EXAMINING THE RELATIONSHIP BETWEEN MANAGERS' TOXIC LEADERSHIP BEHAVIORS AND EMPLOYEES' ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL HAPPINESS[1]

Yöneticilerin Toksik Liderlik Davranışları ile Çalışanların Örgütsel Bağlılık ve Örgütsel Mutlulukları Arasındaki İlişkinin İncelenmesi

Didem KAFKAS* - Sinan YALÇIN** - Mustafa KÖROĞLU***

Öz

Çalışmada, yöneticilerin toksik liderlik davranışları ile çalışanların örgütsel bağlılık ve örgütsel mutlulukları arasındaki ilişkinin incelenmesi amaçlanmıştır. Araştırma nicel araştırma yönteminde, ilişkisel tarama modelinde tasarlanmıştır. Araştırmanın evrenini 2023 yılı itibari ile Gençlik ve Spor İl Müdürlüğü bünyesinde çalışanlar, örneklemini ise bu evren içerisinden seçkisiz örnekleme ile seçilen 285çalışan oluşturmaktadır. Araştırmanın verileri, katılımcılara internet üzerinden uygulanan ölçek aracılığıyla toplanmıştır. Ölçek kişisel bilgi formu, toksik liderlik ölçeği, örgütsel bağlılık ölçeği ve örgütsel mutluluk ölçeği içermektedir. Araştırmadan elde edilen veriler SPSS 25 paket program aracılığıyla analiz edilmiştir. Verilerin analizi için aritmetik ortalama, standart sapma, t-Testi, ANOVA, Pearson Korelasyon ve doğrusal regresyon analizleri kullanılmıştır. Araştırmadan elde edilen veriler ışığında çalışanların toksik liderlik algı düzeylerinin düşük, örgütsel bağlılık algı düzeylerinin orta, örgütsel mutluluk algı düzeylerinin ise yüksek olduğu tespit edilmiştir. Toksik liderlik, örgütsel bağlılık ve örgütsel mutluluk algı düzeylerinin cinsiyet, yaş ve kıdem değişkenleri bakımından farklılık göstermediği saptanmıştır. Araştırma sonucuna göre çalışanların toksik liderlik algıları ile örgütsel bağlılık algıları arasında negatif yönde düşük düzeyde, çalışanların toksik liderlik algıları ve örgütsel mutluluk algıları arasında negatif yönde orta düzeyde, çalışanların örgütsel mutluluk ve örgütsel bağlılıkları arasında pozitif yönde orta düzeyde anlamlı bir ilişki tespit edilmiştir. Toksik liderlik ölçeğinin alt boyutları olan çıkarcılık ve bencillik alt boyutlarının örgütsel bağlılığın anlamlı birer yordayıcısı olduğu ve çalışanlarının toksik liderlik algılarının toplam varyansın yaklaşık % 11'ni açıkladığı saptanmıştır. Ayrıca toksik liderlik ölçeğinin alt boyutları olan olumsuz ruh hali, çıkarcılık ve bencillik alt boyutlarının örgütsel mutluluğun anlamlı birer yordayıcısı olduğu, çalışanların toksik liderlik algılarının toplam varyansın yaklaşık % 26'sını açıkladığı tespit edilmiştir.

Anahtar Kelimeler: Toksik Liderlik, Örgütsel Bağlılık, Örgütsel Mutluluk

Abstract

This study aims to investigate the relationship between managers' toxic leadership behaviors and employees' organizational commitment and organizational happiness. The research was designed using a quantitative research method and a correlational survey model. The population of the study consists of employees working under the Youth and Sports Provincial Directorate as of the year 2023, and the sample includes 285 employees selected through random sampling from this population. The data of the study were collected through scale instruments administered to participants via the internet. The scales used in the study include a personal information form, toxic leadership scale, organizational commitment scale, and organizational happiness scale. The data obtained from the research were analyzed using the SPSS 25 software package. The data analysis involved the use of descriptive statistics such as mean and standard deviation, t-test, ANOVA, Pearson correlation, and linear regression analyses. Based on the data collected from the research, it was found that employees' perceptions of toxic leadership were low, perceptions of organizational commitment were moderate, and perceptions of organizational happiness were high. Toxic leadership, organizational commitment, and organizational happiness perceptions were not found to differ significantly based on gender, age, and tenure variables. According to the research findings, there was a low negative relationship between employees' perceptions of toxic leadership and organizational commitment, a moderate negative relationship between employees' perceptions of toxic leadership and organizational happiness, and a moderate positive relationship between employees' perceptions of organizational happiness and organizational commitment. The sub-dimensions of the toxic leadership scale, namely narcissism and selfishness, were found to be significant predictors of organizational commitment, and employees' perceptions of toxic leadership accounted for approximately 11% of the total variance. Additionally, the sub-dimensions of the toxic leadership scale, namely negative mood, narcissism, and selfishness, were found to be significant predictors of organizational happiness, and employees' perceptions of toxic leadership accounted for approximately 26% of the total variance.

Keywords: Toxic Leadership, Organizational Commitment, Organizational Happiness

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*   Yüksek Lisans, Erzincan Binali Yıldırım Üniversitesi, SBE, didem.kafkas@gsb.gov.tr, ORCID: 0000-0003-2200-8364
** Doç. Dr., Erzincan Binali Yıldırım Üniversitesi, Eğitim Fakültesi, sinan29@gmail.com, ORCID: 0000-0002-2372-9035
***Dr. Öğr. Üyesi, Erzincan Binali Yıldırım Üniversitesi, Eğitim Fakültesi, mustafa.koroglu@erzincan.edu.tr, ORCID: 0000-0001-9610-8523

1. INTRODUCTION

In societies, nations or organizations formed by coming together for certain purposes, there have always been people throughout history who organize the group more, around whom other organization members can gather, and who direct the organization towards common goals. This person is sometimes a politician, sometimes a commander. Although leadership is thought to be as old as human history, it is known that scientific research on the concept of leadership has been carried out since the 1920s (Bakan and Büyükmeşe, 2010). Changing economic, political and social conditions have also affected leadership, so the definition of leadership and the behaviors expected from the leader have changed over time. There are many different definitions made regarding leadership and it seems that there is no consensus on a definition yet. When we look at the definitions related to leadership; while Burns (1978) defines a leader as a person who mobilizes other individuals to achieve common goals by using power and values such as economy and politics, Davis (1988) defines leadership as the power to direct individuals within the framework of predetermined goals, and Eren (1998), on the other defines leadership as the sum of knowledge and skills that mobilize individuals to achieve common goals. Based on these definitions, it can be said that the management styles of leaders significantly impact the direction of employees' behavior, motivation, and effectiveness. The concepts of manager and leader are conceptually separated from each other, because leaders have followers who follow the leader wholeheartedly and managers have obligatory followers due to their position being appointed. In addition, it can be said that the manager's influence on the behavior of the employees makes the manager a leader. This is because managers have the authority to assign tasks and make decisions about what employees should do. Although leaders and managers are conceptually distinct because leaders are followed willingly by their followers, whereas managers have obligatory followers due to their appointment, the influence of managers on employees' behavior positions them as leaders (Koçel, 2014).

