sciendo

South East European Journal of Economics and Business
Volume 17 (2) 2022, 1-17
DOI: 10.2478/jeb-2022-0011

THE MEDIATING ROLE OF BURNOUT SYNDROME IN TOXIC LEADERSHIP AND JOB SATISFACTION IN ORGANIZATIONS

Olkan Budak, Nurgül Erdal

Abstract

Today, leaders who contribute positively to businesses, as well as leaders who contribute negatively to businesses are increasing day by day. This study was conducted to investigate the mediating effect of burnout syndrome (BS) on toxic leadership (TL) and job satisfaction (JS) in businesses. The results of the SEM analysis, using a sample of 412 participants working in public hospitals in the Marmara region of Turkey in İstanbul, show that toxic leadership (TL) has negative effects on burnout syndrome (BS) and job satisfaction (JS). Although there are studies investigating the direct effect of toxic leadership on job satisfaction, there are limited data testing the burnout syndrome subcomponents on the effect of toxic leadership on job satisfaction. This research is critical in showing the mediating role of personal achievement burnout (PRS_Scc) dimension in the effect of toxic leadership (TL) on job satisfaction (JS) sub-components.

Keywords: *Burnout Syndrome, Hospital, Job Satisfaction, Organizations, Toxic Leadership*

Jel Classification: *M10, M12*

1. INTRODUCTION

With globalization, intense competition environment, and growing markets, businesses that want to cope with technological advances are trying to prevent situations against performance and productivity. There is an effect between leadership style in businesses and BS and JS (Uzunbacak et al. 2019). Employees are most affected by these situations. Despite working under tiring and difficult conditions, healthcare professionals always strive to perform at the highest level (Erdal and Altındağ 2020). The job requirements of healthcare workers are basically the reason for tiring and difficult working conditions. Considering this in health institutions, it is very important to determine the toxic characteristics of leaders or managers, the factors affecting job satisfaction and burnout to better motivate employee profits. Businesses can only be more successful when they identify and improve them, and they can continue their activities in an intensely competitive environment.

While value-centered leadership has a positive effect on employees such as transformative leadership,

Olkan Budak, PhD
(corresponding author)
Beykent University, Maslak Campus, Ayazaga, Hadim Koruyolu Cd. No:19, Sariyer, 34398, Istanbul, Turkey
E-mail: olkan_budak@hotmail.com
ORCID: 0000-0002-2276-2300

Nurgül Erdal, PhD
Istanbul University, Hospital of School of Medicine, Cerrahpasa Medical School, Fatih, 34098, Istanbul, Turkey
E-mail: nurgul.erdal@istanbul.edu.tr
ORCID: 0000-0002-2961-3906

ethical leadership, democratic leadership, and authentic leadership, some types of leadership such as authoritarian leadership, narcissistic leadership, destructive leadership, abusive leadership, and toxic leadership also harm employees in working life. It has been studied in many studies (Yalçınsoy and Işık 2018). TL, which is based on transformational leadership theory, is a management approach that causes severe and irreversible harm to its employees with its destructive and negative features. These leaders who have destructive aspects, exhibit negative behaviors, and create major problems in businesses are called toxic leaders (Mehta and Maheshwari 2014). Often, TL is a charismatic person who is high in physical attributes and influences their followers. To mistreat their followers, belittle them, intentionally, intimidate them by threatening them, reduce motivation, act unfairly, cheat, discourage them, to show behavioral disorders that can lead to torture and even killing are toxic leader behaviors (Erickson et al. 2015). Toxic leaders affect their employees negatively (Çelebi et al. 2015). Employees' morale motivation decreases, stress and anxiety increase, burnout is seen and job satisfaction decreases.

Lipman-Blumen (2005) divided TL into intentional and unintentional. Deliberate toxic leaders deliberately harm others to increase their status. Unintentional toxic leaders are incompetent people who seriously harm the organization with their meaningless and irresponsible behavior (Mueller 2012). It is thought that the toxic and destructive behaviors of toxic leaders can cause the burnout of employees (Çetinkaya and Ordu 2017). In addition, studies support these findings (Uzunbacak et al. 2019; Yılmaz and Bakan 2019). The level of burnout syndrome created by toxic leadership in employees becomes important at this point. In other words, the psychological state of the employees is as important as their physical health.

Negative situations in the workplace turn into apathy and boredom in individuals and people begin to face failures. The continuation of this negative situation in individuals leads to the development of the syndrome defined as burnout. They define BS as an illness with emotional dimensions, including exhaustion, hopelessness, helplessness, fatigue, and indifferent and negative behaviors of the individual towards his / her job and other people (Kaçmaz 2005). BS, which develops at the end of emotional exhaustion depending on the job, is the feeling of being psychologically inadequate due to the interruption of emotional nutritional resources. As a result of all these developments, negative and cynical feelings occur in individuals toward the people they are in contact with and an unhappy picture develops (Maslach and Jackson 1981).

This study aims to determine the mediating role of burnout in toxic leadership and job satisfaction of employees in university hospitals that direct health education and research to protect and improve the health of individuals who have an important place in the economy. The study consists of two parts. In the first part, a literature review on the subject was made. In the second part, the research methodology, findings, conclusions, and recommendations are given.

2. LITERATURE REVIEW

The concept of TL (Wicker 1996) was defined for the first time, but no standard definition was made (Green 2014). There are definitions similar to this concept. Kellerman (2004) used the term "bad leadership", (Padilla et al. 2007) "destructive leadership". Today, the concept of toxic leadership has become important for many organizations. In particular, the United States military has begun to understand and evaluate TL (De Genio 2002; Reed 2004; Williams 2005). In the literature, the words toxic leader, toxic manager, a toxic culture, and toxic organization have been used frequently (Reed 2004). Analyst Gillian Flynn described the toxic manager as a bully, threatening, and shouting manager (Flynn 1999). The concept of TL was popularized by the American academic Jean Lipman-Blumen and stated that some leaders show toxic tendencies that lead to polarization and division in organizations (Heppell 2011)

TL is examined in four sub-dimensions: toxic leadership, selfish, manipulative, unappreciative, and negative mental state (Çelebi et al. 2015; Demir 2020). Although the scale developed by Çelebi et al. (2015) was examined in four sub-dimensions as ignorance, selfishness, and self-interest, Erdal and Budak (2021) examined it as a single dimension in their study with healthcare professionals. Toxic leaders prefer their interests to organizational interests and cause great harm to employees and organizations (Mehta and Maheshwari 2014). At the same time, they cause the destruction of organizations and the distress of employees (McCleskey 2013; Boddy 2011).

Lipman-Blumen (2005) states that the toxic leader is intentionally toxic, that is, deliberately harming others and unintentionally, i.e., with low intention to harm, but their relative incompetence and reckless attitude distinguishes those who harm and those who do. In toxic leadership theories, narcissism can be considered as causing harm, acting deliberately, and engaging in harmful activities (Grijalva and Harms 2014; Krasikova et al. 2013).

Table 1. Toxic Leadership and its Sub- Dimensions

Authors and Year	Number of Toxic Leadership and Its Sub-Dimensions	Definition of Toxic Leadership,
Whicker (1996).	2	Abusive to Subordinates, Narcissistic.
Flynn (1999).	2	Abusive to Subordinates, Controlling / Stifling
Lipman-Blumen (2005).	3	Abusive to Subordinates, Controlling / Stifling, Narcissistic.
Wilson-Starks (2003).	2	Abusive to Subordinates, Controlling / Stifling.
Reed (2004).	2	Abusive to Subordinates, Narcissistic.
Schmidt (2008).	5	Abusive Control, Authoritarian Leadership, Narcissism, Self-Promotion, Unpredictability.
Çelebi, Güner and Yıldız (2015).	4	Selfish, Manipulative, Unappreciative, Negative Mental State.
Erdal and Budak (2021).	1	Toxic leadership.

BS has been defined as the exhaustion of the mental and physical energy of a person who is a social problem since the 1970s (Köse et al. 2011). It was first examined by Freudenberger and Maslach. Freudenberger, who works in the field of health, observed that people around him experience emotional exhaustion and their motivation decreased and expressed this as burnout. Maslach, who researched the field of social psychology, discovered burnout while examining the emotions that activate individuals' feelings on work (Maslach and Schaufeli 1993). The feeling of BS can be considered as a loss of enthusiasm, idealism, energy, perspective, and goals. The individual who experiences burnout feels like constant stress, helplessness, hopelessness, and trapped. As a result, physical, emotional, and mental exhaustion occurs (Gürbüz and Karapınar 2018). It is stated that BS is a frequently seen situation in people who have to work face-to-face with people due to their job (Akyürek 2020). The definition of burnout, which is especially accepted today, is the definition made by Maslach et al. (Maslach 1982; Maslach and Jackson 1981; Pines and Maslach 1980) and deals with burnout as a three-dimensional concept. In the literature, burnout dimensions are considered as emotional exhaustion, depersonalization, and a decrease in personal accomplishment (Ergin 1992).

