Center for Management Science Research
ISSN: 3006-5291 3006-5283 Volume 4, Issue 1, 2026

THE DIFFERENTIAL IMPACT OF TOXIC LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT

Dr Shakeel Ahmed[1], Dr Muhammad Kashif Saif[*2], Zain Ul Abidin Lodhi[3]

[1]*School of Business Administration Ghazi University Dera Ghazi Khan*
[*2,3]*Department of Business Administration, NCBA&E Lahore, Sub Campus Multan*

[1]ahmedshakeel502@gmail.com, [*2]kashif.fuu@gmail.com, [3]zainlodhi266@gmail.com

DOI: http://doi.org/10.5281/zenodo.21468655

Keywords
Toxic Leadership, Group Cohesion, Organizational Commitment and Organizational Citizenship Behavior.

Article History
Received: 24 November 2025
Accepted: 16 January 2026
Published: 30 January 2026

Copyright @Author
Corresponding Author: *
Dr Muhammad Kashif Saif

Abstract

Purpose: *This paper is aimed to test the proposed hypothesis with testing the mediation framework developed with the relationships of Toxic Leadership with Organizational Citizenship Behavior and Organizational Commitment with the mediating effect of Group Cohesion.*

Design/Methodology/Approach: *SEM analysis was performed to check the relationships through Smart PLS 3 and to test the mediation analysis model developed through the proposed hypothesis.*

Findings: *The statistical analysis has shown that there is appositive relationship among all the variables. Group Cohesion has a strong mediation effect on Organizational Commitment and Organizational Citizenship Behavior with the inflecting effect of Toxic Leadership.*

Practical Implication: *This study helps to identify how toxic leadership is positively playing its role in diminishing activity of Organizational Commitment and Organizational Citizenship Behavior of employees in the manufacturing industry with the mediating effect of group cohesion.*

Originality/Value: *This study is unique in its aspect of studying the impact of Toxic Leadership with mediating impact of Group Cohesion on Organizational Commitment and Organizational Citizenship Behavior in the manufacturing industry of Pakistan.*

INTRODUCTION

1.1 Background

The way employees behave at work is very much influenced by the work environment, organizational culture and leadership styles. In today's highly competitive and dynamic business environment, many companies are looking for employees that aren't just technically skilled, but psychologically engaged and ready to go the extra mile. While negative conditions in the workplace can lead to disengagement, decreased productivity, and heightened turnover intentions, positive employee attitudes have the potential to boost organizational effectiveness, innovation and long-term sustainability. Research in recent times has shown that supportive leadership positively influences the well-being and performance of employees, whereas, toxic leadership affects negatively the employees'

psychological health, emotional exhaustion, and behaviour (Aljarameez et al., 2023; Shukla et al., 2025; Obiasor et al., 2025).

Some of the most important measures of positive employee behavior are Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB). Organizational commitment is the employee's emotional attachment, identification with organizational goals and desire to stay in the organization while organizational citizenship behavior are behaviors that employees engage in voluntarily, beyond job requirements, to help employees and to make the employee's organization more effective. Both have been consistently linked to improved productivity, teamwork, organizational resilience, and lower turnover intentions. Recent studies on organizations also indicate that commitment and citizenship behaviors are very closely connected to organizational dimensions such as effective leadership, organizational justice, and positive relationships at work (Li et al., 2025; Kafkas et al., 2024).

Organizational citizenship behavior of employees is evidenced by their willingness to help their fellow employees, share information, address organizational issues, and support each other in a team-based work environment without receiving explicit rewards. These discretionary acts help organizations be more adaptable, innovative, provide better service, and more effective team players. These positive behaviors, however, are extremely dependent upon the quality of leadership. If workers feel intimidated or treated abusively by their supervisor or unfairly, they are less likely to perform extra-role behaviours that are beneficial to their employer. The empirical evidence provided recently indicates that destructive and toxic leadership strongly impacts employees' desire to engage in citizenship behaviors through emotional exhaustion, organizational cynicism and psychological withdrawal (Akinyele & Chen, 2025; Tao et al., 2025; Fakabasmaz & Özdemir, 2025; Mishra & Upadhyay, 2026).

Likewise, organizational commitment is one of the best predictors of employee attrition, performance and organization sustainability. More committed employees are engaged, high performing, loyal and less likely to leave the organization. On the other hand, reduced organizational commitment leads to absenteeism, turnover, reduced productivity, and higher organizational costs. Toxic leadership consistently has been shown to diminish employees' emotional bonds with their employers, which can lead to lower levels of trust, conflict within the workplace and bad work climates (Alsadaan & Alqahtani, 2024; Akinyele & Chen, 2025; Li et al., 2025).

Significance of the Study

Literature Review

2.1 Organizational Citizenship Behavior

A base definition given by (Kim et al., 2020) stated that OCB is a behavioral characteristic in an individual that dominates his active enactment of his routine work in both societal and emotional concerns. Further the author has stated that organizational citizenship behavior is an essential behavior characteristic that endorses

effective performance of an employee in his respective working firm (Aldrin et al., 2019).

Organizational citizenship behavior is also characterized as the major projection of behavior that dominates in an employee when his desired goals and essential are fulfilled, this projection ultimately develops an employee more organizational favored professional behaviors.

From an organizational perspective, the employee prerequisites when and if are rewarded to them their enthusiasm and engaged behaviors towards their organizational obligations and increased responsibilities is seen to be increasing (Farooq et al., 2019).

Organizational Citizenship Behavior can also be defined as an employee's self-developed attitude that ultimately develops a maintained shared, collective or a group based enthusiastic and more connected and associated job behavior that supports the employee presence and performance in the organization (Laguda et al., 2020). In psychological dimension of Organizational Citizenship Behavior it is mental disposition of an employee that keeps him stick and intact towards the organization and the organizational goals. Organizational Citizenship Behavior is considered to be an influential output followed by employee mental satisfaction from the respective organization which helps in maintaining their committed behaviors and their increased sustained tenure in the organization (Gunawan et al., 2020).

Organizational Citizenship Behavior is an organizational behavior that seen to dominating or is silently present among all the professionals, the more dominancy of organizational citizenship behavior depicts more constructive job outcomes which are sometimes beyond the expected outcomes (Kim et al.,2020). Organizational Citizenship Behavior enlightens in an employee more positive enactments such as their willingness for performing extra job duties, supporting and assisting their subordinates without their call for help, adhering to the organization's policies while being more tolerant in emergency and problematic work situations (Turner et al., 2020).

