



The Relationship between Toxic Leadership and Career Success

"An Empirical Study on Nurses in Medical Centers and Hospitals in Mansoura University"

submitted by

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ABSTRACT

This research aims to investigate the relationship between toxic leadership and career success. Data were collected from 360 nurses of medical centers and hospitals at Mansoura university.

Path analysis is utilized to test the research hypotheses using WarpPLS 7. Findings revealed that toxic leadership had a significant negative effect on nurses' career success. Regarding implications, decision makers should implement some strategies to reduce the emergence of toxic behaviors of leadership and boost nurses' career success. Limitations and conclusions were also provided.

Keywords: Toxic leadership, Career success, nurses, and public hospitals.

Introduction

Leadership is one of the key factors in business environment. The marvel of leadership involves an ability to influence others to achieve the organization's goals (Naeem & Khurram, 2020). Moreover, leadership can help organizations to thrive and survive. It also makes the employees satisfied from their jobs (Nauman et al., 2020).

Besides, Leadership is a double edged weapon, it has two sides; namely positive and negative that derived from leaders' personality and reflect in their behavior with employees (Hogan & Kaiser, 2005). Several researches of leadership are conducted on the positive side of leadership but, the negative side of leadership has been ignored for a long time (Zafar, 2021). On one hand, positive leadership shows progressive outcomes to the organizational performance and productivity. On the other hand, negative leadership makes organization gradually falling and collapses (De Clercq et al., 2020).

Negative leadership has several kinds but, from all of them toxic leadership that characterized the harmful types of leadership styles (Mohamed, 2021). Toxic leadership causes harm not only to the followers but also the whole organization (Webster et al., 2016). Toxic leadership shows destructive behaviors that impact negatively on employees' productivity and performance (Zaman et al., 2022).

Ofei et al. (2022) described toxic leaders as managers with dysfunctional and destructive behaviors, who cause harm on the people they lead. Furthermore, Bhandarker and Rai (2019) stated toxic leaders are divisive, act without integrity, and threaten the security and self-esteem of their employees. Hadadian and Zarei (2016) added that toxic leaders make unrealistic work demands, insult their employees, discourage their creativity and ultimately lead to employees' depression and burnout.

In the era of high competition, employees seek to be more successful in their career than others. However, success of any organization depends on the behaviors of leadership. On the other words, effective leaders inspire their employees and encourage them to be more successful (Al-Ghazali, 2020). In contrast the leaders who exhibit destructive behaviors, diminish employees' performance, efficiency and self-esteem (Zaman et al., 2022) and finally lead their organization to the brink of disaster (Kelemen et al., 2022). The success of nurses is an essential point as they role is to provide a quality care to patients.

Based on the above discussion, the current study aims to investigate the relationship between toxic leadership and nurses' career success.

Literature Review:

Toxic leadership:

Toxic leadership is a relatively new development in the literature of dark leadership. The concept of toxic leadership was first introduced by Whicker (1996), who identified toxic leaders as malicious, malcontent, and maladjusted. Additionally, Schmidt (2008) described toxic leaders as narcissistic, self-promoters, engage in an unpredictable pattern of abusive and authoritarian supervision. Besides, toxic leadership can be defined as an exhibiting destructive behaviors that will have a stable negative effect on followers, organizations and even societies (Lipman-Blumen, 2005).

Toxic leadership has five dimensions that developed by (Schmidt, 2008); namely abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability.

Abusive supervision

Tepper (2000) introduced the concept of abusive supervision which can be defined as followers' perceptions of the extent to which supervisors engage in the sustained hostile verbal and nonverbal behaviors excluding physical contact (Tepper, 2000, p. 178). Moreover, Schmidt (2008) described abusive supervision as humiliating and belittling followers, holding them responsible for things outside their job descriptions, and reminding them of their past mistakes and failures. Tepper

et al. (2017) added abusive supervision has indifference behaviors that include, malicious hostility, speaking rudely to followers, tells them their thoughts are stupid to hurt their feelings, and blames them to save themselves embarrassment (Neuman & Baron, 1997).