Exhaustion/depersonalization: In this dimension, the individual feels emotionally worn out, fatigued, and lacking energy. It is the internal dimension of burnout and is the most important determinant of burnout (Sağlam Arı and Çına Bal 2008).

– Burnout caused by problem-solving / contributing Desensitization, Depersonalization) is the second dimension of burnout and the individual consciously distanced himself from the people he/she has relationships with, disregarding them, behaving as objects, and exhibiting negative attitudes towards the people they serve (Maslach et al. 2001).
– Personal success-induced burnout: this is the third and last stage of burnout. The individual's self-confidence decreases, he thinks that he is not sufficient and unsuccessful in his job, and this sense of failure increases over time and feels guilty by making wrong behaviors and mistakes. Self-confidence and self-esteem decrease.

BS causes both individual and organizational problems. Therefore, it is very important.

The concept of JS was first discussed in Hoppock's (1935) "Job Satisfaction" book and job satisfaction was evaluated as the level of satisfaction regarding the physical and psychological work environment of the

Table 2. Burnout Syndrome and its Sub-Dimensions

Authors and Year	Number of Burnout Syndrome and Its Sub-Dimensions	Definition of Toxic Leadership
Maslach and Jackson (1981).	3	Emotional Exhaustion, Depersonalization, Personal Accomplishment.
Ergin (1992).	3	Emotional, Depersonalization, Personal accomplishment.
Maslach, Jackson and Leiter (1996).	3	Emotional, Depersonalization, Personal accomplishment.
Şıklar and Tunalı (2012).	3	Emotional Exhaustion, Depersonalization, Low Personal Achievement.
İnce and Şahin (2015).	3	Emotional Exhaustion, Depersonalization, Personal Accomplishment.
Armağan, Baysal and Armağan (2017).	5	Emotional Exhaustion, Professional Failure, Personal Depersonalization, Professional Depersonalization Personal, Failure.

employee (cited in You et al. 2013; Dursun 2011). The positive attitude that emerges as a result of the evaluation between the employees' expectations about their jobs and the work environment and the realizations can be explained by job satisfaction, and negative attitude by job dissatisfaction (Tuna et al. 2016). The most frequently cited definition in defining job satisfaction was made by Locke (1976). Accordingly, Locke defined job satisfaction as "the positive or positive emotional state that emerges as a result of the evaluation of one's work and work experiences" (Locke 1976).

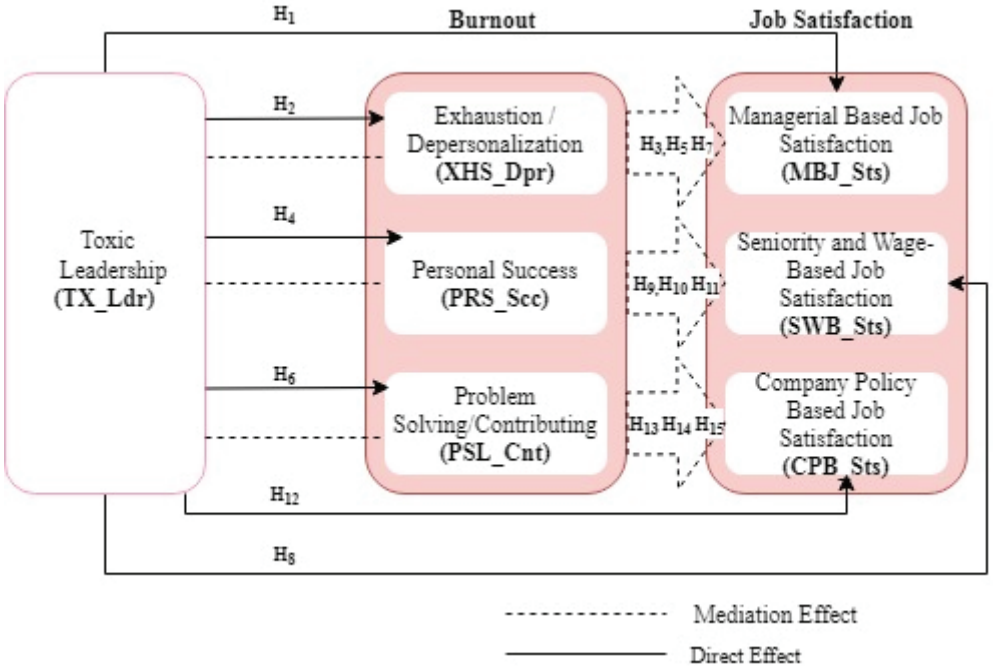
JS is a multidimensional and complex concept. Job satisfaction affects individual characteristics, organizational characteristics, and environmental characteristics. Individual characteristics; personality, age, educational background, intelligence, abilities, interests, and experiences. Organizational features; management philosophy, organizational structure, organizational policies, relations with managers and colleagues, human resources management practices, and working conditions. Environmental features; social and social psychological factors (Özsoy et al. 2014). At the same time, job satisfaction is considered in two dimensions, internal and external (Büyükyılmaz et al. 2018). Inner satisfaction is satisfaction related to the content of the work done. Work structure, job requirements, and tasks required by the job affect the formation of internal satisfaction (O'Reilly and Caldwell 1980). External satisfaction is the satisfaction of the factors that are not related to the job, but that can be influenced by the work environment (Shim et al. 2002). Job satisfaction plays an important role in the success of businesses and the realization of their goals (Cindiloğlu Demirer 2019).

3. RESEARCH MODEL AND HYPOTHESES

3.1. Conceptual Model

This study examines the mediating effect of burnout in the relationship between toxic leadership TL and JS. The TL takes his power from his status and manages his followers in line with his interests and offends the employees, reduces their motivation, sees the success of the employee as his success, and blames the employee for the problems that arise in the working environment (Demir 2020). Individual differences affect the perception of JS (Kalleberg 1977). (TL) is directly related to the behavioral style and increases the burnout of employees (Uzunbacak et al. 2019). Most of the causes of BS are related to work and work. BS often stand out for reasons related to the business environment. Studies show that the personal characteristics of the employees, as well as the workplace conditions, cause burnout. It is seen that burnout can be caused

Figure 1. Conceptual Model



by both individual effects and organizational environmental effects. Burnout is associated with individuals' relationships with other people, attitudes towards problems, self-efficacy, and self-control (Sağlam Arı and Çına Bal 2008).

In this study, toxic leadership was examined in one dimension. Burnout is divided into three dimensions: exhaustion/depersonalization, personal success induced burnout, burnout caused by problem-solving / contributing. Employment is divided into three sections: managerial-based job satisfaction, seniority, and wage-based job satisfaction, company policy-based job satisfaction.

JS consists of salary, seniority, manager, firm policy, and customer sub-dimensions. In this study, it was considered as managerial-based job satisfaction, seniority, and wage-based job satisfaction, and company policy-based job satisfaction**.**

3.2. Toxic Leadership and Job Satisfaction

The most prominent characteristics of toxic leaders are that they benefit from uncertainties, problems, and negativities (Çetinkaya 2017; Eriş and Arun 2020). These destructive behaviors of the leader affect the concepts related to business, organization, and followers. (Ashforth 1994). A toxic leader systematically engages in attitudes and behaviors that sabotage the motivations and job satisfaction of the followers (Reyhanlıoğlu and Akın 2016). In terms of these characteristics, the effect of toxic leadership behaviors have been mostly investigated on JS (Schyns and Schilling 2013; Tepper 2000; Tepper et al. 2004). In the study by Schmidt (2014), it was determined that toxic leadership also harmed group cohesion, group cohesion, self-promotion and misconduct, control and unpredictability, and a full mediating effect on group-level job satisfaction. Tezcan Uysal (2019) found a significant relationship between toxic leadership and job stress JS. Toxic leadership is a partial manager variable on job satisfaction of job stress. Lok and Crawford (2003) found a strong relationship between leadership and organizational culture, and job satisfaction. Labreguue (2020) et al. determined the negative effects of toxic leadership on job satisfaction, absenteeism, psychological distress, and intention to leave the profession. Akman found in his 2016 study that there is a significant relationship between teachers' destructive leadership perception and their professional burnout. Eriş and Arun (2020) in general, the perceived TL level of bank employees decreases their JS level. In the study, a significant negative relationship was found between TL and JS. Erdal and Budak (2021) found a negative significant relationship between toxic leadership and job satisfaction and its sub-dimensions. They also found that it affects managerial job satisfaction and job satisfaction based on company policy through organizational trust. In addition, people who are not satisfied with the job want

to leave the job. Akça (2017) found in his research that toxic leadership affects the intention to quit by 50%.