Organizational Citizenship Behavior involves categorization of certain activities of employees that develops and grooms their more constructive and positive behavior in an organization while maintaining their highly exceled benchmarked standards of professionalism and job outcomes (Laguda et al., 2020). Organizational Citizenship Behavior is well accredited for its influential push of positive behaviors, attitudes and intentions of employees towards the organization, consequently increasing the efficiency in performance and effective outputs through quality (Kurtulmus et al., 2020). It works on reciprocal cycle or mechanism where an individual is serving his loyalty, commitment, productive output and strong support to the organization in return to organization's supportive behavior towards the employee. An organization cannot think of their survival if their employees lack the necessary element of OCB in their personalities (Behery et al.,2018).

2.2 Organizational Commitment

Organizational Commitment is another concept that is most important phenomenon for an organization. The employees working in an organization if not committed to their organizations then the future output of organization seems to be in a great risk. It is the aspect of loyalty of an employee towards their organization (Aldrin et al., 2019). The more employees are associated and loyal towards the organization the more employees are likely to be committed to the organization (Behery et al., 2018).

Employee commitment towards the organization is observed through their obligatory and religious follow ship behavior towards their organization and their leaders (Kurtulmus et al.,2020). It is an influencing behavior aspect that keeps the employee attached with the organization no matter what the circumstances are (Laguda et al.,2020). The connection developed due to employee commitment towards their organization is strong binding which is a great benefit for the organization. The feature of organizational commitment is not a necessary part of employees

job but it is an important part of employee personality.

2.3 Toxic Leadership

Leading characteristics in a leader constantly remained an issue of debate for all the thinkers and theorists whose intention is based on adding the content to literature. An individual possessing leadership characteristics is judged through different and dimensional features that are set to be the benchmark by every single individual through their own perspectives (Kurtulmus et al., 2020). As there are variations in goodness of a leading character and its impact on the employees and firms so it is also difficult to claim any single or universal leading aspect to be the benchmark that every leader should have (Bae et al.,2020).

Leadership is just not a name to According to the (Behery et al.,2018), leadership is a method to affect people to get specific goals or findings. Leadership theories take a long time in development. In the start of the 20th century, it starts with the concept of the Great Man theory emphasizing on unique leadership characteristics. Later on, leadership theory comes under criticism, and other approaches emerge, such as team leadership, leadership styles, contingency, situational, and path-goal theories (Milosevic et al.,2020). In the same era, several other leadership approaches have also emerged, that is, authentic, visionary, servant, distributed, and shared (Laguda et al., 2020). This research stresses the leadership styles and their effect on innovative work behavior. So, the most cited leadership styles in literature are transformational, transactional, and laissez-faire styles (Webb et al., 2008). There is paucity of empirical work on these leadership styles in relation to innovative work behavior.

2.4 Group Cohesion

Group cohesion is also considered as grouping of people or their combined efforts towards some actions or their collective reactions. In group the associated members have mutual feelings for rewards and they put collective efforts towards every mission or task (Bae et al., 2020). They have mutual engagements with a feeling of being affirmed and uplifted after every meeting. Group cohesiveness also represents positive affective regard, social unity, and trust throughout the group (Milosevic et al., 2020).

Group cohesions usually get prominence when there are some hurdles to their expected paths or there some actions against their wills. The employees gather to form their unions to fight against the actions or stop the actions. This is another way of showing mutual resistance towards the organizational procedures and orders (Behery et al., 2018). Group interactions are cool and cooperative for all the members of the group and in enhances the interactive responses of the people in a group. But the group togetherness is a dangerous look for those who try to impose their power on them. Group cohesion improves the employees trust on each other and it also helps in increasing employee loyalty and trust towards each other. The group cohesion brings more productive results towards performance of employees (Laguda et al., 2020).

The organizations with strong group cohesions are expected for having more strong union of employees and the decentralized environment of the organization. The group cohesion is more considered as unionization agenda due to employees' collective resistance exerted on the occasional terms. Group cohesion has produced more vibrant behaviors of employees towards organizational injustice and also towards their boss behaviors.

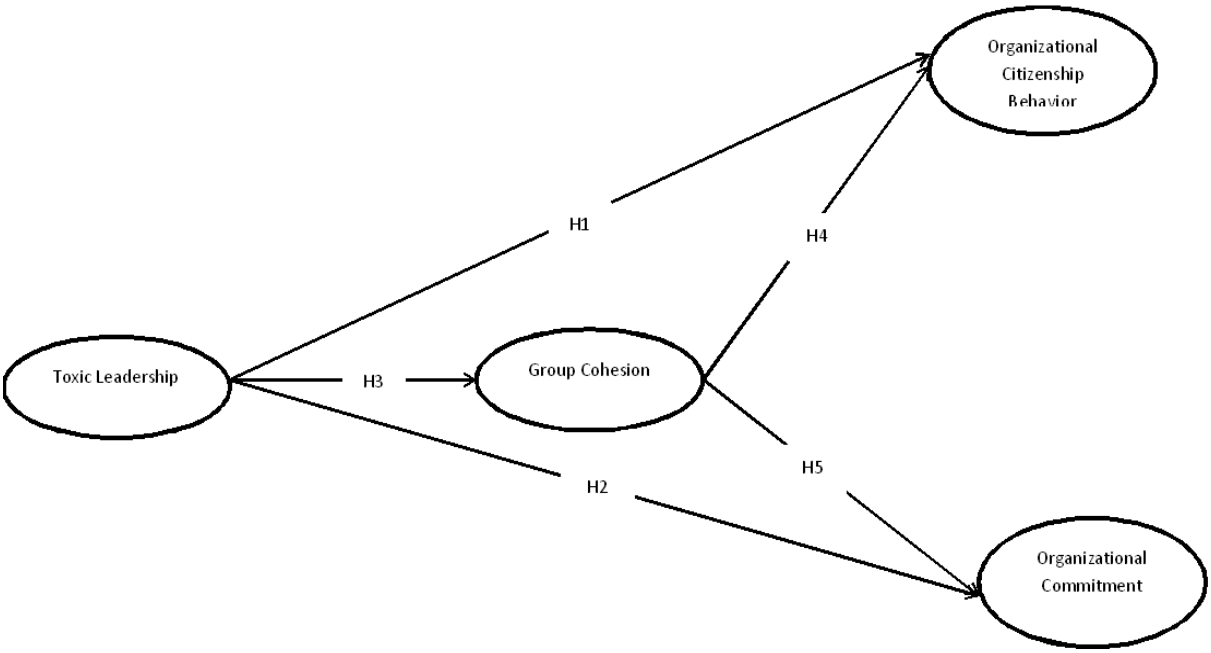
2.5 Theory of Planned Behavior (TPB)

This theory states that an employee shows behaviors in reaction to the actions shows to him (Oteng et al.,2020). Employees' behavior can be controlled by exerting some special aspects or elements towards them. According to the theory, employee behaviors can be controlled by the organization by several aspects such as subjective norms, morals, obligatory behaviors, controlled behaviors and attitudes (Canova et al., 2020). These combined elements are base of employee behaviors and intentions, and are characterized to be an important part while trying to pursue someone towards or for controlling an

individual's mental approaches (Holdsworth et al., 2020).