Authoritarian leadership

According to Wang et al. (2022), authoritarian leadership is one style of destructive leadership, that a leader stresses obedience to authority, exercises discipline, and asserts control over followers. Guo et al. (2018) added authoritarian leadership is based on demanding unquestioned following and imposing strict workplace discipline. Moreover, Cheng et al. (2004) defined authoritarian leaders as leaders who are inflexible towards their followers, don't listen to them, give orders in their communication style, and exhibit behaviors that assert absolute authority. Additionally, authoritarian leaders exhibit high self-confidence and plan their actions to ensure that their followers do not challenge their authority (Pizzolitto et al., 2022).

Narcissism

American Psychiatric Association (APA) classified narcissism as one of ten personality disorders that includes grandiosity, arrogance, feelings of self-importance, unlimited power, entitlement, inability to accept criticism, and lack of empathy (Norouzinik et al., 2021). Çelebi et al. (2015) added, narcissism associated

with charisma and believing that one is always right. According to Özer et al. (2017), narcissistic leaders are individuals who believe the future of the institution will only achieve success if they exist, think they deserve their position and more, and they are more talented than other. Arar and Oplatka (2022, p.115) added the aspirations and decisions of narcissistic leaders are more likely to be driven by self-absorption and arrogance. Furthermore, narcissistic leaders receive higher initial leadership ratings than non-narcissistic. However, this positive effect disappears over time (Rosenthal & Pittinsky, 2006).

Self-promotion

Goldman (2009) defined self-promoter leaders as individuals whose actions are motivated towards personal goals rather than the interest of the organizations. In addition, self-promoter leaders advertise their accomplishments, attribute the works of others to themselves, and blame others for their mistakes (Dobbs, 2014 & Orunbon, 2020). Besides, self-promoting behaviors are an attempt to present oneself to others as an accomplished, talented, intelligent, and skilled person through face-to-face conversation, on blogs or social media platforms, in public speeches, posture, or dress (Diab & Hassan, 2023). Self-promotion alone is not toxic. It is only toxic when accompanied by destructive behavior towards followers (Maxwell, 2015).

Unpredictability

Neuman and Baron (2005) defined unpredictable leaders as individuals who exhibited behaviors such as anger, irritability, reflecting negative mood in their tone of voice, unbalanced behavior, and dealing with followers according to their mood. Besides, unpredictability occurs when it is impossible to predict the behavior of a leader (Diab & Hassan, 2023)). Additionally, unpredictability is a trait among toxic leaders that followers never know what kind of behavior to expect, that lead everyone on edge all the time. By the actions of unpredictable leaders, they keep followers afraid, alert and always have defensive mechanisms as shields against them (Zaki & Elsaïad, 2021).

Career Success

Career success is defined as the set of positive psychological and professional accomplishments achieved by individuals through their work experiences (Judge et al., 1995). Also, Chauhan et al. (2022) identified career success as an upward progression that individual moves from a lower-level position to an upper-level position within the same job. Career success can be divided into two dimensions; objective and subjective.

Objective career success

Judge et al. (1995) defined objective career success as visible career achievements that measured by observable metric (e.g., salaries, promotions, rewards, and hierarchical status) that are the most common indicators of objective career success (Abele et al., 2011). In addition, Hogan et al. (2013) identified objective career success in terms of occupational prestige and financial attainment.

Subjective career success

Subjective career success can be defined as the feeling of accomplishment, self-fulfillment, and satisfaction that individuals have with their career (Judge et al., 1995). Subjective career success is evaluated by personal values rather than organizational standards (Hennequin, 2007). Job and career satisfaction are the most widely used indicator of subjective career success (Heslin, 2005).

Research Hypotheses and Conceptual Framework

Toxic Leadership and Career Success:

Leadership plays an important role in employee's perceived career success. Transformational, authentic, and servant leaders pay special attention to the employees' well-being and inspire them to think for their future development that lead them grow and succeed (Al-Ghazali, 2020; Wang et al., 2019; Chughtai, 2018). In contrast, toxic leaders ignore the employees' right, encourage incompetence and prevent future leadership candidates (Lipman-Blumen, 2005).