The following hypotheses have been developed based on studies showing the effect of toxic leadership on job satisfaction:

H1: Toxic leadership has a negative impact on managerial-based job satisfaction.

H8: Toxic leadership has a negative impact on seniority and wage-based job satisfaction.

H12: Toxic leadership has a negative impact on company policy-based job satisfaction.

3.3. Toxic Leadership and Burnout

It has been pointed out that there may be a relationship between leadership styles and burnout levels. Cinnioğlu (2019) found that change-oriented leadership styles had a significant effect on burnout levels, and production-oriented leadership style had no effect on burnout levels (Cinnioğlu et al. 2019). It can be thought that TL is directly related to the behavior style and that there is a relationship between the autocratic leadership dimension and burnout perceptions of leaders who mistreat their followers. If the employee feels that the leader behaves badly BS level increases, but when he feels a situation arising from the personality of the leader, there is no change in the feeling of burnout (Uzunbacak et al. 2019). In the study conducted by Ordu (2017), a low-level significant relationship was found between all sub-dimensions of burnout and the dependability sub-dimension of toxic leadership and overall. The highest correlation was found between depersonalization (burnout) and self-interest (toxic leadership) sub-dimensions. Significantly predicted a decrease in emotional exhaustion, depersonalization, and personal accomplishment along with the dimensions of depravity, selfishness, selfishness, and negative mood of toxic leadership. Bakan and Yılmaz's (2019) study showed that employees' toxic leadership perceptions significantly and positively affect their burnout perceptions. In a study conducted by Larson and Gouwens (2008), Kıyıkçı and Sezici (2017) found that destructive leadership and emotional exhaustion, depersonalization and personal accomplishment, which are sub-dimensions of burnout, significantly predicted the decrease in personal accomplishment. Uzanbacak et al. (2019) found that autocratic management style increased burnout. Koropets et al. (2020) found that toxic leadership increases work stress and cause burnout, disrupts the balance of life, and causes fatigue.

Subsequent hypotheses are proposed based on studies described showing the effect of toxic leadership on burnout:

H2: Toxic leadership has a negative impact on exhaustion/depersonalization.

H4: Toxic leadership has a negative impact on personal success-induced burnout.

H6: Toxic leadership has a negative impact on burnout caused by problem-solving / contributing.

3.4. Mediating Role of Burnout Syndrome in Toxic Leadership-Job Satisfaction Relationship

Toxic leaders may say bad words to their subordinates or followers, or even make insulting expressions, exploit them, ignore them, do bad things to them, disrupt the psychology of the employees and reduce their motivation to work, and harm both employees and the organization with their negative behaviors (Reyhanoğlu and Akın 2015). Schmidt (2008), on the other hand, evaluates toxic leadership as abusive management, narcissism, self-interest, and changeable mood. Parallel to the work of Çelebi et al. (2015), it is discussed under four main dimensions: worthlessness, selfishness, selfishness, and negative mood. As seen in all these studies, toxic leadership employees can have an impact on physical, mental, and social burnout and job satisfaction. Studies on toxic leadership are very few. No study has been found in the literature on the mediation aspect of burnout on the satisfaction of toxic leadership.

Based on studies showing the mediating role of burnout syndrome in the effect of toxic leadership on job satisfaction, the following hypotheses have been developed:

H3: Toxic leadership significantly affects managerial-based job satisfaction through exhaustion/depersonalization.

H5: Toxic leadership significantly affects managerial-based job satisfaction through personal success-induced burnout.

H7: Toxic leadership significantly affects managerial-based job satisfaction through burnout caused by problem-solving / contributing.

H9: Toxic leadership significantly affects seniority and wage-based job satisfaction through exhaustion/depersonalization.

H10: Toxic leadership significantly affects seniority and wage-based job satisfaction through personal success-induced burnout.

H11: Toxic leadership significantly affects seniority and wage-based job satisfaction through burnout caused by problem-solving / contributing.
H13: Toxic leadership significantly affects company policy-based job satisfaction through exhaustion/ depersonalization.
H14: Toxic leadership significantly affects company policy-based job satisfaction through personal success-induced burnout.
H15: Toxic leadership significantly affects company policy-based job satisfaction through burnout caused by problem-solving / contributing.

4. SAMPLING AND RESEARCH METHOD

4.1. Sampling

Factors such as research methods as well as compliance with normality assumptions affect correct sampling. The main body of the study consists of hospital staff working in Istanbul. Data were collected as a result of interviews with 412 hospital employees working in different fields in İstanbul. This hospital is a university hospital in Istanbul, located in the Marmara region. This university hospital was chosen because it is one of the important universities in Turkey and because it reflects Turkey. The reason why university hospitals are chosen as research environments is that they have the opportunity to allocate more time and resources to on-the-job training and orientation than other private hospitals. When the distribution of the interviews participating in the study is examined, it represents the main population. Since the research includes thirty observed variables included in the analysis, the number of observed variables recommended is above 5 (Hair, et al. 2010). The sample size is over 384 calculated for the convenience sampling method (Yükselen 2006). The average age of the participants who answered the research questions was calculated as 37.2 (SD = 8.81) years, and the average duration of employment was 15.49 (SD = 8.72) years. 292 (70.9%) women and 120 (29.1%) men participated in this study. 108 participants in the 36-40 age group constitute the majority (26.2%). 68 (16.5%) participants in the 31-35 age group and 62 (15.0%) participants in the 46-50 age groups constitute the other weighted age groups. The sum of 60 (14.6%) participants in the 26-30 age group and 46 (11.4%) participants in the 41-45 age group constitutes 25% of the sample size. Other participant groups are 39 (9.5%) in the 21-25 age group, 17 (4.1%) in the 51-55 age group, and 4 (1.0%) over the age of 56.

4.2. Measures

The following scale was used in the study: toxic leadership, burnout syndrome, and job satisfaction. The validity and reliability analysis of these scales were tested. In this study, the scale of toxic leadership, burnout, and work integrity was used.

Toxic Leadership Scale: The "Toxic Leadership Scale" developed by Çelebi Güner and Yıldız (2015) was used. The scale consists of a total of thirty questions and four sub-dimensions: selfish, manipulative, unappreciative, and negative mental state.

Burnout Scale: The data of the study were developed by Maslach and Jackson (1981) and the "Maslach Burnout Scale" was used, which was adapted to Turkish by Ergin (1992). The scale, which consists of twenty-two items, was examined under three subtitles as emotional exhaustion, depersonalization, and decrease in personal accomplishment.

Job Satisfaction Scale: (Churchill et al. 1974; Comer et al. 1989) developed by Schwepter (2001); The job satisfaction scale developed by the company is used. It consists of salary, seniority, manager, firm policy, and customer sub-dimensions.

The validation of the research questions taken from the scales of which validity and reliability were demonstrated was made through interviews with fourteen hospital staff. After the test versions were made later, data were collected through the research questions that were finalized.

4.3. Measurement Model Analysis

Since the Kaiser-Meyer-Olkin (KMO) values were greater than 0.70 and the p-value of the Bartlett Sphericity test results was less than 0.05, it was decided that the data set was suitable for factor analysis (Pallant 2005). In this study, there are 30 observed variables that define 7 latent variables. Implicit variables are: Toxic leadership (TX_Ldr), Exhaustion / Depersonalization (XHS_Dpr), Personal Success İnduced Burnout (PRS_Scc), Burnout Caused by Problem Solving / Contributing (PSL_Cnt), Managerial Based Job Satisfaction (MBJ_Sts), Seniority and Wage-Based Job Satisfaction (SWB_Sts) and Company Policy Based Job Satisfaction (CPB_Sts). First of all, with the significance test, it was examined whether the t-values between the observed variables and the latent variables were significant at the 95% confidence level. As a result of the analysis, it was concluded that the relationships between implicit and observed variables were significant, since all t-values were greater than 1.96. In the next step, factor weights between latent variables and observed variables were evaluated, and factor weights were

Table 3. Discriminant Validity Assessment Scales – The Fornell and Larcker (1981) Criterion

	1	2	3	4	5	6	7
TX_Ldr (1)	0.892						
XHS_Dpr (2)	0.797**	0.621					
PRS_Scc (3)	0.330**	0.474**	0.552				
PSL_Cnt (4)	0.306**	0.351**	0.498**	0.611			
MBJ_Sts (5)	-0.565**	-0.411**	0.053	-0.054	0.717		
SWB_Sts (6)	-0.328**	-0.194**	0.077	-0.049	0.773**	0.892	
CPB_Sts (7)	-0.317**	-0.222**	0.106*	-0.026	0.776**	0.723**	0.655
	**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).						