Some leaders foster feelings of loyalty, trust, and diligence within the organizational environment, while others have the opposite effect (Bennis, 2001). The characteristics of leaders, the discourse within the organization, and their attitudes and behaviors can be the reasons behind this phenomenon. When reviewing the literature, it is observed that there are more studies on leadership types that are successful and have a positive impact on employees. However, studies on leadership types that have negative effects and lead to unsuccessful outcomes have gained momentum in recent years. Some individuals considered leaders can exhibit attitudes and behaviors during the leadership process that can have detrimental effects on their followers, leading to inefficiency in work and even an increase in the sense of disillusionment among the followers (Ertureten et al., 2012). In this sense, it is seen that there are some explanations in the literature about the positive results of leadership, as well as its ineffective results (Ashforth, 1994), and the leader's ability to act deliberately and insidiously, as well as destructive behaviors (Goldman, 2006; Wilson-Starks, 2003).

The main idea expressed in many studies is that this type of leadership results in negative consequences for organizations and employees. Upon examining the literature, it can be stated that leadership types such as ethical leadership, transformational leadership, democratic leadership, value-centered leadership, and authentic leadership have positive effects on employees. On the other hand, leadership types such as authoritarian leadership, narcissistic leadership, destructive leadership, exploitative leadership, and toxic leadership have negative effects on individuals in the workplace. Leadership characterized by negative behaviors towards employees, such as selfishness, cruelty, narcissism, opportunism, and toxicity, is defined as toxic leadership.

Etymologically the word "toxic," with its origins in Greek, signifies the condition of being poisonous, capable of poisoning, and also possessing toxic behaviors and effects. Initially rooted in the field of natural sciences, this concept found its way into organizational literature alongside Frost's (2003) definition (Günsel, 2017). Toxic leadership refers to a type of leader that negatively impacts the motivation and mental well-being of their followers, causing them to be unproductive. In this regard, toxic leaders differentiate themselves from those who lack managerial skills, have health issues, or are unable to exhibit effective management due to excessive stress. Toxic leaders show no concern for others, act selfishly, and deliberately harm others. Therefore, toxic leadership emerges as a specific term used for leaders who purposefully engage in negative behaviors that affect their followers (Reyhanoğlu and Akın, 2016). Conceptually, toxic leadership was first introduced by Whicker (1996) in his analysis categorizing leadership in organizations into three types: trustworthy, temporary, and toxic. In this analysis, toxic leaders were described as restless, dissatisfied, vindictive, and malicious.

There are four sub-dimensions of toxic leadership, where followers' opinions are not asked, rules are changed without informing them, and the leader's unpredictable reactions create a feeling of fear in the follower. These 4 sub-dimensions are: Unappreciativeness, self-interest, selfishness, and negative mood (Kırbaç, 2013). Unappreciativeness can be defined as the leader or manager not giving the employees and followers, the value they deserve, causing them to feel inadequate and unsuccessful, and putting pressure on their employees by constantly repeating these mistakes instead of covering up the mistakes made by the employees. Communication within the organization is only in the form of command-command, the leader gives orders and expects the employee only to fulfill that instruction, and the leader is closed to communication except that type of communication (Günsel, 2017). This sub- dimension includes leaders not respecting employees, determining the rules on their own, creating a feeling of fear among employees, and keeping critical employees away from important positions while those who agree with the manager can get promotions (Wilson-Starks, 2003). In case of self-interest toxic leadership, employees are given preferential treatment to those who can benefit them, the leader assumes the success of the employees and assigns mistakes and responsibilities to the employees. Leaders' fake behavior towards their superiors is also evaluated in this context (Günsel, 2017).

In addition, such leaders tend to humiliate others by belittling them and to prioritize themselves over others (Wilson- Starks, 2003). Selfishness sub-dimension of toxic leadership can be said to make the narcissistic personality of the leaders come to life, by choosing the expression "I" in all the work done. They claim that their successes are their own and their failures belong to others, and they create a toxic climate in the organization by believing that employees should be like them (Eğinli and Bitirim, 2008). Such leaders may also tend to deliberately harm others without caring about them (İlhan, 2019). Negative mood sub-dimension, which includes the unstable behaviors exhibited by leaders in the organization, includes leaders' speech, tone of voice, body language, gestures and facial expressions. Employees of the organization have to act according to the mood of the leader, and employees are constantly blamed for the slightest problems (Kelebek et al., 2018). Toxic leaders who do not trust their employees behave coldly and unconscionably towards them (Demirel, 2015).

Organizational commitment, which is another concept included in our study and means dedication, loyalty and commitment to the organization, is an indicator of the employee's harmony with the organization, and the concept of organizational commitment is very important for all organizations. Many different definitions of organizational commitment have been made. One of the first definitions is the strength of the individual's bond with the organization (Grusky (1966). Meyer and Allen's (1991) definition of organizational commitment is the employee's psychological approach to the organization. In their definition of organizational commitment, Baysal and Paksoy (1999) include the expressions that the individual puts his/her own interests in the background and sees the interests of the organization as more important than those of his/hers. Gürbüz (2006) defines organizational commitment as employees' internalization of the goals of the organization they belong to and their desire to continue to stay in the organization.

Explaining organizational commitment as embracing the values of the organization, Meyer and Allen (1991) categorized this approach into three dimensions. These three categories are; emotional commitment, continuance commitment and normative commitment. Emotional Commitment can be defined as the fact that people do not want to give up the friendships they have established in the organization, they enjoy coming to work because they are happy in their working environment, they do things for the benefit of the organization by adopting the goals and objectives of the organization, and it can be said that it is the most preferred type of commitment for the organization (Gürkan, 2006). Factors affecting the emotional commitment that organizations prefer to have been; job attractiveness, which means that the work done is impressive for employees; role clarity, which means clearly expressing what is expected from the employee; purpose clarity, which means employees' awareness of what is done in the organization; openness to suggestions, which means managers care about employees' ideas; and organizational reliability, which means that the organization will keep its promises. It can be summarized as reliability (Doğan and Kılıç, 2007). Continuance Commitment means that the employee continues to stay in the organization considering that leaving the organization is costly. In this type of commitment, which can be considered within the framework of the reward-cost relationship, it can be said that there is a relationship of interest between the employee and the leader (Deniz, 2013). Normative Commitment is a type of commitment in which the feeling of gratitude predominates, and it is stated that it is a type of commitment in which employees believe that they should not leave their jobs morally, rather than because of the financial losses they will experience when leaving their jobs (Özdevecioğlu, 2003). In summary, it can be said that employees' commitment to the organization depends on desire in emotional commitment, on need in continuance commitment, and on gratitude in normative commitment (Somuncu, 2008).