According to Social Exchange Theory (SET), if leaders show negative behaviors toward their followers, followers also react in the same way. In the other word, individuals who work in a toxic environment feel they are giving more than getting in return, then they will be less satisfied from their jobs (Zafar, 2021).

Besides, The Organization's Employment Standards stated that when employees face disruptive behaviors from their leaders rather than working, they make it difficult to achieve the organizations' goals (Hammali & Nastiezaie, 2022).

According to Çoban, (2022), toxic leaders undermine employees' motivation, productivity, and creativity through strict control mechanisms. Özer et al. (2017) confirmed, toxic leaders impede employees' creativity, productivity, and relationships, these lead to reduce followers' efficiency, productivity and development

The study of Tejada (2020), has shown that toxic leadership has negative relationships with employee performance, organizational culture, growth, and efficiency. Similarly, the study of Mehta & Maheshwari (2013), has found there is a significant inverse relationship in toxic leadership behaviors and job satisfaction (i.e. sub- dimension of subjective career success).

Moreover, the study of El-Naggar (2023) has revealed that, narcissism (i.e.one dimensional component of toxic leadership) has a significant negative effect on employee career growth.

Furthermore, the study of Jiang et al. (2016) has explained that, abusive supervisor (i.e. one dimensional component of toxic leadership) threatens employees and creates loss of career development opportunities. Abused subordinates are less likely to engage in the career management activities like developing necessary career skills and networking, hence their career satisfaction (i.e. sub-dimension of subjective career success) declined (Liu et al., 2012).

Based on the previous studies and theories, the researchers proposed the following hypothesis:

H: Toxic leadership has a significant negative effect on career success.

Research gap

According to literature, toxic leadership linked with many different variables like; job satisfaction and organizational commitment (Mehta & Maheshwari 2013), psychological wellbeing and employee engagement (Naeem & Khurram, 2020), turnover intention and counterproductive work behavior (Hattab et al., 2022), organizational performance and workplace deviant behavior (Rizani et al., 2022).

Regarding career success, some studies linked it with many different variables like; life satisfaction (Choi & Nae, 2020), employability (Andresen et al., 2021), work engagement (Wu et al., 2022), Perceived Organizational Support (Chauhan et al., 2022). Additionally, it linked with some styles of leaderships like; servant leadership (Wang et al., 2019), self-leadership (Megheirkouni, 2018),

transformational leadership (Al-Ghazali, 2020), authentic leadership (Chughtai, 2018), humble leadership (Chughtai & Arifeen, 2022) and responsible leadership (Li et al., 2022). However, there is no study to date has empirically investigated the relationship between toxic leadership and career success, so this study seeks to focus on this relationship.

Research Question

RQ1: What is the nature of the correlation relationship between the dimensions of toxic leadership and career success.

RQ2: What is the effect of toxic leadership on career success?

RQ3: Are there significant differences between nurses in term of (gender, marital status, educational level and years of experience) towards the research variable?

Research Objectives:

The objectives of the current study are:

- 1- Determine the nature of the correlation relationship between the dimensions of toxic leadership and career success.
- 2- Investigate the effect of toxic leadership on career success.
- 3- Studying the significant differences between nurses in terms of (gender, marital status, educational level and years of experience) towards the research variable.

Research Hypothesis

H1: There is a significant correlation relationship between the dimensions of toxic leadership and career success.

H2: Toxic leadership has a significant negative effect on career success.

H3: There is a significant difference between nurses in terms of (gender, marital status, educational level and years of experience) towards the research variable.

Depending on the previous hypothesis, the researchers developed the conceptual framework that presents in the following figure (1).

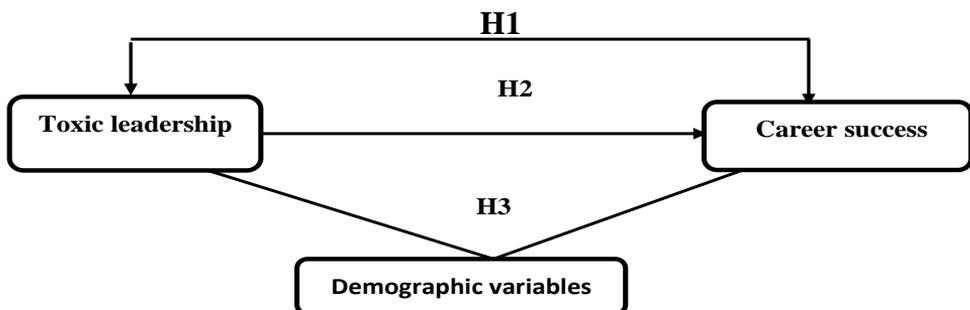


Figure (1): Conceptual Framework for the relationship between research variables

Source: Prepared by the researchers according to the literature review.