Notes: Abbreviation: TX_Ldr = Toxic Leadership, XHS_Dpr = Exhaustion / Depersonalization, PRS_Scc = Personal Success İnduced Burnout, PSL_Cnt = Burnout Caused by Problem Solving / Contributing, MBJ_Sts = Managerial Based Job Satisfaction, SWB_Sts = Seniority and Wage-Based Job Satisfaction, CPB_Sts = Company Policy Based Job Satisfaction. Diagonal elements (in italics) are the square root of AVE between the constructs and their corresponding measures and the off-diagonal elements are the correlations between constructs

maintained at the 0.70 level. Therefore, the observed variables with the square of the factor weight less than 50% were excluded from the model. While making this decision, by looking at the χ^2 changes suggested by Anderson and Gerbing (1988), 20 observed variables in the Toxic leadership scale, nine variables in the burnout scale, and nine observed variables in the job satisfaction scale were excluded from the analysis one by one, and necessary analyzes were repeated each time. As a result, it was decided to keep a total of seven latent variables and thirty observed variables describing these variables in the structural model.

The Cronbach Alpha values obtained in the exploratory factor analysis (EFA) applied are above the Cronbach Alpha value of the model variables and sub-components. According to this result, it can be said that the scales of model variables and subcomponents are reliable. It was tested whether the model remained within the reference values in the factor analysis performed by AMOS using the covariance matrix. The model fit values obtained after the analysis are shown in Table 1, the features of the scales we use (structural items, factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and associated fit indices.

Table 3 shows the Fornell and Larcker (1981) criteria results of the scales used in the study and the sample in the study. It is understood from the values in the table that the square root of each independent variable's AVE is greater than the correlations with other latent constructs.

When the measurement model is examined, it is seen that the results are at an acceptable level. Convergent validity has been described as the convergence of elements in the structure or sharing a high percentage of common variance (Hair et al. 2010). Cronbach's alpha, Average Variance Extracted (AVE), and Composite Reliability (CR) indicators can give an idea in terms of convergent validity. If the AVE value calculated by the author is greater than 0.5, it indicates that the AVE value of the indicators is greater than the error variance and that sufficient convergence has been achieved. Show that there is internal consistency The fact that all CR values above 0.7 support the conformity of the structural model with this basic rule (Bagozzi and Yi 1988). Although it is seen that the toxic leadership variable in the structural model has a positive and significant correlation with burnout syndrome, there is a negative and significant correlation with job satisfaction. When the correlation coefficients are examined in general, it can be said that there is no multiple linear connection problem since the tolerance values calculated for all variables do not take a value below 0.10 and VIF values above 10 (Pallant, 2005).

Table 4. Scales Properties and Items

	Loadings
Toxic Leadership (Çelebi, Güner and Yıldız, 2015)	
7-point Likert scale (1= strongly disagree, 2= moderately disagree, 3= slightly disagree, 4= neither agree or disagree, 5= slightly agree, 6= moderately agree, 7= strongly agree), AVE=0.892 and CR=0.989	
*TL5 (Speaks poorly about subordinates to other people in the workplace).	0.916
*TL6 (Publicly belittles subordinates).	0.908
*TL16 (Puts personal interests first).	0.954
*TL19 (Promotion/position is what matters most).	0.951
*TL20 (Has arbitrary behavior and/or decisions).	0.963
*TL21 (Thinks that he/she is more capable than others).	0.960
*TL23 (He/She believes that the future and the course of the hospital will only get better with him/her).	0.954
*TL25 (Believes that he/she is an extraordinary person).	0.951
*TL29 (Allows his/her mood to affect his/her vocal tone and volume).	0.956
*TL30 (There is instability/variability in his/her behavior).	0.960
Burnout (Ergin, 1992)	
7-point Likert scale (1= strongly disagree, 2= moderately disagree, 3= slightly disagree, 4= neither agree or disagree, 5= slightly agree, 6= moderately agree, 7= strongly agree), AVE=0.621 and CR=0.830	
- Exhaustion/Depersonalization	
*T20 (I feel like I've come to the end of the road).	0.726
*T22 (I feel that the people I meet in my job act as if I created some of their problems).	0.784
*T16 (Working directly with people puts a lot of stress on me).	0.850
-Personal Success Induced Burnout, AVE=0.552, and CR=0.831	
*T17 (I create a comfortable atmosphere with the people I come across as part of my job).	0.741
*T19 (I have had many notable successes in this business).	0.779
*T21 (I approach emotional problems at work calmly).	0.731
*T12 (I am strong enough to do many things).	0.721
-Burnout Caused by Problem Solving/Contributing, AVE=0.611, and CR=0.758	
*T7 (I find the most appropriate solutions to the problems of the people I come across as part of my job).	0.764
*T9 (I believe that I contribute to people's lives through my work).	0.799
Job Satisfaction (Schwepter, 2001)	
7-point Likert scale (1= strongly disagree, 2= moderately disagree, 3= slightly disagree, 4= neither agree nor disagree, 5= slightly agree, 6= moderately agree, 7= strongly agree),	
-Managerial Based Job Satisfaction, AVE=0.717, and CR=0.910	
*IT12 (My manager expresses and praises his/her confidence in us in return for a job well done).	0.842
*IT1 (My manager usually tries to get our opinion on matters).	0.820
*IT3 (Management is open to development).	0.874
*IT6 (The manager has always been honest about my matters).	0.852
-Seniority and Wage-Based Job Satisfaction, AVE=0.892 and CR=0.989	
*IT9 (In my opinion the salaries in this hospital are higher than other hospitals).	0.625
*IT7 (Top management does their job well).	0.925
*IT8 (There are opportunities for development in the institution).	0.904
-Company Policy-Based Job Satisfaction, AVE=0.655, and CR=0.882	
*IT19 (Our customers (patients) are very understanding).	0.663
*IT14 (The institution runs its business well).	0.874
*IT17 (My job is satisfactory).	0.794
*IT15 (There are enough good jobs here for those who want to progress).	0.887
Fit Indices (CFA measurement model)	
df=381, CMIN/df=1.734, RMSEA=0.042, RMR=0.176, GFI=0.908, CFI=0.980, NFI=0.954, AGFI=0.888	

Table 5. Correlation Matrix (Model Constructs)