Organizational happiness, which is the other concept of our study, can be defined as employees experiencing satisfaction as a result of their work, experiencing a lot of positive emotions, and rarely experiencing negative emotions. Organizational happiness is related to the ability to create appropriate environments and processes in which one can show one's potential in individual and group work, and organizational happiness is associated with the tendency to increase success in the profession, earn more money, perform better and help others in their work. Pryce-Jones (2010) also describes organizational happiness as a way of thinking that can maximize the performance of the employee in the workplace and realize the employee's potential. Organizational happiness is discussed in three sub-dimensions as "positive emotions", "negative emotions" and "realization of potential". Positive Emotions are the emotions that make people happy (Bulut, 2015), give them joy, peace, pride, and make them willing, loving and full of life (Begum et al., 2014; Çakıcı, 2015). The second sub-dimension, Negative Emotions are emotions that cause employees to feel sad, unhappy, stressed, anxious and worthless (Frey and Stutzer, 2001). Realization of Potential; can be said to be, unlike the other two sub-dimensions, related to the cognitive side of organizational happiness (Arslan, 2018). It is stated by Warr (2007) that this dimension involves the individual being in a working environment where he/she can show his talents and potentials and enjoying his job.

In the field research on toxic leadership, organizational happiness and organizational commitment, it is seen that many studies have been conducted domestically and abroad on all three concepts. These studies were conducted in a descriptive style as well as a relationship analysis style. There are many studies explaining how leadership styles affect many concepts such as organizational commitment, organizational cynicism, organizational happiness, and intention to leave. Although there are studies in many fields from education to tourism, from psychology to public health, from public institutions to private institutions, it is thought that our study will be original because there is no study explaining how toxic leadership affects both organizational commitment and organizational happiness and the relationship between these concepts. In this context, it would be appropriate to summarize the studies in the literature on the subject in Turkey. In their research, Eğinli and Bitirim (2008) revealed how toxic communication occurs in the organization, what precautions should be taken to eliminate this negative situation, and what should be done to create a good environment in the organization. In his study, Kırbaç (2013) aimed to recognize the concept of toxic leadership, its negative effects such as stress, anxiety, job satisfaction, professional burnout in organizations, and how these effects can be prevented. Yalçınsoy and Işık (2018) argue in their studies that organizational commitment decreases due to the toxic leadership, and therefore employees' intention to quit their job increases. Regarding the idea of organizational happiness; in the study conducted by Bulut (2015), the organizational happiness senses of secondary school teachers were analyzed. In the light of the data obtained from the study, teachers' happiness perceptions were examined in the professional attitude dimension, dedication dimension, communication dimension and management processes. Again, in the research of Özdemir and Kış (2019), it was hoped to determine the happiness senses of teachers about the institution they work in, and as a result of comparisons made with variables such as the teacher's branch, status in the school, position in the school, capacity of the school, relationship with the administrators in their institutions, it was determined that there were significant relationships between organizational happiness and the variables has been made. In the study conducted by Sarıbıyık (2022) to determine the organizational happiness levels of teachers working in public schools; it was determined that there was a positive, moderate, positive relationship between teachers' organizational happiness grades and school manager' transformational leadership behaviors, and a low, positive, linear and significant relationship between laissez-faire and sustaining leadership demeanors.

When the international literature is searched; in the research carried on by Frost (2003), he showed leaders' careless behavior, bad intentions, and negative emotions such as disloyalty and helplessness as the causes of organizational toxicity, and suggested that the way to deal with this is the presence of well-planned, knowledgeable, emotionally strong leaders. In the field research conducted by Schmidt (2008), five sub-dimensions of toxic leadership were mentioned, and as a result of the data obtained from the research results, it was stated that narcissistic leaders consider themselves superior, cannot empathize, and disrespect the talents and efforts of others. Field and Buitendach (2011) in their study; A positive significant relationship was discovered between organizational commitment and organizational happiness.

In consequence of literature review, it is understood that the studies carried out in the field of toxic leadership to date have concentrated on education, health and military fields. This study was conducted on individuals working in the Provincial Directorate of Youth and Sports, which operates in the public sector, and it is thought that it will make an important donation to the literature in this sense. Revealing the relationship between toxic leadership and two concepts that are extremely important for the organization, such as organizational commitment and organizational happiness, through employees in a public institution such as the Provincial Directorate of Youth and Sports, makes the study more original and meaningful. As a result, it has been determined that no research has been conducted on the relationship between the toxic leadership behaviors of managers and the organizational commitment and organizational happiness of employees in the context of public organizations. It is thought that examining these three variables together will be important as they constitute a theoretical and empirical source in the literature. The study was conducted with the quantitative method in the relational screening model. This study seeks answers to the following questions:

1. What are the levels of toxic leadership, organizational commitment and organizational happiness perceptions of employees?
2. Do the toxic leadership, organizational commitment and organizational happiness perception levels of employees differ according to the demographic characteristics of the employees?
3. What is the relationship between the employees' perceptions of toxic leadership, organizational commitment and organizational happiness?
4. Does toxic leadership perception significantly predict organizational commitment and organizational happiness?

2. METHOD

2.1. Research Design

This study, which aims to examine the relationship between toxic leadership behaviors exhibited by managers and employees' organizational commitment and organizational happiness, was conducted with a quantitative method and is in a relational screening model. The relational screening model is a research model that aims to detect the presence or level of change between two or more variables (Karasar, 1999).

2.2. Population and Sample

The population of the study consists of the Provincial Directorate of Youth and Sports employees in any region of Turkey as of 2023. Bryman and Cramer (2001) state that when determining the sample size, at least five times the number of items in the scale should be taken into account. The sample size of the study was determined accordingly. Since the maximum number of items in the scales used in the research is 30, the ideal sample size of the research should be 150 or more. In this context, the data gathering means was applied to 290 employees in the research to ensure sufficient sample size. The scales were carried out by the researchers to all employees in the population on a voluntary basis. As a result of the application of the questionnaire form, data was obtained from a total of 290 employees. In consequences of the evaluations, incorrect or incomplete forms were removed and data analysis was performed on the remaining 285 forms.

Table 1. Demographic Data of Participants

	f	%
Gender		
Female	129	45,3
Male	156	54,7
Age		
20-25 years old	20	7,0
26-30 years old	35	12,3
31-35 years old	58	20,4
36-40 years old	57	20,0
41-45 years old	64	22,5
46 years and older	51	17,9
Professional Seniority		
1-5 years	94	33,0
6-10 years	102	35,8
11-15 years	45	15,8
16-20 years	27	9,5
21-25 years	11	3,9
25 years and longer	6	2,1

2.3. Data Collection

In the first section of the data collection means used, "Personal and Professional Information Form" was used to ascertain the demographic characteristics of the participants such as "gender, age, years of service", and in the second part, "Toxic Leadership Scale, Organizational Commitment Scale and Organizational Happiness Scale" was implied with permission from the developers. Information about the scales used is included in the "data collection tools". Data collection was carried out with employees who were willing to conduct the research and at times that were convenient for the employees. Data collection means were applied to employees via the internet by the researcher. After the application, the data obtained through data collection tools were analyzed, and it was observed that 285 sets of data were appropriate for research.