Research Methodology

Sample and Procedures

The current study adopted the deductive approach, and the quantitative research method. The researchers collected data through questionnaire that was directed to 400 nurses of medical centers and hospitals at Mansoura University, only 360 of them were collected with a response rate of 90%.

Table (1): Description of the sample of nurses (N= 360)

Characteristics	Frequency	Percentage	Rank
Gender			
Male	89	24.7%	2
Female	271	75.3%	1
Total	360	100%	-
Marital Status			
Single	124	34.44%	2
Married	211	58.61%	1
Divorced	18	5.00%	3
Widowed	7	1.94%	4
Total	360	100%	-
Educational level			

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Characteristics	Frequency	Percentage	Rank
Middle	95	26.39%	3
Graduated	168	46.67%	1
Post graduate	97	26.94%	2
Total	360	100%	-
Years of experience			
Less than 5 years	111	30.83%	3
5- less than 10 years	124	34.44%	2
10 years or more	125	34.72%	1
Total	360	100%	-

Source: Prepared by the researchers according to statistical analysis results

Measures

All of the constructs were measured with a 5-point Likert-type scale (5 = strongly agree, to 1 = strongly disagree). Toxic leadership consists (30) items adopted from Schmidt (2008) that divided toxic leadership into five dimensions. Firstly, abusive supervision was measured by items from 1 – 7. Secondly, authoritarian leadership was measured by items from 8 – 13. Thirdly, narcissism was measured by items from 14 – 18. Fourthly, self-promotion was measured by items from 19 – 23. Finally, unpredictability was measured by items from 24 – 30

Career success is divided into two dimensions that was measured by a construct involves (10) items adopted from Costa (2011). While the first 5 items were designed to measure objective career success, and the other 5 items are related to measure subjective career success.

Data Analysis and Results

The current study uses path analysis to test the research hypotheses through the structural equation Modeling (SEM) model using Wrap PLS7.

Measurement Model

Individual reliability, construct reliability, convergent validity and discriminant validity are evaluated using a measurement model to realize the appropriate degree of internal consistency that the measures hold. This analysis is based on statistics from a reflective measurement model of (Ringle et al., 2012).

Table 2 reveals that the factor loadings for the items were higher than the 0.70 recommended threshold (Henseler et al., 2009). Furthermore, Cronbach's alpha coefficient (α) and Composite Reliability (CR) for each of the constructs above the norm of 0.70, indicating that the measures were reliable (Hair et al., 2010). Furthermore, Fornell and Larcker (1981) claimed that the average variance extracted (AVE) should be equal to or larger than 0.50 to evaluate convergent validity. Table 2 demonstrates that all conceptions have AVE values more than 0.50, indicating appropriate consistency. Table 2 also includes the data for skewness and kurtosis.

Table (2): Validity and Reliability.

Constructs' items	Item code	Mean	Std. deviation	Skew-ness	Kurtosis	Loading	α	CR	AVE
Toxic leadership									
Abusive Supervision	AS.1	2.21	1.214	.599	-1.082	0.866			
	AS.2	3.18	1.220	-.427	-1.087	0.672			
	AS.3	3.49	1.102	-.494	-.594	0.471			
	AS.4	2.25	1.105	.495	-.990	0.828			
	AS.5	2.07	1.040	.782	-.410	0.882			
	AS.6	3.13	1.208	-.454	-.978	0.741			
	AS.7	2.29	1.066	.499	-.986	0.825			
		2.66	0.0759				0.876	0.906	0.588
Authoritarian Leadership	AL.1	3.27	1.141	-.435	-.886	0.812			
	AL.2	2.28	1.307	.669	-.923	0.802			
	AL.3	2.98	1.308	-.172	-1.290	0.883			
	AL.4	3.34	1.221	-.409	-.979	0.900			
	AL.5	3.13	1.304	-.253	-1.185	0.897			
	AL.6	3.31	1.232	-.389	-.977	0.881			
		3.05	0.0671				0.931	0.946	0.746
	Na.1	3.00	1.435	-.130	-1.423	0.887			