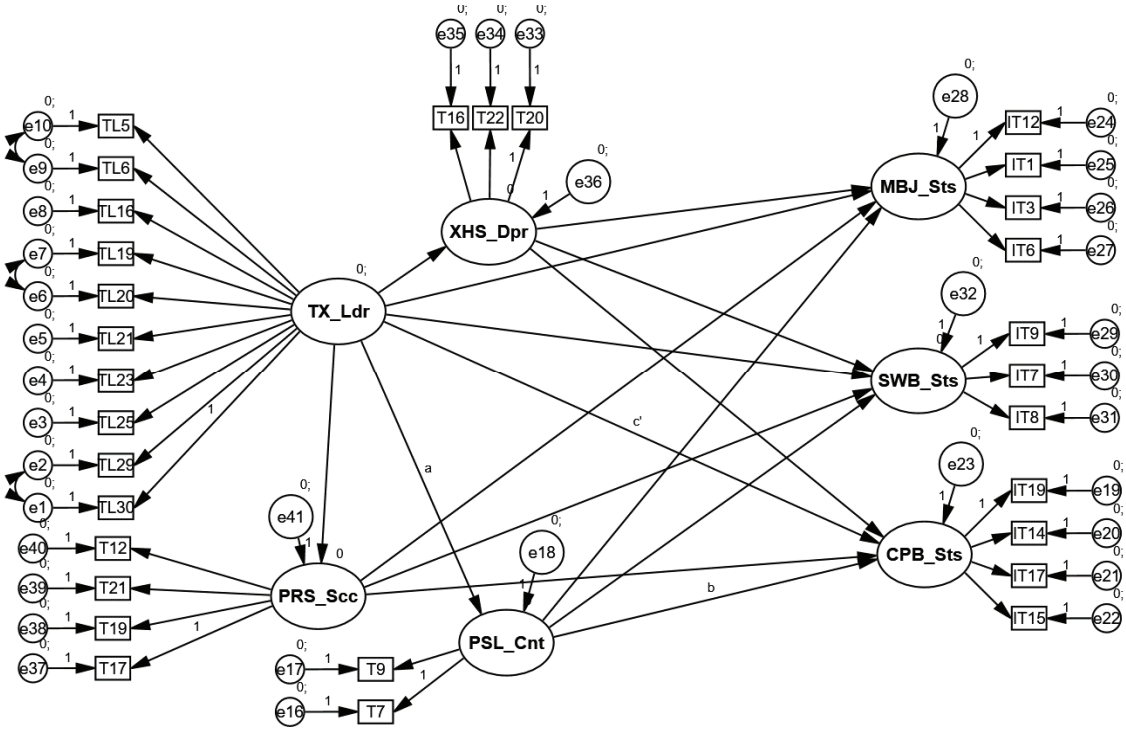
	Mean	Std. Deviation	VIF	1	2	3	4	5	6	7
TX_Ldr (1)	4.410	2.112	2.791	1						
XHS_Dpr (2)	4.424	1.608	3.184	0.797**	1					
PRS_Scc (3)	5.377	1.229	1.561	0.330**	0.474**	1				
PSL_Cnt (4)	5.277	1.408	1.371	0.306**	0.351**	0.498**	1			
MBJ_Sts (5)	4.328	1.651	-	-0.565**	-0.411**	0.053	-0.054	1		
SWB_Sts (6)	3.486	1.795	-	-0.328**	-0.194**	0.077	-0.049	0.773**	1	
CPB_Sts (7)	4.338	1.692	-	-0.317**	-0.222**	0.106*	-0.026	0.776**	0.723**	1
	**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).									

Notes: Abbreviation: TX_Ldr = Toxic Leadership, XHS_Dpr = Exhaustion / Depersonalization, PRS_Scc = Personal Success İnduced Burnout, PSL_Cnt = Burnout Caused by Problem Solving / Contributing, MBJ_Sts = Managerial Based Job Satisfaction, SWB_Sts = Seniority and Wage-Based Job Satisfaction, CPB_Sts = Company Policy Based Job Satisfaction.

4.4. Structural Model Analysis

Direct and indirect effects were tested through the structural model created. It is expected that the p-value, which is one of the goodness-of-fit values, is less than 0.05 (Munro, 2005). In the structural model, the p-value was found to be 0.000. CMIN/DF value below 5 indicates the acceptability of the test (Hooper and Mullen 2008). The CMIN/DF value of the structural model was calculated as 2.53. When the CFI value is above 0.90 and close to 1, it means that there is no relationship between the variables in the model (Munro 2005). The CFI value was determined as 0.958. The fact that NFI, one of the other fit indices, is close to 1 explains that the fit is higher (Marsh and Grayson, 1995). The result of the NFI value was obtained as 0.932. Similarly, TLI values of 0.952 and IFI values of 0.958 are also within the reference ranges of the goodness-of-fit. Unlike other indices, the RMSEA value is expected to be less than 0.80, and the level of significance

Figure 2. Structural Model



increases as it approaches 0 (Schumacker and Lomax 2010). It has been observed that the RMSEA value, which was calculated as 0.061, has a result converging to 0. It has been observed that the structural model meets the reference values in the compatibility indices. As a result of the analysis in which the results were tested with the transformed data, the hypotheses developed were retested and the same results were obtained.

5. DISCUSSION

This study, it is aimed to reveal the effects of toxic leadership characteristics on burnout syndrome and job satisfaction. In addition, the mediating role of burnout syndrome in the effect of toxic leadership on job satisfaction was tried to be revealed. It was aimed to determine the effects of toxic leadership behaviors of middle and lower-level managers working in the hospital on different components and to make suggestions to upper-level managers, health policy developers, and practitioners. Although the toxic leadership scale (*Çelebi*, Güner and Yıldız 2015) is considered as a variable whose negative effects on job satisfaction are known, the mediating effect of burnout syndrome, which was not included in other studies, was tried to be tested. The analysis unit of this research consists of hospital staff such as doctors, nurses, caregivers, technical and administrative staff. The said employees included in the study work under a lower or middle-level manager. From this point of view, it can be said that toxic leadership, burnout syndrome, and job satisfaction, which are the 3 main components examined in the research, only reflect the hospital staff. With this feature, the work design gives employees the chance to produce concrete suggestions about the managers to which they are affiliated.

The effect of toxic leadership on job satisfaction

The effect of toxic leadership on job satisfaction was tested with the suggested H_1, H_8, and H_{12} Hypotheses. As shown in Table 3, all 3 hypotheses were accepted. Toxic leadership appears to have a significant negative effect on managerial based job satisfaction ($p = 0.000$, $= -0.467$), seniority and wage-based job satisfaction ($p = 0.000$, $\beta = -0.247$) company policy-based job satisfaction ($p = 0.000$, $\beta = -0.208$). This result is in parallel with the results obtained by other studies (Paltu and Brouwers 2020; Mehta and Maheshwari 2013; Kusy and Holloway 2009; Schmidt 2014).

According to the coefficient of determination, toxic leadership explains 35.1% of managerial-based job satisfaction, 17.1% of seniority and wage-based job satisfaction, and 3.3% of company policy-based job satisfaction ($p < 0.001$). It is expected that toxic leadership has more negative effects on managerial-based job satisfaction when the literature is examined.

In the study of Eriş and Arun (2020), a moderately significant negative relationship was found between toxic leadership and job satisfaction. In the study conducted by Schmidt (2008), a medium-level negative relationship was determined between Job Satisfaction and Toxic Leadership.

According to the literatür K*ırbaç* (2013) 's research; In fact, we see that all organizations potentially contain more or less toxicity and gain a rapid increase, cost the success achieved by subordinates, and exhibit unethical behavior. Thus, it may be more deadlocked in administering (Bektaş and Erkal, 2015). Toxic leadership has the highest negative Beta coefficient on managerial-induced job satisfaction, which is one of the subcomponents of job satisfaction. Therefore, it can be said that one unit increase in the toxic leadership variable affects managerial job satisfaction with a coefficient of -0.467.

The effect of toxic leadership on burnout syndrome

Supporting the studies conducted, the effect of toxic leadership on burnout syndrome is supported by the acceptance of the proposed H_2, H_4, and H_6 hypotheses. As a result of testing the proposed hypotheses, toxic leadership had a negative significance on exhaustion / depersonalization ($p = 0.000$, $\beta = 0.512$), personal success induced burnout ($p = 0.000$, $\beta = 0.208$) and burnout caused by problem solving / contributing ($p = 0.000$, $\beta = 0.207$) appears to have an effect. When the obtained R^2 values are examined, toxic leadership explains 62.0% of exhaustion/depersonalization, 15.2% of personal success induced burnout, and 12.9% of burnout caused by problem-solving / contributing ($p < 0.001$). It is expected that toxic leadership has more negative effects on burnout syndrome when the literature is examined. No study has been found on the mediating role of burnout in the effect of toxic leadership on job satisfaction.

Studies have shown that toxic leadership increases employees' burnout syndrome. In their study, Çetinkaya and Ordu (2018) found a low-level significant relationship between all sub-dimensions of burnout and the depravity sub-dimension of toxic leadership and overall. All dimensions of toxic leadership together significantly predict emotional

exhaustion, depersonalization, and a decrease in personal accomplishment. Bakan and Yılmaz (2019) found that toxic leadership perceptions in their employees significantly and positively affect their burnout perceptions.

When the results are examined, it is seen that toxic leadership has the highest positive beta coefficient on exhaustion/depersonalization. In other words, it can be said that a one-unit increase in the toxic leadership variable affects exhaustion/depersonalization with a coefficient of 0.512.

The mediating role of burnout syndrome in the effect of toxic leadership on job satisfaction

There are studies in the literature showing the mediating role of burnout syndrome in the effect of toxic leadership on job satisfaction In the structural model created, the mediating role of burnout syndrome in the effect of toxic leadership on job satisfaction sub-dimensions was tested. While the H_5, H_{10}, and H_{14} hypotheses were supported, the H_3, H_7, H_9, H_{11}, H_{13}, and H_{15} hypotheses were not accepted.