2.4. Data Collection Tools

Toxic Leadership Scale: Based on the Toxic Leadership Scale developed by Schmidt (2008), developed by Çelebi et al. (2015), it includes Unappreciativeness (11 items), self-interest (9 items), selfishness (5 items) and negative mood (5 items). The scale was prepared in 5-point Likert type The scale, which consists of four sub-dimensions (5) was used to measure employees' perceptions of toxic leadership. As a result of the reliability analysis of the scale, the Cronbach Alpha coefficient of the Toxic Leadership Scale; For the total of the scale, it was determined as .96, for unappreciativeness as .91, for self-interest as .88, for selfishness as .88, and for negative mental state as .88. According to the indicators determining the goodness of fit, the four- factor structure of the 30-item toxic leadership scale was determined in the original (Bentler, 1990 ; Steiger, 1990); RMSEA value 0.061 (acceptable fit); The CFI value was reported as 0.905 (acceptable fit), the TLI value was 0.901 (acceptable fit), and the SRMR value was 0.054 (perfect fit).

Organizational Commitment Scale: Organizational Commitment Scale used in the study; it is an organizational commitment scale created by Dağlı et al.'s (2018) adaptation of the Organizational Commitment Scale developed by Meyer, Allen and Smith (1991) into Turkish. The scale was prepared in 5-point Likert typeOrganizational Commitment Scale includes 3 sub-dimensions and 18 questions. These sub-dimensions are: Emotional commitment, Continuance Commitment, Normative Commitment. The Cronbach Alpha coefficient of the Organizational Commitment Scale is .88. Items 3, 4, 5 and 13 in the scale are reverse scored. When the indicators determining the goodness of fit of the three-factor organizational commitment scale consisting of 18 items are examined (Bentler, 1990; Steiger, 1990); RMSEA value 0.081 (acceptable fit); The CFI value was reported as 0.895 (acceptable fit), the TLI value was 0.899 (acceptable fit), and the SRMR value was 0.078 (acceptable fit).

Organizational Happiness Scale: Organizational Happiness scale: The "Organizational Happiness Scale" adapted into Turkish by Arslan and Polat (2017) consists of 3 sub-dimensions and 29 items: positive emotions, negative emotions and realization of potential. The scale was prepared in 5-point Likert type 12 items in the negative emotions dimension are reverse scored. The reliability coefficient for the entire scale was found to be .96 for the entire scale. Cronbach Alpha Coefficients of the scales used in the research are shown in Table 2. When the goodness of fit indexes of the three-factor organizational happiness scale consisting of 29 items are examined (Bentler, 1990; Steiger, 1990); RMSEA value 0.072 (acceptable fit); The CFI value was found to be 0.906 (acceptable fit), the TLI value was 0.898 (acceptable fit), and the SRMR value was 0.063 (acceptable fit).

Table 2. Croncbach Alpha Coefficients

Inventory Name	n	Croncbach's Alpha	Number of Items
TOXIC LEADERSHIP SCALE	285	.96	30
Unappreciativeness Sub-Dimension	285	.91	11
Negative Mood Sub-Dimension	285	.83	5
Self-interest Sub-Dimension	285	.88	9
Selfishness Sub-Dimension	285	.88	5
ORGANIZATIONAL COMMITMENT SCALE	285	.80	18
ORGANIZATIONAL HAPPINESS SCALE	285	.96	29

2.5. Data Analysis

Likert-type five-point rating scales were used as quantitative measurement means in the study. SPSS 25 package program was used to examine the data. Significance tests, correlation analyzes and multiple linear regression analyzes were performed in the study; in the analyses, 05 significance levels were taken as criteria. During the data analysis process, independent sample t-test was used as a parametric test for gender in the Toxic Leadership sub-dimensions, organizational commitment and organizational happiness scales; One-factor analysis of variance (One-way ANOVA) test was performed for unrelated samples, which is one of the parametric tests for the variables of age, seniority and educational status. In the study, kurtosis and Skewness coefficients were examined to determine the normality of the distribution of the data. Skewness and kurtosis values are taken as values between -1.5 and + 1.5. Since the values are in the range of -1.5-+1.5, it shows that the distribution is normal, so parametric tests were performed (Tabachnck ve Fdell, 2013). The equality of variances regarding the distributions was checked with the Levine test. The "1.00-1.80" range is very weak in interpreting the arithmetic mean scores obtained from the Organizational Commitment and Organizational Happiness scales in the Toxic Leadership Scale and its subscales; The "1.81-2.60" range is weak; The "2.61-3.40" range is medium; The range "3.41-4.20" was considered high and the range "4.21-5.00" was considered very high. Regarding the strength of correlation coefficients, Akgül and Çevik (2003) stated that the ±(.00-.25) range is very weak; ±(.26-.49) range is weak; medium range of ±(.50-.69); The range of ±(.70-.89) was considered high and the range of ±(.90-1.00) was considered very high. These values are taken as basis in this study.

Table 3. The Information about Normality Distribution Analysis

	Skewness		Kurtosis	
	Statistics	St. Er.	Statistics	St. Er.
TOXIC LEADERSHIP	.68	.14	.39	.29
Unappreciativeness	.70	.14	.12	.29
Negative Mood	.50	.14	-.21	.29
Self-interest	1.03	.14	.09	.29
ORGANIZATIONAL COMMITMENT	-.39	.14	.07	.29
ORGANIZATIONAL HAPPINESS	-.68	.14	.33	.29

2.6. Ethical Considerations

Permission for this study was received from Erzincan Binali Yıldırım University Social and Human Sciences Ethics Committee with the decision numbered 05/12 taken in its session numbered 05 dated 25 May 2023.

3. RESULTS

In this study, which aims to determine the relationship between toxic leadership, organizational commitment and organizational happiness of the employees of the Provincial Directorate of Youth and Sports, the answer to the first question of the research problem, "What are the levels of toxic leadership, organizational commitment and organizational happiness of the employees?", was sought and the findings are shown in Table 4.

Table 4. Findings Regarding Employees' Perceptions of Toxic Leadership, Organizational Commitment, and Organizational Happiness

Inventory Name	n	Number of Items	$\bar{x}$	Sd
TOXIC LEADERSHIP SCALE	285	30	1,90	.67
Unappreciativeness Sub-Dimension	285	11	1,78	.65
Negative Mood Sub-Dimension	285	5	2,10	.81
Self-interest Sub-Dimension	285	9	1,78	.72
Selfishness Sub-Dimension	285	5	2,15	.89
ORGANIZATIONAL COMMITMENT SCALE	285	18	3,30	.58
ORGANIZATIONAL HAPPINESS SCALE	285	29	3,86	.78

When the findings in Table 4 are examined, it is understood that the toxic leadership perception of the employees is 1.90 and is at a low level. Furthermore, the sub-dimensions of toxic leadership, "unappreciativeness" sub-dimension (=1.78), is very low, the sub-dimension of "negative mood" (=2.10) is low, the sub-dimension of "self-interest" (=1.78) is very low, and the sub-dimension of "selfishness" (=2.15) is low. It is evident that employees' perception of organizational commitment (=3.30) is at a moderate level, while their perceptions of organizational happiness (=3.86) is at a high level. In order to determine whether the toxic leadership, organizational commitment and organizational happiness levels of employees, which is the second problem of the research, vary according to demographic characteristics such as gender, age and seniority, Independent Sample t-Test and One-Way Analysis of Variance (ANOVA) parametric tests were conducted in the SPSS Program.