In organizational scenarios the theory of planned behavior is seen to be dominating as employees intentions to refrain from orders is seen to be dominating through planned procedures. When organizations try to control their employee by toxic behavior or by enforcing their orders with the influenced of their power, then employees show resistance towards their orders with collective group efforts which effects their commitments (Hassan et al., 2016). The more control behaviors are exerted by employees the more attacking power game play from both parties began which ultimately destroy the level of commitment and also the level of citizenship behaviors of employees.

2.6 Conceptual Framework



2.7 Hypothesis Development

Toxic Leadership and Organizational Commitment

The employee commitment in an organization always triggers when their leaders exert their power influence on them; they may feel lack of comfort level and more suppression of their active presence in the organization (Kim et al., 2020). When a leader shows more power to make his employees work in his benefits or to control his employees they will become more distracted and less satisfied from their jobs which eventually dropdowns their commitment towards their organization (Farooq et al., 2019). It is the support of the organization and the leaders in the organization that influences the committing behaviors of employees which can be expected to be preserved only, if the employers put efforts to retain their employees or otherwise the lack of management support may lead towards lack in committing behaviors (Hanif et al., 2018). The comfort zone of employees with committing behaviors can only be achieved through more sophistication in leader's behaviors; if a leader cannot assure balanced behavior for his employees then the employees cannot ensure committing behaviors for their leaders and organizations

H1: Toxic Leadership has a direct impact on Organizational Commitment

.

Toxic Leadership and Organizational Citizenship Behavior

The more a leader shows his superiority towards his employees the more employees feel mental discomfort in the organization that ultimately reduces the level of their association with the organization. The toxic behavior shown by an employer's towards an employee reduces his level of own-ness and connectivity for the organization (Behery et al., 2018). Citizenship behavior of an employee is the first priority for all the leading team in the organization and if the leader's ignorance or unethical attributes are impacting employee's citizenship then they may lose their valuable assets in the organization (Tan et al.,2019). For retaining talent in the organization the most important thing is to achieve the employees associative attributes which can be achieved through their citizenship behavior and for this it is highly recommended that leaders in the organization as are more in link with employees, so they should be more supportive and lenient in their behaviors rather than being more bossy and authoritative (Hanif et al.,2020). The leniency in leaders behavior is needed for gaining employee confidence towards their organization, if leaders are supportive in training employees and more flexible in decisions towards their employees then the organization can eventually gain more citizenship traits in their employees (Syed et al., 2020).

H2: Toxic Leadership has a direct impact on Organizational Citizenship Behavior

Toxic Leadership and Group Cohesion

The leaders' extreme behavior or toxic influence gathers employees in a group to exert their power on their employer. The group cohesion is a team behavior which activates when an employer enforces his power on his employees. The group cohesion is an active behavior that helps the employees in showing resistance to the employer' or leaders toxic behaviors (Laguda et al., 2020). Leaders always mistakenly perceive that their authoritative approach will be more effective on their employee performance individually, but these employees when became united in reaction to the action the results achieve may be different then what was expected (Behery et al., 2018). Group cohesiveness in organization is usually not active if the leaders' behavior is in favor and in accordance to their employees but the changing leaders' behavior is the more reasonable justification to the intentional development of employee unions and employee group cohesiveness (Bae et al.,2019).

H3: Toxic Leadership has a direct impact on Group Cohesion

Group Cohesion and its mediating effect on Organizational Commitment

When leaders' behavior become more intolerant for the employees then they start resisting towards their orders even there feeling of loyalty diminishes with the changing employers' behaviors and this activity becomes more strong and active due to employee strong bonding against such behaviors (laguda et al., 2020). Group cohesion is the most favorable solution for all the employees when they are pressurized and are not treated mannerly; their commitment disappears and is replaced by collective cohesiveness in response to power exerting behaviors of their leaders (Bae et al., 2019). This resistance is not effective through individual actions but has been seen more in action when committed in groups and teams against the leaders' behaviors (Kurtulmus et al.,2020). Employees always judge their leaders' through the benchmarks of leading behaviors; their commitment to jobs is also a reciprocal to their leaders' mannerly behaviors which is diminished collectively in a group from all employees as soon as leaders change their behavioral personas (Behery et al., 2018).

H4: Group Cohesion mediates the relationship developed between Toxic Leadership and Organizational Commitment

Group Cohesion and its mediating effect on Organizational Citizenship Behavior

Employees are more connected to their organization when they are highly motivated and when the situations are absolutely normal for them. But with changing employer does attitude towards the employees the employees own

behavior changes into group resistance (Kurtulmus et al., 2020). The group resistance develops more bindings of employees together for their personal gains in a mutual tem up which enhances the connectivity to their respective groups and reduces the margins of associative bonds with the organization (Laguda et al.,2020). The owing ability of the employees in an organization is due to the motivational and supporting behavior of their leaders, with an increasing mannerly behavior of leaders there is less group cohesiveness in employees and ultimately there is more citizenship behavior of employees (Syedet al., 2020). When leaders become unethically active and impose their dominating toxic behaviors on employees then in reaction, instead of an individual action there is more rigidity of behaviors exerted by the of employees collectively in a group which may ultimately reduce employee associative features especially citizenship behaviors for the organization (Tan et al.,2020).