The mediating role of personal success induced burnout

The effect of toxic leadership on managerial-based job satisfaction was found to be statistically significant (p = 0.000, B = -0.467). A positive path and regression coefficient were obtained between toxic leadership and personal success-induced burnout (p = 0.000, 0.208). The indirect effect between toxic leadership and managerial-based job satisfaction was obtained as 0.133 and a 95% confidence interval of 0.049-0.133, since this range does not contain a value of 0, the indirect effect was found to be statistically significant. According to the coefficient of determination, toxic leadership explained managerial-based job satisfaction through personal success induced burnout at a rate of 41.8% (adjusted R^2 = 0.418). For this reason, the H_5 hypothesis that "toxic leadership significantly affects managerial-based job satisfaction through personal success induced burnout" was accepted. On contrary to the current studies, it can be said that thanks to the mediating role of personal success induced burnout, middle and lower-level managers with toxic leadership provide managerial job satisfaction in employees with burnout syndrome due to personal success. While it is a result that hospital employees who provide health care services can be expected to experience burnout syndrome due to personal success due to managers who have toxic leadership characteristics, the mediating role undertaken by personal success burnout syndrome can be explained directly by the professional requirements arising from the provision of health services.

For the H_{10} hypothesis where the mediating effect of personal success induced burnout is tested, the effect of toxic leadership in the structural model on seniority and wage-based job satisfaction was tested and found significant (p = 0.000, B = -0.247). At the same time, a positive path and regression coefficient was obtained between toxic leadership and personal success-induced burnout (p = 0.000, 0.209). The indirect effect between toxic leadership and job satisfaction was obtained as 0.048 and 95% confidence interval 0.021-0.082. The indirect effect can be said to be significant since the range found does not contain the value 0. According to the calculated coefficient of determination, toxic leadership explains seniority and wage-based job satisfaction through personal success induced burnout with a rate of 20.7% (adjusted $R^2 = 0.207$). In line with this result, the H_{10} hypothesis of "toxic leadership significantly affects seniority and wage-based job satisfaction through personal success induced burnout" was supported. Supporting the mediating role of personal success-induced burnout tested for this hypothesis can be explained by the average working years of the hospital staff in the profession (mean=15.49) and the institution (mean=14.46). Hospital staff can achieve seniority and wage-based job satisfaction due to their long years of work in the profession and institution.

In the structural model tested, the effect of toxic leadership on company policy-based job satisfaction was found to be statistically significant (p = 0.000, B = -0.208). However, as stated before, a positive path and regression coefficient were obtained between toxic leadership and personal success-induced burnout (p = 0.000, 0.209). The indirect effect between toxic leadership and company policy-based job satisfaction was obtained as 0.068 and a 95% confidence interval of 0.036-0.106. Since this confidence interval does not contain a 0 value, the indirect effect was found to be statistically significant. According to the coefficient of determination, toxic leadership explains company policy-based job satisfaction through personal success-induced burnout at a rate of 18.4% (adjusted R^2 = 0.184). In line with this result, the H_{14} hypothesis of "toxic leadership significantly affects company policy-based job satisfaction through personal success

Table 6. Significant Findings of Direct/Indirect Effects among Model Variables

	Model Pathways	Beta Value	Std. Error	R squared	Indirectly Estimated	95% CI Lower	95% CI Upper	Results
H1	TX_Ldr ➔ MBJ_Sts	-0.467	0.037	0.351***				Supported
H2	TX_Ldr ➔ XHS_Dpr	0.512	0.350	0.620***				Supported
H3	TX_Ldr ➔ XHS_Dpr ➔ MBJ_Sts	-0.558	0.670	0.357*	0.910	-0.25	0.244	Not Supported
	XHS_Dpr ➔ MBJ_Sts	0.177	0.105					
H4	TX_Ldr ➔ PRS_Scc	0.208	0.290	0.152***				Supported
H5	TX_Ldr ➔ PRS_Scc ➔ MBJ_Sts	-0.556	0.410	0.418***	0.133	0.049	0.133	Supported
	PRS_Scc ➔ MBJ_Sts	0.412	0.780					
H6	TX_Ldr ➔ PSL_Cnt	0.207	0.350	0.129***				Supported
H7	TX_Ldr ➔ PSL_Cnt ➔ MBJ_Sts	-0.508	0.410	0.367*	0.041	0.030	0.082	Not Supported
	PSL_Cnt ➔ MBJ_Sts	0.196	0.760					
H8	TX_Ldr ➔ SWB_Sts	-0.247	0.033	0.171***				Supported
H9	TX_Ldr ➔ XHS_Dpr ➔ SWB_Sts	-0.297	0.057	0.175	0.050	-0.054	0.144	Not Supported
	XHS_Dpr ➔ SWB_Sts	0.097	0.087					
H10	TX_Ldr ➔ PRS_Scc ➔ SWB_Sts	-0.296	0.037	0.207***	0.048	0.021	0.082	Supported
	PRS_Scc ➔ SWB_Sts	0.231	0.065					
H11	TX_Ldr ➔ PSL_Cnt ➔ SWB_Sts	-0.262	0.036	0.175	0.015	-0.014	0.046	Not Supported
	PSL_Cnt ➔ WB_Sts	0.070	0.061					
H12	TX_Ldr ➔ CPB_Sts	-0.208	0.033	0.115***				Supported
H13	TX_Ldr ➔ XHS_Dpr ➔ CPB_Sts	-0.267	0.059	0.121	0.059	-0.031	0.155	Not Supported
	XHS_Dpr ➔ CPB_Sts	0.115	0.093					
H14	TX_Ldr ➔ PRS_Scc ➔ CPB_Sts	-0.277	0.036	0.184***	0.068	0.036	0.106	Supported
	PRS_Scc ➔ CPB_Sts	0.327	0.071					
H15	TX_Ldr ➔ PSL_Cnt ➔ CPB_Sts	-0.229	0.036	0.123	0.021	-0.007	0.054	Not Supported
	PSL_Cnt ➔ CPB_Sts	0.096	0.064					

Notes: *** p< 0.01 (2.33) **p< 0.05 (1.645) * p< 0.10 (1.282). Abbreviation: TX_Ldr = Toxic Leadership, XHS_Dpr = Exhaustion / Depersonalization, PRS_Scc = Personal Success İnduced Burnout, PSL_Cnt = Burnout Caused by Problem Solving / Contributing, MBJ_Sts = Managerial Based Job Satisfaction, SWB_Sts = Seniority and Wage-Based Job Satisfaction, CPB_Sts = Company Policy Based Job Satisfaction.

induced burnout" was accepted. Based on this result, it can be concluded that even if they work with managers who have toxic leadership characteristics, hospital staff may feel company policy-based job satisfaction depending on the type of burnout syndrome they experience. Burnout personal success-induced burnout stands out as one of the subcomponents of burnout syndrome that draws attention to the accepted mediation hypotheses and provides an opportunity to make inferences for the dimensions of job satisfaction.

6. CONCLUSION

6.1. Theoretical Implications

With this research, the effects of TL on BS and JS have been tried to be revealed. The studies carried out revealed the direct effects of TL on the JS level (Uzunbacak et al. 2019; Çetinkaya and Ordu, 2018). The research findings of previous studies also support the research findings in terms of the direct effect of TL on JS. However, it is seen that the mediating role of BS on this direct effect is not included in the literature.

Therefore, this study fills an important gap in the literature. From this point of view, the research conducted in terms of revealing the mediating role of the personal success-induced burnout dimension is critical. With the research done, it may be possible to make the following theoretical suggestion: The TL scale can be leveled for different leadership types. Although it requires a very comprehensive study, there will be a chance to measure TL levels according to different leadership profiles with the new scale to be obtained.

6.2. Managerial Implications

In terms of the mediation effect of personal success induced burnout, three critical suggestions can be made: The first of these suggestions is to create rational business processes by deducing that the personal success focus of hospital staff is high in terms of personal success induced burnout, which has an intermediary effect in all dimensions of job satisfaction and training the lower and middle-level managers they work with in terms of leadership requirements. The second suggestion is that employees who have a longer working year in the profession than other employees should be given additional responsibilities and authority to increase their job satisfaction level compared to other employees. In university hospitals, additional duties and responsibilities can be added to the employees with various additional assignments in case of need. Since long-term employees know the institution and employees better, their decisions will be more efficient and job satisfaction will be provided.

Finally, it can be measured and rational performance and reward systems can be developed to contribute to job satisfaction dimensions to increase the personal success focus in personal success induced burnout, which acts as an intermediary in all sub-dimensions of job satisfaction.