Table 5. t-Test Results for Determining the Relationship between Employees' Toxic Leadership, Organizational Commitment, and Organizational Happiness Levels and the Gender Variable

Inventory Name	Gender	n	$\bar{x}$	Homogeneity of Variances Test		t	Sd	p
				f	p			
TOXIC LEADERSHIP	Female	129	1,85	.01	.94	-1,17	283	.24
	Male	156	1,94					
Unappreciativeness	Female	129	1,75	.01	.97	-.71	.65	.48
	Male	156	1,81					
Negative Mood Sub-Dimension	Female	129	2,04	.09	.76	-1,17	.81	.24
	Male	156	2,16					
Self-interest Sub-Dimension	Female	129	1,74	.17	.68	-.99	.72	.32
	Male	156	1,82					
Selfishness Sub-Dimension	Female	129	2,06	.29	.65	-1,62	.89	.11
	Male	156	2,23					
ORGANIZATIONAL COMMITMENT SCALE	Female	129	3,27	.83	.36	-.72	.58	.47
	Male	156	3,31					
ORGANIZATIONAL HAPPINESS SCALE	Female	129	3,82	3,20	.07	-.82	.78	.41
	Male	156	3,90					

Looking at the results of the T-Tests presented in Table 5, it was determined that employees' perceptions of toxic leadership (t283= -1.17; p=.24) and its sub-dimensions including insensitivity (t283= -.71; p=.48), negative emotional state (t283= -1.17; p=.24), self-interest (t283= -.99; p=.32), and selfishness (t283= -1.621; p=.11), as well as their perceptions of organizational commitment (t283= - .72; p=.47) and organizational happiness (t283= -.82; p=.41), did not show a significant difference based on gender. However, although the levels of toxic leadership perception did not differ based on employees' genders, it can be said that female employees' perceptions of toxic leadership were lower than those of male employees due to the lower averages. It is evident that there is no significant difference between employees' levels of organizational commitment (t283= -.72; p=.47) and organizational happiness (t283= -.82; p=.41) concerning their genders. However, due to higher averages among male employees, it can be stated that the levels of organizational commitment and organizational happiness are higher for male employees compared to female employees.

Table 6. One-Way Analysis of Variance (ANOVA) Results for Determining the Differences in Employees' Toxic Leadership Perception Levels According to Age and Seniority Variables

	Age	N	$\bar{x}$	Sd	f	p
Toxic Leadership	20-25 years old	20	1.78	.56		
	26-30 years old	35	1,71	.61		
	31-35 years old	58	2,04	.73	1,33	.25
	36-40 years old	57	1,92	.64		
	41-45 years old	64	1,93	.68		
	46 years and older	51	1,84	.68		
	Professional Seniority					
	1-5 years	94	1,84	.66		
	6-10 years	102	2	.7		
	11-15 years	45	1,78	.67	1,22	.30
	16-20 years	27	2,01	.58		
	21-25 years	11	1,73	.61		
	25 years and older	6	1,77	.63		

Upon examining Table 6, it is observed that there is no significant difference in toxic leadership perception levels based on employees' age (F=1.33; p=.25) and seniority (F=1.22; p=.30). However, it can be noted that employees aged between 31-35 years (=2.04) and participants with 16-20 years of seniority (=2.01) have relatively higher averages, indicating comparatively higher levels of perceived toxic leadership. Conversely, employees aged between 26-30 years (=1.71) and participants with 21-25 years of seniority (=1.73) have lower averages, suggesting lower levels of perceived toxic leadership.

Table 7. One-Way Analysis of Variance (ANOVA) Results for Determining the Differences in Employees' Organizational Commitment Perception Levels According to Age and Seniority Variables

	Age	n	x	Sd	f	p
	20-25 years old	20	3,07	.63		
	26-30 years old	35	3,52	.61		
	31-35 years old	58	3,29	.61		
	36-40 years old	57	3,31	.55	2,12	.63
	41-45 years old	64	3,20	.60		
	46 years and older	51	3,45	.51		
Organizational Commitment	**Professional Seniority**					
	1-5 years	94	3,36	.61		
	6-10 years	102	3,23	.59		
	11-15 years	45	3,31	.58		
	16-20 years	27	3,30	.57	.86	.51
	21-25 years	11	3,16	.41		
	25 years and older	6	3,55	.52		

According to the data in Table 7), there is no significant difference between the age (f = 2.12; p = .63) and seniority (f = .86; p = .51) groups of the employees in terms of their toxic leadership perception levels. However, since the averages of participants between the ages of 26-30 (=3.52) and employees with 26 years or more of seniority (=3.55) are higher, it can be said that their organizational commitment is higher. Again, it can be said that the organizational commitment level of participants between the ages of 20-25 (=3.07) and participants with 21-25 years of seniority (=3.16) is relatively lower.

Table 8. One-Way Analysis of Variance (ANOVA) Results for Determining the Differences in Employees' Organizational Happiness Perception Levels According to Age and Seniority Variables

	Age	n	$\bar{x}$	Sd	f	p
	20-25 years old	20	3,54	.74		
	26-30 years old	35	4,11	.75		
	31-35 years old	58	3,71	.82		
	36-40 years old	57	3,86	.76	2,07	.07
	41-45 years old	64	3,87	.82		
Organizational Happiness	46 years and older	51	3,98	.68		
	Professional Seniority					
	1-5 years	94	3,90	.74		
	6-10 years	102	3,84	.84		
	11-15 years	45	3,87	.78		
	16-20 years	27	3,88	.77	.40	.85
	21-25 years	11	3,59	.65		
	25 years and older	6	4,04	.44		

According to the data in Table 8), there is no significant difference between the age (f=2.07; p=.07) and seniority (f=.40; p=.85) of the employees and their toxic leadership levels. However, since the averages of participants between the ages of 26-30 (=4.11) and employees with 26 years or more of seniority (=4.04) are higher, it can be said that their organizational commitment is higher. Again, it can be said that the organizational happiness levels, as well as the organizational commitment levels, of employees between the ages of 20-25 (=3.54) and those with 21-25 years of seniority (=3.59) are relatively low.

To determine the relationship between toxic leadership, organizational commitment and organizational happiness, which is the third problem question of our study, a simple correlation analysis was conducted and the results are presented in Table 9.