Constructs' items	Item code	Mean	Std. deviation	Skew-ness	Kurtosis	Loading	α	CR	AVE
Narcissism	Na.2	3.75	1.242	-.587	-.864	0.819			
	Na.3	3.52	1.312	-.437	-1.074	0.935			
	Na.4	3.51	1.364	-.438	-1.166	0.947			
	Na.5	3.96	1.209	-1.006	-.083	0.788			
		3.55	0.0912				0.924	0.943	0.770
Self-Promotion	SP.1	3.68	1.338	-.777	-.643	0.877			
	SP.2	2.99	1.324	.001	-1.271	0.717			
	SP.3	3.37	1.322	-.457	-.965	0.836			
	SP.4	3.53	1.420	-.488	-1.159	0.865			
	SP.5	3.27	1.514	-.276	-1.428	0.914			
		3.37	0.0833				0.898	0.925	0.713

Dimension	Item code	Mean	Std. deviation	Skew-ness	Kurtosis	Loading	α	CR	AVE
Unpredictability	UNP.1	3.49	1.380	-.420	-1.185	0.895			
	UNP.2	3.49	1.434	-.565	-1.101	0.927			
	UNP.3	3.27	1.427	-.274	-1.299	0.905			

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Dimension	Item code	Mean	Std. deviation	Skew-ness	Kurtosis	Loading	α	CR	AVE
	UNP.4	3.72	1.327	-.910	-.339	0.879			
	UNP.5	3.57	1.374	-.563	-.991	0.910			
	UNP.6	3.44	1.313	-.501	-.932	0.823			
	UNP.7	3.57	1.426	-.654	-.971	0.891			
		3.51	0.0492				0.956	0.964	0.793
Career Success									
Objective career Success	OCS.1	2.44	1.147	.714	-.414	0.795			
	OCS.2	2.62	1.167	.392	-.973	0.818			
	OCS.3	2.77	1.254	.065	-1.296	0.867			
	OCS.4	2.35	1.161	.822	-.224	0.758			
	OCS.5	3.11	1.223	-.158	-1.185	0.757			
		2.66	0.0458				0.859	0.899	0.640
Subjective career Success	SCS.1	4.01	.885	-.853	.547	0.771			
	SCS.2	3.96	.879	- 1.201	1.794	0.842			
	SCS.3	3.55	1.014	-.564	-.419	0.808			
	SCS.4	3.99	.878	- 1.437	2.712	0.738			

Dimension	Item code	Mean	Std. deviation	Skewness	Kurtosis	Loading	α	CR	AVE
	SCS.5	4.06	.798	-1.565	4.224	0.840			
		3.91	0.0776				0.859	0.899	0.641

Source: Prepared by the researchers according to statistical analysis results

Table 3 summarizes the AVE's square root of each construct, which is proven to be bigger than the inter-construct correlations to address discriminant validity. As a result, discriminant validity is attained.

Table (3): Correlations and Square Root of Average Variance Extracted

	AS	AL	NA	SP	UNP	OCS	SCS
AS	0.867	0.799	0.675	0.722	0.657	-0.290	-0.375
AL	0.799	0.863	0.817	0.813	0.836	-0.452	-0.312
NA	0.675	0.817	0.878	0.813	0.781	-0.336	-0.246
SP	0.722	0.813	0.813	0.845	0.854	-0.355	-0.364
UNP	0.657	0.836	0.781	0.854	0.890	-0.438	-0.331

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	AS	AL	NA	SP	UNP	OCS	SCS
OCS	-0.290	-0.452	-0.336	-0.355	-0.438	0.800	0.367
SCS	-0.375	-0.312	-0.246	-0.364	-0.331	0.367	0.801

Source: Prepared by the researchers according to statistical analysis results of Warppls7.