H5: Group Cohesion mediates the relationship developed between Toxic Leadership and Organizational Citizenship Behavior

Methodology

Population and Sample size

The target population for the study is the Pakistan's manufacturing and service industry employees from the private sector. Convenient sampling technique is used for data collection from the defined target population. The reason for selecting convenient sampling technique is that this technique is based on the selection of the respondent based on the researcher's easy access of the respondents and the respondents willing and acceptance towards compliance for the data collection with the researcher. 450 employees from the manufacturing and industrial sector are taken as a sample for the data collection. The sample size has been estimated based on the Mason (2010), formula where total numbers of items are multiplied with the number (5, 10, 15, and 20). For the current study the sample size is formulated as: 45*10=450.

The research design for the current study is based on the pragmatist philosophy where the researcher conducts the research on a developed theory by addition of further variables through the development and testing of hypothesis. This testing of hypothesis will further accept or reject the developed hypothesis and will make an addition of further dimension to the study. The pragmatist approach implies the quantitative research method in which questionnaire technique is adopted to collect the responses from the respondents (Rahi et al.,2017).

Measurement

Data has been collected by using the questionnaires from previous source. Scales in this study have been assured valid and reliable in the past researches are adopted for all four variables in this research. Toxic leadership was measured by using 5-point likert shortened version of (Schmidt et al., 2008) scale to take responses from the respondents. The items for Organizational Citizenship Behavior OCB are 19, for Organizational Commitment OC are 5, Group Cohesion GC is 4 and Toxic Leadership TL is 15. The data analysis software for the current variables under study is the Smart PLS. Initially Cronbach's alpha has run to check the reliability and stability of the measures. Then Correlation, EFA and CFA for checking the relationship developed and for the factors selected for the current study. For mediation test SEM is done through Smart PLS 3.

PLS analysis conducted for the SEM is considered the most reliable and for determining the relationship among variables and for communicating the designs developed through the model.

Data Analysis

For checking the fitness of the model designed and for evaluating the fitness of the data our data analysis process is initiated from checking the accurateness, validity and normality of the selected variables (Leavy et al.,2017). Further for testing the relationship SEM analysis is used for concluding the major results of the study. The

4.1 Descriptive Statistics

The descriptive statistics represents the demographics distribution of the data sample.

Our sample for study is 350. And the descriptive statistics is based on the gender ratio and the age ratios defined in the study.

Table 1: Demographic distribution of gender

Variable	Category	Distribution	
		Frequency	Percentage
Gender	Male	239	68.3
	Female	111	31.7

The results received shows that from the sample of 350 the respondents ratio of total for males is 239 and for the females is 111. This also means that in industrial area there is more population of male employees as compared to females.

Table 2: Demographic distribution of age

Variable	Category	Distribution	
		Frequency	Percentage
Age	25-30	219	56.4
	30-35	76	18.2
	35-40	25	10.2
	40-45	30	16.2

IER
Institute for Excellence in Education & Research

This shows that the majority of the population was aged in ratio of 25-30. It means that majority respondents were youngsters.

4.2 Data screening

The next step of our analysis was to check if there are any missing values in the data collected or any outliers present in the data (Gorecki et al., 2020). The presence of outliers and missing values in the data can disturb your analysis by showing impure results. If there are any missing values or outliers in the data they should be corrected immediately or should be excluded from further analysis because they do have a chance of manipulating the end results obtained (Belotto et al.,2018).

4.2.1 Missing values

From the analysis of missing values it has been observed that there were so many missing values in the data sheet. The missing values were found list wise and pairwise in variables. Missing values usually arise in the data due to human error or due to unanswered questions left by the respondents. However, these values can eliminate by manually correcting and filling the blank answer boxes. Same technique has been used by the researcher in this analysis; the misplaced values have been added against the blanks options left by the respondents (Gorecki, 2020).

4.2.2 Outliers

Presences of outliers have been tested through checking the values of Mahalnobus and Cook's method. The test conducted on our data shows that were many outliers in the data. There were approximately 110 outliers in the data which reduced our data from 460 to 350. The reduction

of outliers from the data has made our data more pure and accurate for further data analysis (Gorecki, 2020).

4.3 Normality Diagnostic Analysis

The normality test is conducted to verify the assumption of normality of the data. The normality characteristic of the data can be verified through observing the normality curve obtained on histogram (Gorecki et al., 2020). If there is bell shaped curve obtained then it means that data is absolutely normal with significant vales of skewness and kurtosis obtained between +3 and -3. If skewness and kurtosis exceeds from this point it means that data is not normal and needs to be set for obtaining accurate results.

Table 3: Measure of Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistics	Std. Error	Statistics	Std. Error
T.L	.009	.130	.960	.260
OC	.009	.130	.028	.260
G.C	.014	.130	.008	.260
O.C.B	.003	.130	.073	.260

It shows that all the data collected for analysis is normal enough to conduct further analysis.

4.4 Reliability Statistics

It is another important condition for data analysis that data should have significant range of reliability values. If all the variables under study show reliable features then it means that data is reliable for further analysis and it will provide significant results. But if the data contains values below significant level then it means data is not reliable and may provide false results for the study. For reliability check in SPSS, the Cronbach's alpha values are observed if its value is above 0.7 then it lies in the acceptable range (Gardoni et al., 2017).

Table 4: Reliability Statistics

Variables	No. of Items	Cronbach's alpha
Organizational Citizenship Behavior	19	0.84
Organizational Commitment	5	0.79
Group Cohesion	4	0.82
Toxic Leadership	15	0.92

This shows that all the variables are reliable with good reliability statistics and so they have equal chances for being included in further analysis.

4.5 Multi-collinearity

This is the assumption for data normality which assumes that all the variables under study should not possess collinear relation. If the values have collinear relation then this assumption is violated and the accuracy of results cannot be achieved. For checking the non-multi-co-linearity values of the data, the significant ratios for variance inflation factor (VIF) and tolerance (T). The values of VIF should be less than 10 and tolerance should be less than 0.1 (Vatcheva et al.,2016).

Table 5: Test of Multi-collinearity

Variable	VIF	T
TL	9.332	.624
GC	7.882	.891
OC	8.334	.902
OCB	6.771	.416

All the values above are below 10 and 0.1 which means that data has not shown any co-linearity among the variables and the data is accepted.

4.6 Correlation Matrix

The correlation matrix test is conducted to verify the relationship between two independent and as well as independent and dependent variable. This relationship shows the direct and indirect flow of relations developed between two variables. With the increase value of variables near to 1 shows that all the variables have a strong relationship. The positive and negative sign of variables is an indication of direct and indirect relationship (Aggarwal et al., 2017).