Table 9. Simple Correlation Analysis Results on Employees' Toxic Leadership, Organizational Commitment and Organizational Happiness

	Toxic Leadership	Unappreciativeness	Negative Mood	Self-interest	Selfishness	Organizational Commitment	Organizational Happiness
Toxic Leadership	1						
Unappreciativeness	.95**	1					
Negative Mood	.89**	.79**	1				
Self-interest	.95**	.89**	.79**	1			
Selfishness	.80**	.65**	.67**	.65**	1		
Organizational Commitment	-.25**	-.27**	-.20**	.29**	-.08		
Organizational Happiness	-.45**	-.46**	-.43**	-.47**	-.23**	.63**	1

According to Table 9), it was determined that there was a low level of negative relationship between employees' perceptions of toxic leadership and their perceptions of organizational commitment (r=-.25; p<.01). When the sub-dimensions of Toxic Leadership are examined, there is a low level negative relationship between unappreciativeness (r = -.27), negative mood (r = -.20), self-interest (r = -.29). It is understood that no significant relationship was detected between the selfishness sub- dimensions.

A moderately significant negative relationship was detected between employees' perceptions of toxic leadership and their perceptions of organizational happiness (r = -.45). A negative, moderately significant relationship was observed between the perceptions of the sub-dimensions of toxic leadership, unappreciativeness (r= -.46), negative mood (r= -43) and self-interest (r= -.47), and perceptions of organizational happiness, in the selfishness sub-dimension. A low-level significant negative relationship (r= -23) was detected.

A positive, moderately significant relationship was detected between employees' organizational happiness and organizational commitment (r=.63).

Multiple regression analysis was conducted to determine whether toxic leadership, which is the fourth and last sub-problem of the research, significantly predicts organizational commitment and organizational happiness. Before the analysis, all assumptions of regression analysis such as normality, multicollinearity problem, and equal variance problem were examined and no problems were encountered.

Table 10. Multiple Linear Regression Analysis Results on the Effect of Toxic Leadership Sub-Dimensions on Organizational Commitment

Predictive Variables	B	SHB	Beta	t	p	Tolerance	VİF
Still	65,83	1,84		35,80	.00		
Unappreciativeness	-.22	.20	-.15	-1,14	.25	.18	5,46
Negative Mood	.06	.26	.02	.22	.82	.31	3,24
Self-interest	-.48	.21	-.30	-2,25	.03	.18	5,50
Selfishness	.47	.19	.20	2,46	.01	.51	1,98
R =.33; R2=.11;F=8,31 p<0,001							
Organizational commitment =65,83+(-.22)* unappreciativeness +.06* negative mood +(-.48)* self-interest +.47* selfishness							

According to the data in Table 10, the D-W coefficient for the validity of the regression analysis model was determined as 1.823. That is, Tolerance values are greater than .01 and VIF value is below 10. In this study, it was determined that there were no multicollinearity problems.

It was determined that there was a significant relationship between toxic leadership sub- dimensions and organizational commitment scores. (r=.33; r2 =.11; f=8.31; p<.01). According to the data in Table 10, the sub-dimensions of unappreciativeness (t=-1.14; p=.25) and negative mood (t= .22; p=.82) are not significant predictors of organizational commitment, and self-interest (t =--1.25; p=.03) and selfishness (t=2.46; p=.01) sub-dimensions were found to be significant predictors of organizational commitment.

Along with the sub-dimensions of unappreciativeness, negative mood, self-interest and selfishness, employees' perceptions of toxic leadership explain approximately 11% of the total variance.

Table 11. Multiple Linear Regression Analysis Results on the Effect of Toxic Leadership Sub-Dimensions on Organizational Happiness

Predictive Variables	B	SHB	Beta	t	p	Tolerance	VİF
Still	139,50	3,58		38,94	.00		
Unappreciativeness	-.63	.38	-.20	-1,64	.10	.18	5,46
Negative Mood	-1,10	.51	-.20	-2,15	.03	.31	3,24
Self-interest	-.95	.42	-.27	-2,27	.02	.18	5,50
Selfishness	1,08	.37	.21	2,94	.00	.51	1,98
R =.51; R2=.26;F=24,28 p<0,001							
Organizational Happiness =139,50+(-.63)* unappreciativeness +(-1,10)* negative mood +(-.95)* self-interest +.1,08* Selfishness							

From the data in Table 11; The D-W coefficient for the validity of the regression analysis model was determined to be 1.787. That is, Tolerance values are greater than .01 and VIF value is below 10. It is understood that there are no multicollinearity problems in this study.

Employees' toxic leadership sub-dimensions show a significant relationship with organizational happiness. (r=.51; r2 =.26; f=24.28; p<.01). According to the data in Table 11, it was found that the sub- dimension of unappreciativeness (t=-1.64; p=.10) was not a significant

predictor; Negative mood (t=- 2.15; p=.03), self-interest (t=-2.27; p=.02) and selfishness (t=2.94; p=.00) sub-dimensions were found to have significant effects on organizational happiness. It was concluded that each was a predictor.

Along with the sub-dimensions of unappreciativeness, negative mood, self-interest and selfishness, employees' perceptions of toxic leadership explain approximately 26% of the total variance.

4. DISCUSSION AND CONCLUSION

The research aimed to determine the reflections of employees' toxic leadership perceptions on their organizational commitment and organizational happiness. Because the problems experienced by employees in business life have begun to be noticed thanks to the new concepts introduced into the field literature. For this reason, it is aimed to create this awareness that will contribute to all employees, the business world, and wherever people are, and to bring to light what actually exists in the light of literature support and scientific analysis.

4.1. Discussion and Conclusion Regarding the First Sub-Problem

In this research, employees' perceptions of toxic leadership, organizational commitment and organizational happiness and the relationship between them were investigated. In light of the data obtained as a result of the research, it is understood that the toxic leadership perception of the employees is 1.90, which is at a low level. From this point of view, it can be said that managers exhibit toxic leadership behaviors very little, and therefore, within the scope of this study, employees do not perceive their managers' leadership behaviors as toxic. This result is the same as Dobbs (2014), with teachers, Demirel (2015); Çetinkaya (2017); It is parallel to the results obtained from the research conducted by Çetinkaya and Ordu (2018) and İzgüden, Eroymak and Erdem (2016) with healthcare professionals. In addition, it can be said that this data, in which the highest average in terms of sub-dimensions belongs to the selfishness sub-dimension, is parallel to the data obtained from Çetinkaya's (2017) study. This result differs from the results obtained by Green (2014) from his studies on educational organizations and Hitchcock (2015) from his studies on Civil Society. When studies in the international literature are analyzed, it can be said that employees perceive their managers as toxic leaders.

It can be explained that employees' perceptions of organizational commitment (X=3.30) are at a medium level.