Structural Model Assessment

Structural model is often used to address the causal relationships between the constructs of the study. Structural model is also used to evaluate the theoretical model of the study (Byrne, 2010). Three subsequent measures were employed to estimate the comprehensive fit of the model fit indices, namely Average Path Coefficient (APC), Average R-squared (ARS), and Average Variance Inflation Factor (AVIF). According to Kock (2013), APC and ARS are considered to be significant if P-value is less than 0.05, whereas the value of AVIF must be less than 5. The value of these measures is shown in Table (4), indicating that a satisfactory fit model was attained.

Table (4): Model Fit and quality indices

Fit Measures	Actual Values	P Values	Accepted Fit
APC	0.224	P < 0.001	P < 0.05
ARS	0.257	P < 0.001	P < 0.05
AARS	0.251	P < 0.001	P < 0.05

Fit Measures	Actual Values	P Values	Accepted Fit
AVIF	1.171		acceptable if ≤ 5 , ideally ≤ 3.3
RSCR	0.976		acceptable if ≥ 0.9 , ideally = 1

Source: Prepared by the researchers according to statistical analysis results of Warppls7.

Structural Model and Hypotheses Testing

Table (5): Pearson Correlation Matrix for testing the correlation between research variables dimensions.

	AS	AL	NA	SP	UNP	OCS	SCS
AS	1						
AL	.816**	1					
NA	.672**	.818**	1				
SP	.719**	.810**	.815**	1			
UNP	.662**	.833**	.784**	.850**	1		
OCS	-.295**	-.450**	-.336**	-.346**	-.436**	1	
SCS	-.361**	-.317**	-.250**	-.367**	-.327**	.367**	1

****. Correlation is significant at the 0.01 level**

Source: statistical analysis output.

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The findings of the study's hypotheses are shown in Table 6. The degree of impact of the independent latent variable on the dependent variable was measured using effect sizes (f^2).

Table (6): The result of testing direct relationships

H	Exogenous Variables	Endogenous Variables	Path Coefficients	P-Value	Results
H2	Toxic leadership	Career success	-0.496	0.000	Supported

Source: Prepared by the researchers according to statistical analysis results

Table (7): differences test results for demographic variables of nurses

	Gender		Marital status		Educational level		Years of experience	
	T- Test	P-Value	F- Test	P-Value	F- Test	P-Value	F- Test	P-Value
Toxic Leadership	1.108	.269	1.195	.312	9.826	.000	4.209	.016
Career Success	9.353	.007	5.835	.001	6.493	.002	9.156	.004

Source: Prepared by the researchers according to statistical analysis.

Findings

Researchers summarize the Research Questions, Objectives, Hypotheses, and Results in table 8 as follows:

Table (8): Research Questions, Objectives, Hypotheses, and Results

Research Questions	Research Objectives	Research Hypotheses	Results of Testing Hypotheses
RQ1: What is the nature of the correlation relationship between the dimensions of toxic leadership and career success?	RO1: Determine the nature of the correlation relationship between the dimensions of toxic leadership and career success.	H1: There is a significant correlation relationship between the dimensions of toxic leadership and career success.	Accepted
RQ2: What is the effect of toxic leadership on career success?	RO2: Investigate the effect of toxic leadership on career success.	H2: Toxic leadership has a significant negative effect on career success.	Accepted

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Research Questions	Research Objectives	Research Hypotheses	Results of Testing Hypotheses
RQ3: Are there significant differences between nurses in term of (gender, marital status, educational level and years of experience) towards the research variable?	RO3: Studying the significant differences between nurses in terms of (gender, marital status, educational level and years of experience) towards the research variable	H3: There is a significant difference between nurses in terms of (gender, marital status, educational level and years of experience) towards the research variable.	Partially Accepted

Source: By Researcher based on Literature, Conceptual Framework and Statistical analysis outputs.

