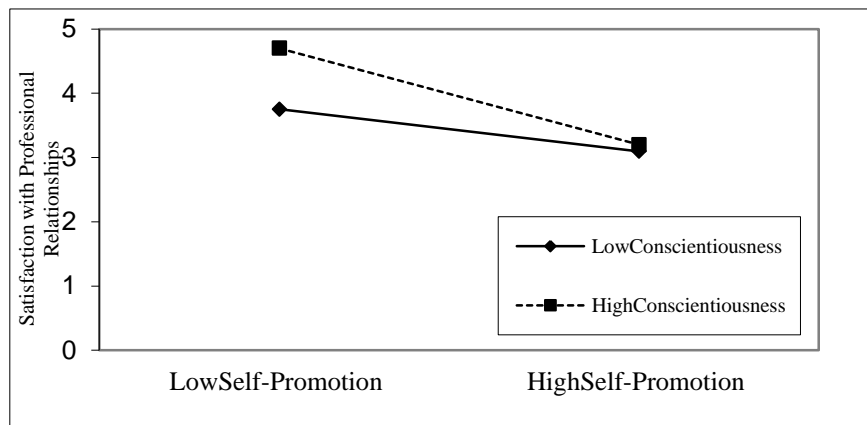


FIGURE 8. MODERATION EFFECT OF AGREEABLENESS ON THE RELATIONSHIP BETWEEN SELF-PROMOTION AND SATISFACTION WITH PROFESSIONAL RELATIONSHIPS

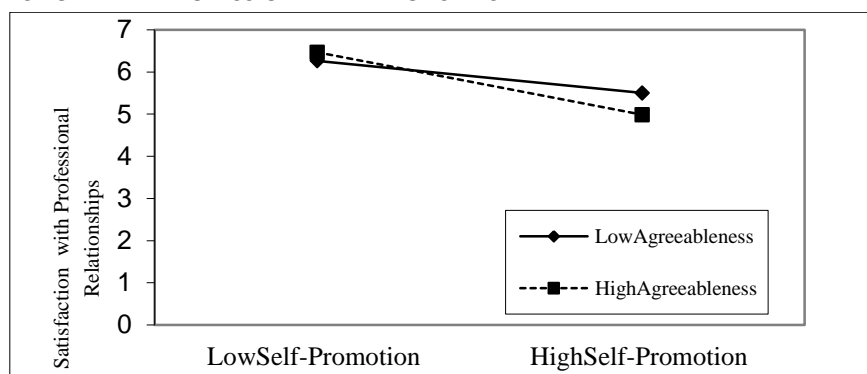
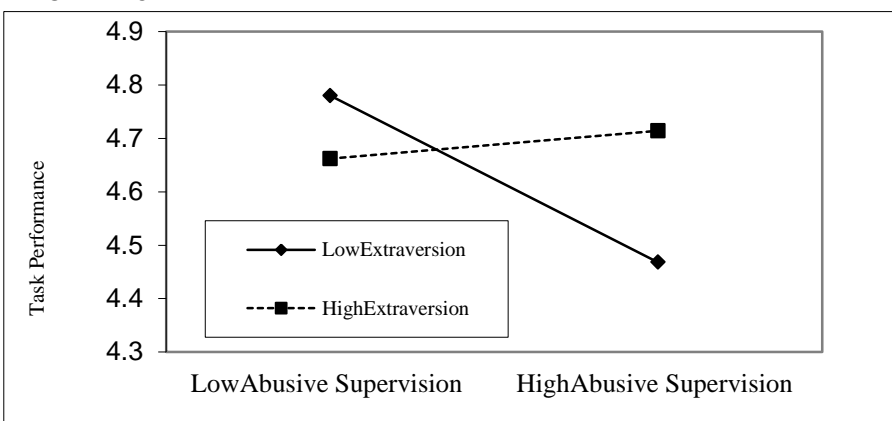


FIGURE 9. MODERATION EFFECT OF EXTRAVERSION ON THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND TASK PERFORMANCE



5. DISCUSSION

The aim of this study was to examine the impact of leadership on job satisfaction and job performance as well as the moderating effect of personality on these interactions. Our results, consistent with the literature, show that toxic leadership negatively affects job satisfaction and performance (e.g., Erdal & Budak, 2021; Eriş & Arun, 2020; Mehta & Maheshwari, 2013; Özdem & Sezer, 2019; Uysal, 2019; Zengin, 2019). In addition, it was found that both authoritarian leadership and self-promotion have a negative impact on intrinsic satisfaction, extrinsic satisfaction and satisfaction with professional relationships, which is in line with the results obtained in other studies (e.g., Schmidt, 2014; Mehta & Maheshwari, 2013). In turn, abusive supervision has a negative impact on task performance, which is in line with what has been reported by previous studies, both those carried out in the context of toxic leadership specifically (e.g., Kim et al., 2020; Schmidt, 2014), and those that abusive style as being a negative style of independent leadership (e.g., Harris et al., 2007).

As expected, there was a moderating effect of extraversion and openness to experience in the relationship between abusive supervision and task performance. although it is already expected that these personality dimensions attenuate the negative relationships between these variables, by assuming that the associated positive characteristics (Costa & McCrae, 1992) would serve as resources in the face of the requirement that he is a toxic leader, it should be noted also the fact that Extraversion is associated with the adoption of coping strategies and problem solving (Carver & Connor-Smith, 2010; Connor-Smith & Flachsbart, 2007). In turn, openness to experience is associated with a wide range of interests and curiosity (Costa & McCrae, 1992), and a toxic leadership situation can be seen as a challenge and, therefore, not undermining the job performance of individuals, but even increasing it (since it was found that in a situation of high abusive supervision these subjects have a higher job performance than in a situation of low abusive supervision).