6.3. Limitations

One of the important constraints of the study is that only hospital workers are included. More explanations about managerial-based job satisfaction and company policy-based job satisfaction dimensions can be provided with a study including hospital managers. In addition, with the data to be obtained in higher sample numbers, different suggestions can be made to increase the job satisfaction levels of the employees.

REFERENCES

Akça, M. 2017. The impact of toxic leadership on intention to leave of employees international journal of Economics. Business and Management Research 1 (4): 285-298.

Akman, M. 2016**.** Yıkıcı liderlik ile mesleki tükenmişlik arasındaki ilişki: öğretmenler üzerine bir araştırma. Eğitimde Kuram ve Uygulama Articles /Makaleler Journal of Theory and Practice in Education 12 (3): 627-653.

Akyürek, M. İ. 2020. Öğretmenlerde tükenmişlik. Dicle Üniversitesi Ziya Gökalp Eğitim Fakültesi Dergisi (37): 35-47.

Anderson, J. C. and Gerbing, D. W. 1988. Structural equation modeling in practice: a review and recommended two-step approach. Psychological Bulletin 103 (3): 411- 423.

Armağan, Ö. G. C., Baysal, Ö. G. M. and Armağan, Ö. G. K. 2017. Sağlık personelinin tükenmişlik düzeyleri ve etkili faktörlerin analizi: kamu hastanesi örneği. Eğitim ve Öğretim Araştırmaları Dergisi 6 (1): 33.

Arı, G. and Bal, E. 2008. Tükenmişlik kavramı: birey ve örgütler açısından önemi. Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi 15 (1): 136-138.

Ashforth, B. 1994. Petty tyranny in organizations. Human Relations 47 (7): 755-778.

Bakan, İ. and Ordu, Y. S. 2019. Toksik liderliğin tükenmişliğe etkisi: Bir alan araştırması. Sütçü İmam Üniversitesi Dergisi 1-12.

Boddy, C. R. 2011. Corporate psychopaths: Organisational destroyers. Palgrave Macmillan: Basingstoke.

Büyükyılmaz, O. Karakulle, İ. and Karataş, İ. 2018. Örgütsel kariyer yönetiminin duygusal bağlılık üzerindeki etkisinde iş tatmininin aracılık rolü. Çankırı Karatekin Üniversitesi İİBF Dergisi 8 (1): 1-29.

Cindiloğlu Demirer, M. 2019. Kişi örgüt uyumunun iş performansına olan etkisi: mutluluğun aracılık rolü İktisadi ve İdari Bilimler Dergisi 33 (1): 283-301.

Cinnioğlu, H., Atay, L. and Karakaş, E. 2019. Algılanan liderlik tarzının tükenmişlik düzeyine etkisi: çanakkale otel işletmelerinde bir araştırma. Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi 7 (6): 157–165.

Churchill, G. Ford., N. M. and Walker, O. C. 1974. Measuring the job satisfaction of industrial salesmen. Journal of Marketing Research 1 (3): 254-260.

Comer, J. M., Machleit, K. A. and Lagece, R. A. 1989. Psychometric assessment of a reduced version of in sales. Journal of Business Research 18 (4): 291-203.

Çelebi, N., Güner, H. and Yıldız, G. 2015. Toksik liderlik ölçeğinin geliştirilmesi. Bartın Üniversitesi Eğitim Fakültesi Dergisi 4 (1): 249-268.

Çetinkaya, H. 2017. Okul yöneticilerinin toksik (zehirli) liderlik davranışları ile öğretmenlerin tükenmişlik düzeyleri arasındaki ilişki. Pamukkale Üniversitesi Yüksek Lisans Tezi, Denizli.

Çetinkaya, H. and Ordu, A. 2018. Okul yöneticilerinin toksik (zehirli) liderlik davranışları ile öğretmenlerin tükenmişlik düzeyleri arasındaki ilişki. Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi 31: 15-27.

Demir, B. 2020. Örgütlerde toksik lider ve toksik ilişkiler. Balkan ve Yakın Doğu Sosyal Bilimler Dergisi 06 (Special Issue) 31-35.

Di Genio, J. 2002. The toxic boss. Armed Forces Comptroller Winter 14-18.

Dursun, M. 2011. Müşterilerin kurumsal imaj algısının müşteri bağlılığı üzerindeki etkisi: hizmet sektöründe bir araştırma. İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadı Enstitüsü Yönetim Dergisi 22 (69): 97-118.

Erdal, N. and Budak, O. 2021. The mediating role of organizational trust in the effect of toxic leadership on job satisfaction. International Journal of Research in Business & Social Science 10 (3): 01-17.

Ergin, C. 1992. Doktor ve hemşirelerde tükenmişlik ve maslach tükenmişlik ölçeğinin uyarlanması. VII. Ulusal Psikoloji Kongresi Bilimsel Çalışmaları, VII. Ulusal Psikoloji Kongresi Düzenleme Kurulu ve Türk Psikologlar Derneği Yayını 143-154.

Eriş, Y. and Arun, K. 2020. Liderin karanlık yüzü: toksik liderlik davranışlarının çalışanların iş tatminine etkisi. İşletme Araştırmaları Dergisi 12 (2): 1861-1877.

Erdal, N. and Altindag, E. 2020. Research on the effects of job satisfaction on organizational trust and organizational citizenship in health workers: a case study of university hospitals. Journal of Management Marketing and Logistics (JMML) 7 (3): 124-142.

Erickson, A., Shaw, B., Murray, J. and Branch, S. 2015. Destructive leadership: causes, consequences, and countermeasures. Organizational Dynamics (44): 266-272.

Ergin, C. 1992. Doktor ve hemşirelerde tükenmişlik ve Maslach tükenmişlik ölçeğinin uyarlanması. (VII. Ulusal Psikoloji Kongresi Bilimsel Çalışmaları). VII. Ulusal Psikoloji Kongresi Düzenleme Kurulu ve Türk Psikologlar Derneği Yayını. Ankara: Hacettepe Üniversitesi

Flynn, G. 1999. Cover story package Stop toxic leaders before they stop you! Workforce- Boulder 40-46.

Fornell, C. G. and Larcker, D. F. 1981. Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research 18 (1): 39-50.

Green, J. D. 2014. Toxic Leadership in Educational Organizations. *Education Leadership Review* 15 (1): 18-33.

Grijalva, E. and Harms, P. D. 2014. Narcissism: An integrative synthesis and dominance complementarity model. Academy of Management Perspectives 28: 108-127.

Güldü, Ö. and Aksu, N. E. 2016. Yıkıcı liderlik algısı ve mesleki tükenmişlik arasındaki ilişkide olumsuz duygu-durumun aracı rolü. Çalışma İlişkileri Dergisi 7 (2): 91-113.

Gürbüz, H. and Karapınar, M. 2018. Bankacılık sektöründe çalışanların tükenmişlik düzeylerinin kopenhag tükenmişlik kriterlerine göre ölçülmesi. Researcher: Social Science Studies 187-203.

Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. 2010. Multivariate Data Analysis, 7th ed. New York, NY: Pearson.

Heppell, T. 2011. Toxic leadership: applying the lipmanblumen model to political leadership. Representation 47 (3): 241-249.

Hooper D., Coughlan J. and Mullen M. R. 2008. Structural equation modelling: guidelines for determining model fit. Electronic Journal of Business Research Methods 6 (1): 53- 60.

İnce, N. B. and Şahin, A. E. 2015. Maslach tükenmişlik envanteri-eğitimci formu'nu türkçe'ye uyarlama çalışması. Journal of Measurement and Evaluation in Education and Psychology *6* (2).

Kaçmaz, N. 2005. Tükenmişlik (Burnout) sendromu. İstanbul Tıp Fakültesi Dergisi 68: 29-32.

Kalleberg, A. L. 1977. Work values and job rewards: A theory of job satisfaction. American Sociological Review 124-143.

Kellerman, B. 2004. Bad leadership: What it is, how it happens, why it matters. Cambridge, MA: Harvard Business School Press.

Kırbaç, M. 2013. Eğitim Örgütlerinde Toksik Liderlik. İnönü Üniversitesi Yüksek LisansTezi.

Kıyıkçı, M ve Sezici, E. 2017. Yıkıcı liderlik algısı ile tükenmişlik arasındaki ilişki: Bankacılık sektöründe bir inceleme. Üçüncü Sektör Sosyal Ekonomi 52 (1): 19-40.

Koropets, O. Federova, A. and Dvorakova, Z. 2020. The impact of toxic management on staff burnout. Advances in Economics, Business and Management Research İnternational Scientific Conference «Far East Con» (128): 1808-1812.