IEER
Institute for Excellence in Education & Research

Table 6: Correlation Matrix

Measures	1	2	3	4
OCB	.709	1		
OC	.681	.210	1	
GC	.490	.110	.529	1
TL	.410	.302	.402	.211

This shows that all the variables have positive correlation with each other. With the increase in one variable there is a direct and positive increase in the other variable.

4.7 Exploratory Factor Analysis

The EFA test is performed in the research for reducing the data to the specific points and for extracting the most suitable items for further data analysis; and for this reason it is also known as data reduction method. The factors are extracted here on the basis of Eigen values, communalities, KMO and Bartlett's Test and Factor loadings extracted on each variable (Orcan et al.,2018).

4.7.1 KMO and Bartlett's Test

The KMO test is performed to check the sampling adequacy of the data. The values for

KMO test are considered excellent from 0.7 to 0.9. below 0.6 are acceptable but below 0.5 not recommended.

The Bartlett's test is performed to check the significance level of the data. If the data has values below 0.5 then it means that data is significant for further analysis.

Table 7: KMO and Bartlett Test

KMO and Bartlett Test	OCB	OC	GC	TL
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.846	.815	.829	.807
Approx. Chi-Square	31672.714	32980.833	41887.745	34312.466
Bartlett Test of Sphericity df	30	22	16	8
Sig.	.000	.000	.000	.000

4.7.2 Communalities

The communalities analysis is performed in order to check the values of the factors. If the factors have values below 0.4 then these factors are excluded from the analysis but if the values of factors are above 0.4 then are further included in analysis.

IEER
Institute for Excellence in Education & Research

Table 7: Measure of Communalities

Communalities

	Initial	Extraction
T.L1	1.000	.909
T.L2	1.000	.929
T.L3	1.000	.907
T.L4	1.000	.911
T.L5	1.000	.879
T.L6	1.000	.907
T.L7	1.000	.939
T.L8	1.000	.936
T.L9	1.000	.934
T.L10	1.000	.939
T.L11	1.000	.910
T.L12	1.000	.935
T.L13	1.000	.946
T.L14	1.000	.943
T.L15	1.000	.940
G.C1	1.000	.946
G.C2	1.000	.948
G.C3	1.000	.941
G.C4	1.000	.951
O.C1	1.000	.938
O.C2	1.000	.923
O.C3	1.000	.945
O.C4	1.000	.907
O.C5	1.000	.942
O.C.B1	1.000	.946
O.C.B2	1.000	.948
O.C.B3	1.000	.940
O.C.B4	1.000	.951
O.C.B5	1.000	.919
O.C.B6	1.000	.943
O.C.B7	1.000	.948
O.C.B8	1.000	.948
O.C.B9	1.000	.942
O.C.B10	1.000	.942
O.C.B11	1.000	.924
O.C.B12	1.000	.962
O.C.B13	1.000	.929
O.C.B14	1.000	.927
O.C.B15	1.000	.957
O.C.B16	1.000	.915
O.C.B17	1.000	.937
O.C.B18	1.000	.953
O.C.B19	1.000	.947

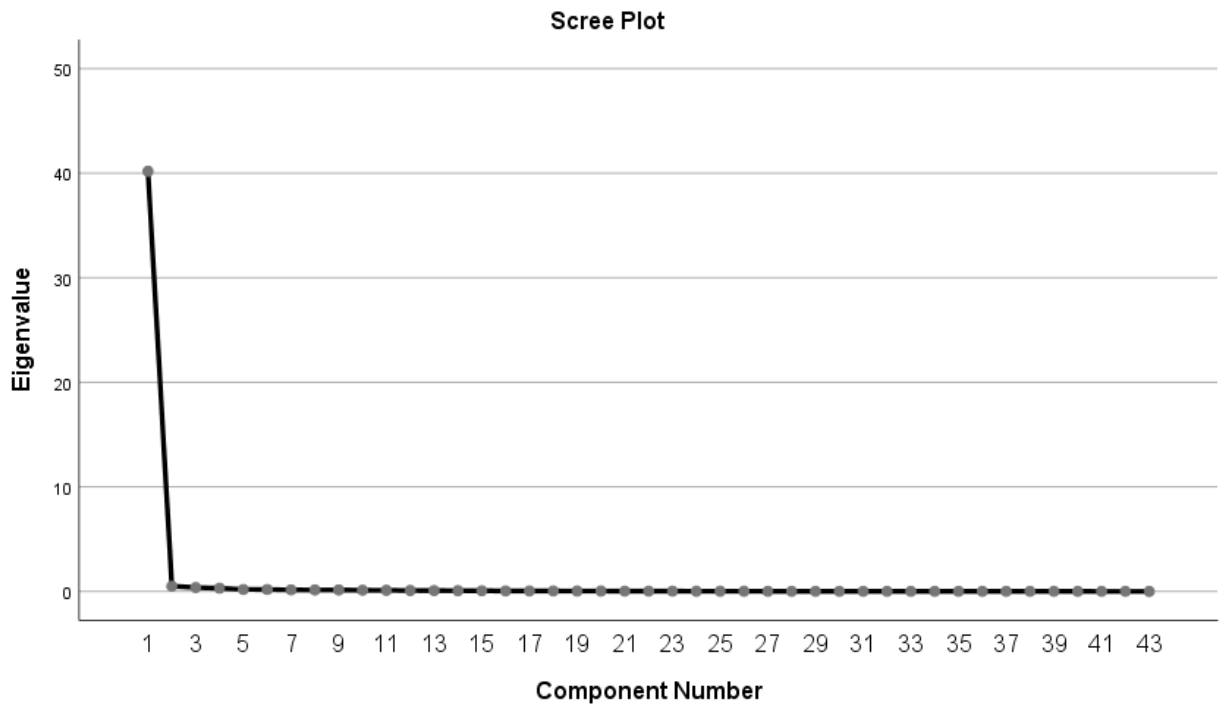
Extraction method: principle

This shows there is no such value below 0.4 so there will be no extraction of variables or items of variables from the study.

4.7.3 Eigen values

The Eigen values should always be greater than 1. If the Eigen values are greater than for the factors of the variables then they are further included otherwise they are excluded.

Table 8: Screeplot



This shows that eigenvalues are further above from 1 which means values are higher and are in acceptable range.