Discussion

Firstly, the findings of the current study revealed that there is significant negative correlation between the dimensions of toxic leadership which includes abusive supervision, authoritarian leadership, narcissism, self- promotion, and unpredictability and the dimensions of career success which includes objective career success like salary and promotion and subjective career success like career satisfaction. The correlation factors between the dimensions of toxic leadership and the dimensions of career success are (-.295, -.450, -.336, -.346, -.436) and (-.361, -.317, -.250, -.367, -.327) which are significant at 0.01 level. That means hospital

nursing didn't appreciate the effort of the nurses which led nurses to be less success and productive, uncommitted, and dissatisfied. The study findings are consistent with Natesha & Imani (2019) who had found that toxic leadership negatively affects nurses' job performance and work outcomes on both individual and organizational level. Furthermore, the findings of the current can be obviously explained through human capital theory (Becker, 1964), that suggested employees who develop themselves by improving their skills and education become more valuable in the labor market and as a result are likely to receive significant benefits from their employers such as, higher salaries and promotions (i.e. sub-dimensional of career success). However, toxic leaders send a message to their employee that their work is not valued and their efforts are not appreciated and try to imbed their creativity that led them to be less growth and success at their work (Jiang et al.,2016).

Secondly, the result of the current study showed toxic leadership has a significant negative effect on career success ($\beta = -0.496, P = 0.000$). This means that when nurses experienced toxic behavior from their supervisors, they are likely to be less succeed in their career. This result can be explained through social exchange theory that developed by (Blau,1964), when leaders show negative behaviors toward their followers, followers also react in the same way. In the other words, nurses who work in a toxic environment instead of positive calm, they will be less satisfied and their career success will be reduced. Moreover, the study of Chughtai (2018) has concluded that authentic leadership behaviors (i.e. kind of positive

leadership) have a positive impact on employees' career success, that agreed with the results of this study, toxic leadership (i.e. kind of negative leadership) has a significant negative direct effect on career success. In the same vein, the results of the study consistent with the study of Al-Ghazali (2020) that has showed transformational leaders (i.e. kind of positive leaders) enhance perceived career success. Hence, toxic leaders (i.e. kind of negative leadership) weakened perceived career success.

Thirdly, the findings of the current study revealed that, regarding to gender and marital status; there were insignificant differences between nurses toward toxic leadership as ($P > 0.05$). However, there were significant differences between nurses toward career success as ($p < 0.05$). Additionally, in term of educational level and years of experience; there were significant differences between nurses regarding to toxic leadership and career success because of ($p < 0.05$).

Theoretical and Practical Implications

The study contributes to the body of knowledge of the current literature of toxic leadership and career success. The significance of this study is found in the fact that it investigates the influence of toxic leadership on career success. The study revealed that toxic leadership affects negatively on nurses' career success.

Furthermore, the current study provides significant recommendations. Supporting positive leadership styles in the organizations by encouraging ethical

practices and providing a system to offer counseling to toxic leaders. Offering counseling to toxic leaders is a useful strategy in helping a toxic leader adopt positive leadership attribute.

Additionally, management needs to jointly increase the opportunities for training continually. Training will increase the knowledge base of the entire organizations' employees and allow leaders to stay up-to-date. Moreover, management should also create procedures for how toxic leaders can be brought forward by employees. Employees will gain the confidence to come forward if they believe that their concerns will be taken seriously and acted upon in a transparent manner.

Finally, management, along with the members of the HR department should create a framework to assess incentives based on performance. Employees that believe in the fairness of incentives will work honestly to attain benefits.

Limitations and Future Research

Although the current study has provided useful theoretical and practical implications, it also has some limitations that should be taken in researchers' consideration.

First, the current study addressed the relationship between toxic leadership and career success. Further studies may examine the mediating role of burnout in the relationship toxic leadership and career success.

Second, the current study did not examine the effect of any neutralizing moderators on the relationship between toxic leadership and career success. According to literature, there are some moderators that can reduce that effect such as collaborative climate and workplace friendship.

Third, the current study depended on cross-sectional data that resulted in not giving any indications about the changes in the research variables overtime. Future studies may use longitudinal study to observe the changes of the influencing of toxic leadership on nurses' career success over time.

Finally, due to time and cost constraints, the current study population was confined to nurses of medical centers and hospitals at Mansoura university. Further studies may extend the population to include all hospitals in Egypt or may compare between public sector and private sector hospitals.

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