It is understood that the employees' perception of organizational happiness (X= 3.86) is at a high level. It is desirable for employees to have high levels of organizational happiness perception. In their research, Akın and Şentürk (2012), Bulut (2015), Tösten, Avcı and Şahin (2018), Demircan (2019), Çetin (2019), Korkut (2019) found that teachers in educational institutions have high perceptions of organizational happiness. This result is reported in the foreign literature by Diener and Diener (1996); Suhail and Chaudhry (2004); It is also similar to the studies conducted by Aelterman, Engels, Petegem and Verhaeghe (2007); Afifah (2017). Unlike this result obtained in the literature review; in their study, Birdoğan (2019) found that classroom teachers' organizational happiness perceptions were at a medium level, and Mumcu

Özdemir and Kış (2019) found that classroom teachers' organizational happiness perceptions were at a low level in their study examining teachers' happiness perceptions.

4.2. Discussion and Conclusion Regarding the Second Sub-Problem

A t-test was used to determine whether the toxic leadership perception levels of the employees showed a significant difference according to the gender variable, and it was determined that the toxic leadership levels of the employees did not show a statistically significant difference according to the gender variable in the overall and sub-dimensions of the scale. This data can be considered as a sign that toxic leadership will affect men and women equally. It can be interpreted that managers do not discriminate against gender in their toxic leadership behaviors. Similar to this result, Kahveci, Bahadır and Kandemir's (2019) study revealed that toxic leadership levels did not show a significant difference according to gender. In parallel, in toxic leadership studies conducted with healthcare professionals, Özer et al. (2017) found that there was no significant difference in terms of gender. However, unlike this result, Demirel (2015) found a significant difference in terms of the gender variable of employees' toxic leadership perception levels.

When the organizational commitment levels of employees are examined according to the gender variable, it is seen that there is no significant difference. When the literature is examined, this result; It can be said that it overlaps with the works of Korkmaz (2011) and Aliustaoğlu (2019). According to the research findings, employees, regardless of whether they are men or women, face similar problems in the organization and factors similar to their organizational commitment can be shown as the reason. Çelikten and Çanak (2014) found in their study that there was a significant difference between organizational commitment and gender variables.

No significant relationship was found between employees' organizational happiness and gender. Based on this data, it can be interpreted that male and female employees are happy with the same things and that being happy has no gender. In parallel with this result obtained from the study, Suhail and Chaudhry (2004), Diener and Ryan (2009), Demircan, (2019), Korkut (2019) reached similar results in their studies. However, Tümkaya (2011), Akın and Şentürk (2012), Gürbüz (2020) found in their studies that men are happier than women.

Based on the data obtained from ANOVA tests conducted to determine whether the toxic leadership, organizational commitment and organizational happiness levels of employees differ in terms of age and seniority, it has been determined that the time spent in the profession and the age variable do not affect the perception of toxic leadership, organizational commitment and organizational happiness. In parallel with these results, in the study of Çillik (2019), there was a relationship between age and organizational commitment, and in the studies of Ergüven (2020), Bayram (2020), Özer (2020), Birdoğan (2019), Kahveci and Köse (2019), Mertoğlu (2018) there was a relationship between age and organizational commitment. It was determined that there was no relationship between organizational happiness and organizational happiness. It is thought that demographic variables such as age, gender, and seniority are not effective in the perception of toxic leadership because managers deliberately display toxic leadership behaviors to anyone, regardless of the person. It is thought that indirect organizational commitment does not vary according to gender, age and seniority due to reasons such as economic difficulties and difficulty in finding a job in a public institution.

4.3. Discussion and Conclusion Regarding the Third Sub-Problem

Based on the data obtained from the research; this means that as the level of toxic leadership perception increases, organizational commitment and organizational happiness will decrease. It can be said that the presence of toxic managers in the organization, who do not care about others, are selfish, and deliberately harm others, reduces the organizational commitment of employees and prevents the creation of a happy organizational environment.

Starting from this point; the unappreciative, selfish and self-interested behavior of managers and the negative mental states they reflect within the organization will result in a decrease in the commitment of employees. When the literature on the subject is examined, it is seen that there are similar studies. Mehta and Maheshwari's (2013) studies can be cited as examples of these studies. They aimed to determine whether there is a relationship between toxic leadership behaviors of managers and the organizational commitment levels of employees, and they found that there is a significant negative relationship between toxic leadership behaviors and organizational commitment levels of employees. It is thought that the increase in behavior will cause a decrease in employees' organizational commitment levels. Again, in the study conducted by Weaver and Yancey (2010) with 80 manufacturing company employees, it was determined that there was a negative relationship between perceived toxic leadership behaviors and employees' organizational commitment.

4.4. Discussion and Conclusion Regarding the Fourth Sub-Problem

In the research, it was determined that the toxic characteristics of managers were a significant predictor of employees' organizational commitment and organizational happiness. It is seen that the predictive variable, toxic leadership, explains 11% of the predicted variable, organizational commitment, and 26% of organizational happiness. Based on the result that employees do not perceive their managers as toxic leaders in general, it is assumed that other parts of the change in organizational commitment and organizational happiness will be explained by variables not included in the research. These rates prove that toxic behavior of managers is very important for employees' organizational commitment and organizational happiness. These results are parallel to the results gained from similar studies in the literature (Bozkurt, Çoban and Çolakoğlu, 2018; Eğinli and Bitirim, 2008; Eriş and Arun, 2002; İzgüden, Eroymak and Erdem, 2016; Reyhanoğlu and Akın, 2016).

According to the standardized regression coefficient (β) result, the relative importance of the predictive variables on organizational commitment is; self-interest, unappreciativeness, negative mood and selfishness. According to the results of the regression analysis, it was concluded that the sub- dimensions of self-interest and selfishness are significant predictors of organizational commitment. However, according to the standardized regression coefficient (β) result, the relative importance of the predictive variables on organizational happiness is; it was observed that it was in the form of self- interest, unappreciativeness, negative mood and selfishness. When the values for the significance of the regression coefficients are examined; it has been detected that the variables of self-interest, negative mood and selfishness are significant predictors of organizational happiness.

5. RECOMMENDATIONS

This research was applied to the employees of the Provincial Directorate of Youth and Sports. Subsequent research can be applied in other public institutions and private enterprises and even in other provinces.

The data of this research was obtained with quantitative data collection tools and then analyzed. A mixed research model can be adopted by adding qualitative data sets and the scope of the study can be expanded by analyzing the reasons for the findings obtained from the research.

In this research, where the effects of toxic leadership on organizational commitment and organizational happiness are examined, the damage caused by toxic leadership to organizations can be examined comparatively by examining the effect of toxic leadership on different variables.

The results obtained can be compared by analyzing the influence of different leadership types on organizational commitment and organizational happiness.

In order to increase employees' organizational commitment and happiness levels, managers can be given the necessary support to prevent effective communication and toxic behavior.

GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı: Bu çalışmada yöneticilerin sergilemiş olduğu toksik liderlik davranışlarının çalışanların örgütsel bağlılığına ve örgütsel mutluluğuna nasıl etki ettiğinin tespit edilmesidir. Çünkü iş hayatında çalışanların yaşadığı sorunlar, alan yazınına kazandırılan yeni kavramlar sayesinde fark edilmeye başlanmıştır. Bu nedenle tüm çalışanlara, iş dünyasına, insanın olduğu her yere katkı sağlayacak bu farkındalığı oluşturabilmek, gerçekte var olanı alan yazını desteği ve bilimsel analizler ışığında gün yüzüne çıkarmak amaçlanmıştır.