4.7.4 CFA

This test is conducted to observe the unique and new developed factors that were not discovered before. The CFA provides with the latent structures that are further used in performing SEM. In CFA, the model fitness for the developed structure is analyzed through the measure of 5 fit indices: Chi square, RMR, GFI, NFI and RMSEA. These 5 measure shows that the dimensions are fit for further analysis and are reliable (Orcan, 2018).

Table 9: Measure of model fitness

Model Fit levels	Model Fit (Overall)				
	Model Fit		Model Comparison		
Fit measures	CMIN/DF	RMSEA	GFI	TLI	CFI
Further analysis is needed	> 5	>.08	< .90	< .90	< .90
Acceptable scale for good Model Fit	= 5	< .08	= .90	= .90	= .90

All the values obtained are lying in the level of significance which shows there further acceptance in the analysis. All the variables in the factor analysis have shown an adequate result which

means they all are further included in the analysis.

4.8 SEM Analysis

The SEM analysis is performed to observe the causal relationships developed among the variables on which variables are further approved for supporting or rejecting the hypothesis developed. In SEM analysis it is important to have significant values of factors of variables above 0.7 and p values less than 0.5. Through SEM analysis the direct and indirect relationships developed are analyzed (Manley, 2020).

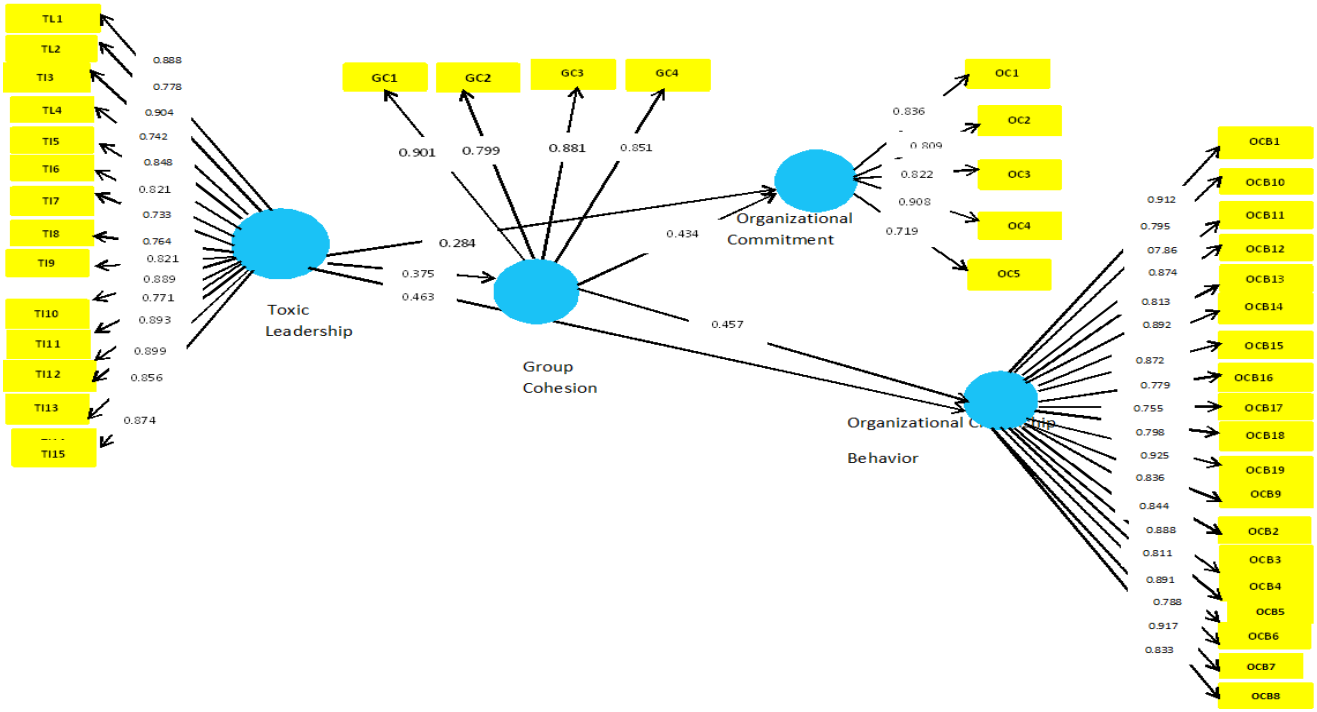


Table 10: SEM analysis through PLS

From the above model the researcher has developed the factors of variables with significant factor values above 0.70 with development of direct and indirect relationships of the variables which shows the effect with and without mediator.

4.8.1 Mediation Analysis through SEM

4.8.1.1 Direct Effects

In direct effects the values are obtained through testing the model without involving the mediator and the responses obtained have shown a positive direct impact of variables on each other.

Table 11: Direct effect results

Variables	Estimate	P value	T values	Status
TL → OC	0.284	0.000	6.241	Supported
TL → OCB	0.463	0.000	8.344	Supported
TL → GC	0.375	0.000	6.779	Supported

This tables shows that direct relationships developed between toxic leadership and organizational commitment and toxic leadership and organizational citizenship behavior have a

direct significant relationship in the absence of mediator with an estimation value obtained for 0.284 for the direct relationship between TL and OC and 0.463 for the direct relationship between TL and OCB.

4.8.1.1 Indirect Effects

The indirect effects are obtained among the variables with the presence of a mediating variable. The analysis performed has shown significant positive relationships among the variables.

Table 12: Indirect effect results

Relationships Developed	Estimate	P value	Status
TL ⟶ GC ⟶ OC	0.434	0.000	Supported
TL ⟶ GC ⟶ OCB	0.457	0.000	Supported

Discussion and Conclusion

Conclusion

From SEM analysis this study has proved that the entire hypotheses are supported by the study. The employee union feature that dominates and is active if the leader exhibits more negative and inhuman behavior towards his or her employees is called group cohesion (Tan et al., 2019). Group cohesion has a positive relationship in diminishing employee's commitment and citizenship behaviors if they are dissatisfied with their leaders' behaviors (Syed et al., 2020). If the behavior of leaders is toxic and inappropriate towards their employees then employees will definite show resistance towards their commitment and their connected behaviors. Their group unions are used to back up this aggression of the employees. Employees' lack of commitment and decrease in citizenship behaviors are getting dominancy in organization due to their leaders' inappropriate and abusive behaviors towards them.