Regarding to neuroticism, there was a moderating effect both in the relationship between authoritarian leadership and extrinsic satisfaction and in the relationship between self-promotion and intrinsic satisfaction - emotionally more stable individuals are more sensitive to variations in the authoritarianism and self-promotion of their leaders, before a leader who demarcates his authority, demanding obedience and acting in a controlling manner (authoritarian leadership) or before a leader who acts in order to promote his interests, adopting a conduct that benefits his image (self-promotion), his satisfaction has a greater decrease (compared to individuals with low neuroticism). this result goes against what would be expected, denoting that the relationship between these variables is more negative for individuals with high neuroticism, but it can be explained by the fact that individuals with high levels in this dimension, as they experience negative situations with greater regularity and intensity, develop, at some point, a resistance/resilience that benefits them (Costa & McCrae, 1992; Hoobler & Hu, 2013; Judge et al., 2013; Lysaker et al., 1998).

In turn, regarding conscientiousness, there was a moderating effect both in the relationship between authoritarian leadership and satisfaction with professional relationships, and in the relationship between self-promotion and the same dimension of satisfaction - individuals with high conscientiousness are more sensitive to the variations in the authoritarianism and self-promotion of its leaders, being that before a leader who demarcates his authority, demanding obedience and acting in a controlling way (authoritarian leadership) or before a leader who acts in order to promote his interests, adopting a behavior that benefits their image (self-promotion), their satisfaction with the relationship between management and employees, individual recognition and management behavior, has a greater decrease (compared to individuals with low conscientiousness). this result also goes against what would be expected, given that the relationship between these variables is more negative for individuals with high conscientiousness, however it can be explained by a possible feeling of injustice that the employee has towards the leader's conduct towards him/her, as they are self-disciplined, hardworking individuals with a strong task and goal orientation (Costa & McCrae, 1992; Kelebek & Alniacik, 2022).

Agreeableness moderated both the relationship between authoritarian leadership and satisfaction with professional relationships, as well as the relationship between self-promotion and this dimension of satisfaction - individuals with high agreeableness are more sensitive to variations in the authoritarianism and self-promotion of their leaders, and faced with leaders with these characteristics, their satisfaction with the relationship between management and employees, individual recognition and management behavior, has a greater decrease (compared to individuals with low agreeableness). this result is in line with what would be expected, since the relationship between the variables is more negative for these conditions of greater agreeableness. although a person is able to find close relationships, 19% with high levels of this dimension tend to be tolerant, high agreeableness is (Judge et al., 2013); as behavioral differences in the scope of social relations between the elements of this dyad.

Finally, there was a moderating effect of openness to experience in the relationship between authoritarian leadership and satisfaction with professional relationships - individuals with high openness to experience are more sensitive to variations in the authoritarianism of their leaders, so that, faced with these leaders, their satisfaction with the relationship between management and employees, individual recognition and management behaviors, has a greater decrease (compared to individuals with low openness to experience).

This result is in line with what was expected, given that the relationship between these variables is more negative for individuals with high openness to experience. This result can be explained by the fact that an

authoritarian leader, being controlling, limits the horizons of these subjects, making their creativity unfeasible, leading to less satisfaction (Schmidt, 2008). However, it is interesting to note that, despite a different dimension of toxic leadership from that to which this last result refers, these subjects reported a superior Job Performance in a situation of high authoritarian leadership compared to what they reported in a situation of low authoritarian leadership.

6. LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

The study employed a cross-sectional data collection design using self-report measures, subject to misinterpretation and social desirability factors, so it is recommended that in future investigations these issues can be overcome using multiple data collection sources and a longitudinal design. Another difficulty we face is related to the size and the sampling method (convenience) which constitute a limitation to the generalization of the results obtained, which could also be improved in future studies to collect better results. While the current study revealed significant results, testing other moderators such as age and gender could yield interesting insights. Likewise, it may be interesting to examine whether toxicity is an attribute of leaders or whether employees may also have toxic reporting styles that can affect performance and job satisfaction. In addition, explore possible differences in the impact of toxic leadership depending on the type of work, as well as identify reasons why leaders are being toxic, using qualitative research designs.

7. PRACTICAL IMPLICATIONS

Bearing in mind that good levels of job satisfaction and Job Performance benefit both employees and organizations and the adverse effects that toxic leadership entails, it is pertinent that organizations do not neglect to assess these aspects.

In practice, organizations that intend to increase both employee satisfaction levels and the execution of tasks inherent to their functions (task performance), can bet on diagnosis, periodically evaluating toxic leadership, paying special attention to the results in the three dimensions that demonstrated, in the present study, to be predictors of lower levels of satisfaction and job performance. In the event that toxic leadership is confirmed, organizations should invest in leadership training actions that contribute to the reduction of levels of toxic leadership, considering the key elements (employee-leader or team dyad).

As a preventive measure, the assessment of toxic leadership may be included in the recruitment and selection process, paying special attention, for decision-making, to the results at the level of the three dimensions mentioned above. organizations should be very careful in selection and promotion of top managers/ leaders to avoid toxic work environment in an era where competition is intensified. employees should be encouraged to express their opinions and thoughts in order to maintain service quality standards.

It is clear that it is a long way to go, but fortunately “looks like there’s some light for darkness”.

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