Köse, S. Oral, L. ve Türesin, H. 2011. Duygusal emek davranışlarının işgörenlerin tükenmişlik düzeyleri ile ilişkisi üzerine sağlık sektöründe bir araştırma. İşletme Fakültesi Dergisi 12 (2): 165-185.

Krasikova, D. Green, S. and LeBreton, J. 2013. Destructive leadership: A theoretical review, integration, and future research agenda. Journal of Management 39: 1308-1338.

Kusy, M. and Holloway, E. 2009. Toxic workplace: Managing toxic personalities and their systems of power. San Francisco, CA: Jossey-Bass.

Larson, J. and Gouwens, J. 2008. The relationship between leader member exchange and burnout in psychiatric rehabilitation workers. Journal of Rehabilitation Administration 32 (1): 5-14.

Labrague, L. J., Chidozie E. Nwafor C. E. and Tsaras, K. 2020. Influence of toxic and transformational leadership practices on nurses' job satisfaction, job stress, absenteeism and turnover intention: a cross-sectional study. Nursing Management 28 (5): 1104-1113.

Lipman-Blumen, J. 2005. The allure of toxic leaders: Why we follow destructive bosses and corrupt politicians – and

how we can survive them. Oxford, England, Oxford University Press.

Lipman-Blumen, J. 2005. Toxic leadership: When grand ıllusions masquerade as noble visions. Leader to Leader, 36: 29-36.

Locke, E. A. 1976. The nature and causes of job satisfaction. Handbook of industrial and organizational psychology, edited by M. D. Dunnette, Chicago: Rand McNally.

Lok, P. and Crawford, J. 2003. The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. Journal of Management Development 23 (4): 321–328.

Marsh, H.W. and Grayson, D. 1995. Latent variable models of multitrait-multimethod data.

Maslach, C. and Schaufeli, W. B. 1993. Historical and conceptual development of burnout. Professional burnout, edited by W. Schaufeli, C. Maslach, and T. Marek, 1-16. Washington: Recent Developments in Theory and Research.

Maslach, C., Schaufeli, W. B. and Leiter, P. 2001. Job burnout. Annual Review of Psychology 52: 397-422.

Maslach, C. 1982. Burnout: The cost of caring. Englewood Cliffs, Prentice-Hall, NJ. http://malorbooks.com/pdf/Burnout_preview.pdf (accessed October 18, 2021).

Maslach, C. and Jackson, S. E. 1981. The measurement of experienced burnout. Journal of Occupational Behavior 2: 99-113.

Maslach, C. Schaufelı, W. B. and Leiter, M. P. 2000. Job burnout. Annual Reviews of Psychology 52: 397- 422.

McCleskey, J. 2013.The dark side of leadership: measurement, assessment, and intervention. Business Renaissance Quarterly 8: 35-53.

Mehta, S. and Maheshwari, G. 2014, Toxic leadership: tracing the destructive trail. International Journal of Management 5 (10): 18-24.

Mueller, R. A. 2012. Leadership in the U.S. Army: A qualitative exploratory case study of the effects toxic leadership has on the morale and welfare of soldiers. (Yayınlanmamış Doktora Tezi). Capella Üniversitesi, ABD.

Munro, B.H. 2005. Statistical methods for health care research. Philadelphia: Lippincott Williams and Wilkins 76-351.

Ordu. A. 2017. Okul yöneticilerinin toksik (zehirli) liderlik davranışları ile öğretmenlerin tükenmişlik düzeyleri arasındaki ilişki. Pamukkale Üniversitesi Eğitim Bilimleri Enstitüsü Eğitim Bilimleri Anabilim Dalı Eğitim Yönetimi, Denetimi, Planlaması ve Ekonomisi Bilim Dalı Yüksek Lisans Tezi.

O'Reilly, C. A. and Caldwell, D. F. 1980. Job choice: The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. Journal of Applied Psychology 65 (5): 559-565.

Özsoy, E., Rauthmann, J. F., Jonason, P. K. and Ardıç, K. 2017. Reliability and validity of Turkish version of dark triad dirty dozen (DTDD-T), short dark triad (SD3-T) and single item narcissism scale (SINS-T). Personality and Individual Differences 117: 11–14.

Padilla, A. and Hogan, R. and Kaiser, R. 2007. The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. The Leadership Quarterly 18: 176-194.

Paltu, A. and Brouwers, M. 2020. Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organizational culture within the South African manufacturing industry. SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur 18 (0): 1338.

Pines, A. and Maslach, C. 1980. Combatting staff burn-out in a daycare center: A case study. Child and Youth Care Forum 9 (1): 5-16.

Pallant, J. 2005. SPSS Survival Manual A step by step guide to data analysis using SPSS for Windows (Version 12). Allen & Unwin, Sydney 1-318.

Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. 1974. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology 59 (5): 603-609.

Reed, G. E. (2004). Toxic leadership. Military Review 84 (4): 67-71.

Reyhanoğlu, M. and Akın, Ö. 2016. Toksik liderlik örgütsel sağlığı olumsuz yönde tetikler mi? İnsan ve Toplum Bilimleri Araştırmaları Dergisi 5 (3): 442–459.

Sağlam Arı, G. and Çına Bal, E. 2008. Tükenmislik kavramı: birey ve örgüt açısından önemi. Yönetim ve Ekonomi Dergisi 131-148.

Schumacker R. E. and Lomax R. G. 2010. A beginner's guide to structural equation modeling, New York: Taylor and Francis Group 85-90.

Schyns, B. and Schilling, J. 2013. How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. The Leadership Quarterly 24 (1): 138-158.

Schwepker, J. C. H. 2001. Ethical climate̛s relationship to job satisfactioṇ organizational commitmenṭ and turnover intention in the salesforcẹ. Journal of Business Research 54: 39- 52.

Schmidt, A. A. 2008. Development and validation of the Toxic Leadership Scale. (Thesis, Master of Science) University of Maryland, College.

Schmidt A. A. 2014. An examination of toxic leadership, job outcomes, and the impact of military deployment, dissertation submitted to the faculty of the graduate school of the university of Maryland, College Park, in partial fulfillment of the requirements for the degree of Doctor of Philosophy.

Shim, S., Lusch, R. and O'Brien, M. 2002. A Hierarchical Model of Values, Leadership, Job Satisfaction, and Commitment: Human Resources Management Implications For The

Retail Industry. Journal of Marketing Channels 10 (1): 65-87.

Şıklar, E. and Tunalı, D. 2012. Çalışanların tükenmişlik düzeylerinin incelenmesi: Eskişehir örneği. Dumlupınar Üniversitesi Sosyal Bilimler Dergisi (33): 75-84.

Tepper, B. J. 2000. Consequences of abusive supervision. Academy of Management Journal 43 (2): 178-190

Tepper, B. J., Duffy, M., K. Hoobler, J. and Ensley, M. D. 2004. Moderators of the relationships between coworkers organizational citizenship behavior and fellow employees attitudes. Journal of Applied Psychology 89 (3): 455-465.

Tezcan Uysal, H. 2019.The mediation role of toxic leadership in the effect of job stress on job satisfaction. International Journal of Business 24 (1): 55-73.

Tuna, M., Ghazzawi, I., Yesiltas, M., Tuna, A. A. and Arslan, S. 2016. The effects of the perceived external prestige of the organization on employee deviant workplace behavior. International Journal of Contemporary Hospitality Management 28 (2): 366-396.

Uzunbacak, H. H., Yıldız, A. and Uzun. S. 2019. Toksik liderliğin çalışanların tükenmişlik düzeylerine etkisi. Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi 7 (1): 211–219.

Williams, D. F. (2005). Toxic leadership in the US Army. Army War Coll Carlisle Barracks PA.

Wilson-Starks, K. Y. (2003). Toxic leadership. Transleadership, Inc, 1, 2016.

Whicker, M. 1996. Toxic leaders: When organizations go bad. Westport, CT: Praeger.

Yalçınsoy, A. and Işık M. 2018. Toksik liderlik ile örgütsel bağlılık ve işten ayrılma niyeti ilişkisine yönelik bir araştırma. Gaziantep University Journal of Social Sciences 17 (3): 1016-1025.

You, C. S., Huang, C. C., Wang, H. B., Liu, K. N., Un, C. H. and Tseng, J. S. 2013. The relationship between corporate social responsibility, job satisfaction and organizational commitment. International Journal of Organizational Innovation (Online), 5 (4): 65-77.

Yükselen, C. 2006. Pazarlama Araştırmaları. Ankara: Detay Yayıncılık, 1-213.