Araştırma Soruları: Yöneticilerin toksik liderlik davranışlarının çalışanların örgütsel bağlılığına ve örgütsel mutluluğuna etkisinin tespit edilmesinin amaçlandığı bu çalışmada Bu çalışmada şu sorulara cevap aranmaktadır:

- 1. Çalışanların toksik liderlik algıları, örgütsel bağlılık ve örgütsel mutlulukları hangi düzeydedir?
- 2. Çalışanların toksik liderlik algıları, örgütsel bağlılık ve örgütsel mutluluk düzeyleri çalışanların demografik özeliklerine göre farklılık göstermekte midir?
- 3. Toksik liderlik algısı, örgütsel bağlılık ve örgütsel mutluluk arasında nasıl bir ilişki vardır?
- 4. Toksik liderlik algısı, örgütsel bağlılığı ve örgütsel mutluluğu anlamlı bir şekilde yordamakta mıdır?

Literatür Taraması: Alan yazın araştırmaları sonucunda günümüze kadar toksik liderlik alanında yapılan çalışmaların eğitim, sağlık ve askeri alan üzerinde yoğunlaştığı anlaşılmaktadır. Bu çalışma, kamu alanında faaliyet gösteren Gençlik ve Spor İl Müdürlüğünde çalışan bireyler üzerinde yapılmış olup, alan yazınına bu anlamda önemli bir katkı sağlayacağı düşünülmektedir. Toksik liderliğin örgütsel bağlılık ve örgütsel mutluluk gibi örgüt açısından son derece önemli olan iki kavramla ilişkisini Gençlik ve Spor İl Müdürlüğü gibi bir kamu kurumunda çalışanlar aracılığıyla ortaya çıkarmak çalışmayı daha özgün ve anlamlı kılmaktadır. Sonuç olarak kamu örgütleri bağlamında yöneticilerinin toksik liderlik davranışları ile iş görenlerin örgütsel bağlılık ve örgütsel mutlulukları arasındaki ilişkiye yönelik bir araştırmanın yapılmadığı tespit edilmiştir. Bu üç değişkenin bir arada incelenmesi alan yazında teorik ve ampirik bir kaynak oluşturduğu için önemli olacağı düşünülmektedir.

Yöntem: Yöneticilerin sergiledikleri toksik liderlik davranışları ile iş görenlerin örgütsel bağlılık ve örgütsel mutluluk arasındaki ilişkiyi incelemeyi amaçlayan bu çalışma, nicel yöntemle yapılmıştır ve ilişkisel tarama modelindedir. İlişkisel tarama modeli, iki veya daha fazla sayıdaki değişken arasında birlikte değişimin varlığını veya düzeyini tespit etmeyi amaçlayan bir araştırma modelidir (Karasar, 1999). Kullanılan veri toplama aracının birinci bölümünde katılımcıların "cinsiyet, yaş, hizmet yılı" gibi demografik özelliklerini tespit etmek amacıyla "Kişisel ve Mesleki Bilgi Formu", ikinci kısmında "Toksik Liderlik Ölçeği, Örgütsel Bağlılık Ölçeği ve Örgütsel Mutluluk Ölçeği" geliştiricilerinden izin alınarak kullanılmıştır. Bu çalışmada veri toplama, araştırmaya istekli olan çalışanlar ile çalışanların uygun olduğu zaman dilimlerinde gerçekleştirilmiştir. Veri toplama araçları araştırmacı tarafından çalışanlara internet üzerinden uygulanmıştır. Uygulama sonrası veri toplama araçları aracılığıyla elde edilen veriler incelenmiş ve 285 verinin analiz edilmesin uygun olduğu görülmüştür. Araştırmada likert tipli beşli derecelendirme ölçekleri nicel ölçme aracı olarak kullanılmıştır. Verilerin analizi için SPSS25 paket programı kullanılmıştır. Araştırmada anlamlılık testleri, korelasyon analizleri ve çoklu doğrusal regresyon analizleri yapılmış; analizlerde, 05 anlamlılık düzeyleri ölçüt alınmıştır. Verilerin analiz sürecinde Toksik Liderlik alt boyutlarında, örgütsel bağlılık ve örgütsel mutluluk ölçeklerine cinsiyet için parametrik testlerden bağımsız örneklem t-testi; yaş, kıdem ve eğitim durumları değişkenleri için parametrik testlerden olan ilişkisiz örneklemler için tek faktörlü varyans analizi (OneWay ANOVA) testi yapılmıştır.

Sonuç: Araştırma neticesinde elde edilen veriler ışığında çalışanların toksik liderlik algılarının 1.90 olduğu, düşük düzeyde olduğu anlaşılmaktadır. Bu noktadan hareketle yöneticilerin toksik liderlik davranışlarını çok az sergiledikleri, dolayısıyla bu çalışma kapsamında çalışanların yöneticilerinin liderlik davranışlarını toksik olarak algılamadıkları söylenebilir. Çalışanların örgütsel bağlılık algılarının ($\bar{x}$=3.30) orta seviyede olduğu söylenebilir. Çalışanların örgütsel mutluluk algılarının ($\bar{x}$= 3.86) yüksek düzeyde olduğu anlaşılmaktadır. Çalışanların örgütsel mutluluk algılarının yüksek düzeyde çıkması istenilen bir durumdur. Çalışanların toksik liderlik algı düzeylerinin, cinsiyet değişkenine göre anlamlı bir fark gösterip göstermediğini tespit etmek amacıyla t-testi yapılmış ve çalışanların toksik liderlik düzeylerinin, ölçeğin genelinde ve alt boyutlarında cinsiyet değişkenine göre, istatistiksel olarak anlamlı bir farklılık göstermediği saptanmıştır. Bu veri toksik liderliğin kadın ve erkeklere aynı düzeyde etki edeceğinin işareti olarak düşünülebilir. Yöneticilerin toksik liderlik davranışlarında cinsiyet ayrımı yapmadıkları şeklinde yorumlanabilir. Araştırmadan elde edilen verilerden hareketle; toksik liderlik algı düzeyi arttıkça örgütsel

bağlılığın ve örgütsel mutluluğun azalacağı anlamına gelmektedir. Başkalarını umursamayan, bencil, başkalarına kasten zarar veren toksik yöneticilerin örgütte var olması, çalışanların örgütsel bağlılığını azaltmakta ve mutlu bir örgüt ortamı oluşmasını engellemektedir denilebilir. Araştırmada yöneticilerin toksik özelliklerinin çalışanların örgütsel bağlılık ve örgütsel mutluluklarının anlamlı bir yordayıcısı olduğu saptanmıştır. Yordayıcı değişken olan toksik liderlik, yordanan değişken olan örgütsel bağlılığın % 11, örgütsel mutluluğun %26'ini açıkladığı görülmektedir.

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