Theoretical Implications

According to the theoretical view TPB in an organization, the employees control their behavior and mold them according in accordance to subjective norms, moral obligations, attitudes and intentions which are diverted from obligatory to non-obligatory behaviors when there is increasing toxic behaviors of leaders enforced on their employees. With toxic behaviors employees feel more discomfort in the organization and there aggression towards the organization and leaders controls their behaviors of citizenship and commitment. This control does not dominate its effect on the organization on individual basis but the outcomes become dominating with the strong and active effect of group cohesion of employees towards their organization in reaction to their leaders behavior.

Practical Implications

This study from managerial and academic point of view will have its own importance and understanding based on the type of utilization of these proposed projections. The projections are

There are many studies conducted through which behavioral aspects of OCB and OC are explored. There are few common influencing factors that are associated with functional problems of OCB and OC. In this study, the novelty has been introduced in the concepts of framework in the study of OC and OCB in the influence of the toxic leadership behavior of the leaders. In general studies have correlated the OC and OCB with academic claims and academic direct relationship with the increasing factors of the OC and OCB, which showed positive relationship. However, the academic trend has never been directed towards the associative recession that is created as a result of the leadership behaviors. This study, based on that novel concept, will try to explore and understand how different a specific leadership behavior affects the organizational behaviors of the employees. This study adds a new layer to the study of group cohesion – novelty. This variable was earlier researched for its use as an employee team up

and employee to employee relationship strengthening variable. However, this variable is expanding the dimension of knowledge, by accumulating as a variable used to demonstrate resisting command towards the leaders toxic behaviors in this study.

From managerial and practical point of view, this study can enrich the knowledge of the management and let them know how to retain the employees in their organization and how they have to mold their personalities with a non-toxic and non-destructive behavior.

Limitations and Recommendations

This study has been confined in a narrow aspect of the corporate set up of the manufacturing industry in which this toxic setup has been witnessed in the progressive scenario. This is because the role of leaders and their subordinates was more noticeable and prominent in terms of their relationship with the factors being studied, which made it more relevant to be chosen in this corporate sector. This study can be projected in several other sectors of Pakistan. These factors can also studied on other sectors such banking sector, educational institutes and the other multinational firms where this relationship is more prominent and can provide more independent results.

The sample size selected for this study was proven to be sufficient enough to provide more accuracy in measures of the factors under study. For the future researchers it is highly recommended that there is a larger sample size so that more generalized and more quality results can be drawn from the research. With large sample size there is more clarity of responses and more obvious views are collected from the respondents which add up more accuracy to the relationships developed and the results obtained.

This study is a quantitative study; this technique has responded to the demand of collecting of the results accuracy for the factors studied. The factors OCB and OC are behavioral aspects and can be more deeply studied by qualitative analysis where detailed interviews of the employees in organization can build a strong study base. Further researchers should conduct study in the rural section of the country especially small corporate setups that work locally in chain with other business sectors and conduct a detail analysis that how in these corporate sectors toxic behaviors are influencing their employees' cohesion gatherings by reducing their committed and citizenship behaviors.

References

Aggarwal, H. K., Jain, D., Dabas, G., & Yadav, R. K. (2017). Prevalence of depression, anxiety and insomnia in chronic kidney disease patients and their co-relation with

the demographic variables. prilozi, 38(2), 35-44.

Akinyele, A. I., & Chen, Z. (2025). Dark clouds of leadership: causes and consequences of toxic leadership. *International Studies of Management & Organization*, *55*(4), 476-503.

Al Halbusi, H., Williams, K. A., Mansoor, H. O., Hassan, M. S., & Hamid, F. A. H. (2019). Examining the impact of ethical leadership and organizational justice on employees' ethical behavior: Does person–organization fit play a role?. Ethics & Behavior, 1-19.

Aldrin, N., & Yunanto, K. T. (2019). Job Satisfaction as a Mediator for the Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior. The Open Psychology Journal, 12(1).

Aljarameez, F., Saha, C., Sinan, M., Rajan, L., Ahmed, G. Y., & Mutair, A. A. (2023). Sociodemographic determinants of structural empowerment and organisational commitment among critical care nurses in Saudi Arabia: a comparative cross-sectional study. *British Journal of Healthcare Management*, *29*(8), 1-12.

Alleyne, P., Haniffa, R., & Hudaib, M. (2019). Does group cohesion moderate auditors' whistleblowing intentions?. Journal of International Accounting, Auditing and Taxation, 34, 69-90.

Alsadaan, N., & Alqahtani, M. (2024). Toxic Leadership in Emergency Nurses: Assessing Abusive Supervision and Its Team-Level Impacts on Conflict Management and Organizational Commitment. *Journal of Nursing Management*, *2024*(1), 4271602.

Bae, S. H., & Park, S. K. (2020). A Study of Impact on the Job Satisfaction of Toxic Leadership: Group Cohesion Mediate Effect. The Journal of the Korea Contents Association, 20(1), 285-303.

Behery, M., Al-Nasser, A. D., Jabeen, F., & El Rawas, A. S. (2018). TOXIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A MEDIATION EFFECT OF FOLLOWERS'TRUST AND COMMITMENT IN THE MIDDLE EAST. International Journal of Business & Society, 19(3).

Belotto, M. J. (2018). Data analysis methods for qualitative research: Managing the challenges of coding, interrater reliability, and thematic analysis. The Qualitative Report, 23(11), 2622-2633.

Bryan, O. C. (2019). Determining the Relationship between Servant Leadership and Job Satisfaction among Veterans Employed within the VA (Doctoral dissertation, Northcentral University).

Canova, L., & Manganelli, A. M. (2020). Energy-saving behaviours in workplaces: Application of an extended model of the theory of planned behaviour. Europe's Journal of Psychology, 16(3), 384-400.

Eissa, G., Lester, S. W., & Gupta, R. (2019). Interpersonal deviance and abusive supervision: The mediating role of supervisor negative emotions and the moderating role of subordinate organizational citizenship behavior. Journal of Business Ethics, 1-18.

Fakabasmaz, Y., & Özdemir, H. (2025). A research on the relationship between ethical leadership, organizational commitment and performance in accommodation businesses.

Farooq, N. (2019). The Mediating Role of Motivation, Organizational Commitment and Job Satisfaction between Pay Satisfaction and Organizational Citizenship Behavior: A Study of Pay Dispersion in the Federal Government of Pakistan (Doctoral dissertation, Islamia Collage Peshawar).

Gardoni, P. (2017). Risk and reliability analysis. In Risk and Reliability Analysis: Theory and Applications (pp. 3-24). Springer, Cham.

Górecki, T., Horváth, L., & Kokoszka, P. (2020). Tests of normality of functional data. International Statistical Review.

Gunawan, F. E., Suyoto, Y. T., & Tannady, H. (2020). Factors affecting job performance of hospital nurses in capital city of Indonesia: Mediating role of organizational citizenship behavior.

Hanif, M. I., & Qureshi, Z. S. (2020). Effect of Employer Branding Attributes on Talent Retention with mediating Role of Transformational Leadership. Sustainable Business and Society in Emerging Economies, 2(1), 47-54.

Hanif, M. I., Waheed, N., Hamid, A. B. A., & Mahmood, Z. (2018). The Impact of Organizational Politics on Job Satisfaction & Organizational Commitment: Moderating Role of Perceived Social Support. Pakistan Journal of Social Sciences (PJSS), 38(2).

Hassan, L. M., Shiu, E., & Parry, S. (2016). Addressing the cross-country applicability of the theory of planned behaviour (TPB): A structured review of multi-country TPB studies. Journal of Consumer Behaviour, 15(1), 72-86.

Holdsworth, S., Sandri, O., Thomas, I., Wong, P., Chester, A., & McLaughlin, P. (2020). The use of the theory of planned behaviour to assess graduate attributes for sustainability. Environmental Education Research, 26(2), 275-295.

Kafkas, D., Yalçın, S., & Köroğlu, M. (2024). EXAMINING THE RELATIONSHIP BETWEEN MANAGERS'TOXIC LEADERSHIP BEHAVIORS AND EMPLOYEES'ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL HAPPINESS. Kamu Yönetimi ve Politikaları Dergisi, 5(3), 349-375.

Khan, A., Bibi, S., Lyu, J., Garavelli, A. C., Pontrandolfo, P., & Perez Sanchez, M. D. A. (2020). Uncovering Innovativeness in Spanish Tourism Firms: The Role of Transformational Leadership, OCB, Firm Size, and Age. Sustainability, 12(10), 3989.

Kim, B., & Min, E. (2020). Social Learning Effect of Leader's OCB on Follower's OCB. Knowledge Management Research, 21(2), 159-176.

Kurtulmuş, B. E. (2020). Toxic Leadership and Workplace Bullying: The Role of Followers and Possible Coping Strategies. The Palgrave Handbook of Workplace Well-Being, 1-20.

Laguda, E. (2020). Toxic Leadership: Managing Its Poisonous Effects on Employees and Organizational Outcomes. The Palgrave Handbook of Workplace Well-Being, 1-31.

Leavy, P. (2017). Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches. Guilford Publications.

li, J., Gao, Z., li, X., & Xing, B. (2025). Effect of green organizational culture on employee green organizational commitment: a moderated–mediated model of employee green self-efficacy and organizational identity. *Discover Sustainability*, 6(1), 223.

Malik, M. S., Sattar, S., Younas, S., & Nawaz, M. K. (2019). The workplace deviance perspective of employee responses to workplace bullying: the moderating effect of Toxic Leadership and mediating effect of emotional exhaustion. Review of Integrative Business and Economics Research, 8(1), 33-50.

Manley, S. C., Hair, J. F., Williams, R. I., & McDowell, W. C. (2020). Essential new PLS-SEM analysis methods for your entrepreneurship analytical toolbox. International Entrepreneurship and Management Journal, 1-21.

Mason, M. (2010, August). Sample size and saturation in PhD studies using qualitative interviews. In Forum qualitative Sozialforschung/Forum: qualitative social research (Vol. 11, No. 3).

Milosevic, I., Maric, S., & Lončar, D. (2020). Defeating the Toxic Boss: the nature of Toxic Leadership and the role of followers. Journal of Leadership & Organizational Studies, 27(2), 117-137.

Mishra, A. K., & Upadhyay, R. K. (2026). Transformational leadership and organizational commitment: A higher educational institutions perspective. *Vision*, *30*(3), 319-330.

Mishra, A. K., & Upadhyay, R. K. (2026). Transformational leadership and organizational commitment: A higher educational institutions perspective. Vision, 30(3), 319-330.

Obiasor, C. B., Okafor, C. O., & Maduagwuna, I. A. (2025). Green Organizational Culture and Carbon Footprint Reduction in Public Universities Within Anambra State, Nigeria. *JOURNAL OF EMERGING TRENDS IN MANAGEMENT SCIENCES AND ENTREPRENEURSHIP*, *7*(2), 203-230.

Orcan, F. (2018). Exploratory and confirmatory factor analysis: which one to use first. Journal of Measurement and Evaluation in Education and Psychology, 9(4), 414-421.

Oteng-Peprah, M., de Vries, N., & Acheampong, M. A. (2020). Households' willingness to adopt greywater treatment technologies in a developing country–Exploring a modified theory of planned behaviour (TPB) model including personal norm. Journal of environmental management, 254, 109807.

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. International Journal of Economics & Management Sciences, 6(2), 1-5.

Samuni, Liran, et al. "Intergroup competition enhances chimpanzee (Pan troglodytes verus) in-group cohesion." International Journal of Primatology (2019): 1-21.

Schmidt, A. A. (2008). Development and validation of the Toxic Leadership Scale. See online at < http://drum.lib.umd.edu/bitstream/1903/8176/1/umi-umd-5358.pdf> accessed 19 June, 2012

Shukla, A., Santosh, B. R., & Vinod, S. (2025). An Examination of the Relationship between Perceived Toxic Leadership and Employee Turnover in the Retail Sector in the UAE. *F1000Research*, *14*, 1398.

Syed, F., Akhtar, M. W., Kashif, M., Asrar-ul-Haq, M., Husnain, M., & Aslam, M. K. (2020). When leader is morally corrupt: interplay of despotic leadership and self-concordance on moral emotions and bullying behavior. Journal of Management Development.

Tan, J. X., Cham, T. H., Zawawi, D., & Aziz, Y. A. (2019). Antecedents of organizational citizenship behavior and the mediating effect of organization commitment in the hotel industry. Asian J. Bus. Res, 9, 121-139.

Turner, M. (2020). Helping in the eyes of the beholder: The impact of OCB type and fluctuation in OCB on coworker perceptions and evaluations of helpful employees.

Vatcheva, K. P., Lee, M., McCormick, J. B., & Rahbar, M. H. (2016). Multicollinearity in regression analyses conducted in epidemiologic studies. Epidemiology (Sunnyvale, Calif.), 6(2).