

Investigating the Mediating role of Social undermining in the relationship Toxic Leadership and organizational indifference

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Abstract

The purpose of this research was to investigate the mediating role of social undermining in the relationship between toxic leadership and organizational indifference. The research method was applied in terms of purpose and correlational in terms of descriptive method. The statistical population of the research is 812 employees of the financial affairs organization of East Azarbaijan province, and the desired sample number of 291 people was obtained from this population through Morgan's table. The tool for collecting information is a standardized questionnaire. Face validity and CVR index were used to determine validity and Cronbach's alpha method was used to determine reliability. Analysis of research data has been done through path analysis and structural equation model using Lisrel software. The research results have shown that toxic leadership has an effect of 0.361 on social undermining and an effect of 0.276 on organizational indifference. Also, social undermining plays a mediating role in the relationship between toxic leadership and organizational indifference with an effect intensity of 0.173. Social undermining also with the intensity of the effect of 479%. Indifference affects the organization.

Keywords: Toxic Leadership, Social undermining, Organizational Indifference

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Introduction

Organizational indifference is a gradual process and reflects the attitude of employees towards their jobs and organizations. This phenomenon is a type of silent crisis and a slow collapse and continuous and silent destruction (Zahed Babelan & Ahmadi, 2022). Among the factors related to organizational indifference is the social undermining of employees at the organization level. Abrasion behaviors are a set of negative behaviors that appear in a purposeful way over a period of time and indicate the occurrence of a destructive and harmful behavior that causes damage and negative consequences for the organization due to continuous repetition over a period of time. (Taherpour et al., 2022). The quality of leadership is one of the important factors in the success of human resources management, which seems to be able to influence organizational indifference. Toxic leadership is considered one of the undesirable leadership styles in which leaders have management deficiencies and do not have the necessary expertise and experience. This type of leaders do not tolerate constructive criticism and with authority and threats, they leave no room for any questions or judgments about their performance and suppress critical thoughts (Eidipour et al, 2020). Misbehavior of supervisors with employees by weakening their working abilities provides the ground for the emergence of lack of motivation and inattention to work in employees (Ameriyan et al, 2023). The mentioned topics show the importance of the variables raised in organizations and, accordingly, the occurrence of its consequences and effects on employees. It seems that these variables in service organizations such as the Tax Affairs Organization, in terms of high sensitivity and influence on different levels of society, can create more consequences through the foundation for creating job tensions related to the interactions of employees of different organizational levels. Since administrative staff have an important role in planning, supporting and providing services, the present study, understanding the importance of this issue, seeks to answer the question of whether toxic leadership with the role of mediating social wear has an effect on the organizational indifference of employees?

Methodology

The present research is applied in terms of purpose and in terms of method, it is among descriptive research of correlation type. The statistical population of the research was the employees of the tax affairs organization of East Azarbaijan province with the number of 812 people. According to Morgan's table, the statistical sample size is 291 people. In this research, standard questionnaires were used to collect information. In this research, face validity and CVR were used to determine the validity of the data collection tool. Since the number of experts in this research was 15, according to the CVR table, the minimum acceptable validity for 15 people is 0.49. The calculations have shown that the CVR values for the variables were higher than this value, so the validity of the data collection tool has been confirmed. Cronbach's alpha test was used to measure the reliability of the questionnaire. Based on this, the reliability of toxic leadership, social wear, and organizational indifference variables have been obtained as 0.807, 0.856, and 0.839, respectively. In this study, descriptive and inferential statistical methods were used to analyze the data. At the inferential level, the structural equation model and confirmatory factor analysis were used using Lisrel software version 10/3.

Results

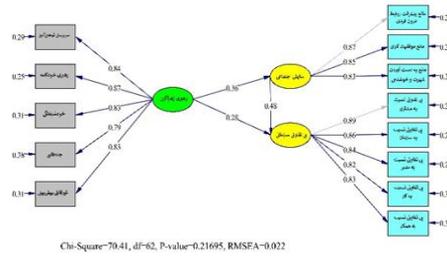


Diagram (3): Research model in the mode of estimating significant coefficients (T-statistics)

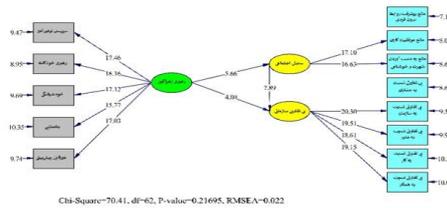


Diagram (2): Research model in standard coefficient estimation mode

Diagrams (2) and (3) show the model of structural equations in the mode of estimation of standard coefficients and significance of coefficients.

Hypothesis 1: Toxic leadership has an effect on organizational indifference with the mediating role of social undermining.

The results obtained from the Sobel test method show that the indirect effect of toxic leadership on organizational indifference through the mediation of social undermining is 0.173, and the value of the Sobel statistic is significant at the 95% confidence level, and its value is calculated as 4.244. As a result, toxic leadership has a significant effect on organizational indifference due to the mediating role of social undermining, and the research hypothesis is confirmed. The positive value of beta (0.173) shows the positive effect of this effect.

Hypothesis 2: Social undermining has a positive and significant effect on organizational indifference.

Based on the results, the research hypothesis that there is an effect of social wear on organizational indifference has a significant value of 7.886, which is significant at the 95% confidence level (the absolute value of the t-statistic is greater than 1.96), so with The probability of 95% of the researcher's claim is confirmed. The positive value of beta (0.479) shows that social undermining has a positive and significant effect on organizational indifference.

Hypothesis 3: Toxic leadership has a positive and significant effect on organizational indifference.

Based on the results, the research hypothesis that toxic leadership has an effect on organizational indifference has a significant value of 4.8, which is significant at the 95% confidence level (the absolute value of the t-statistic is greater than 1.96), so with The probability of 95% of the researcher's claim is confirmed. The positive beta value (0.276) shows that toxic leadership has a positive and significant effect on organizational indifference.

Hypothesis 4: Toxic leadership has a positive and significant effect on social undermining.

Based on the results, the research hypothesis that there is an effect of toxic leadership on social undermining has a significant value of 5.661, which is significant at the 95% confidence level (the absolute value of the t-statistic is greater than 1.96), so with The probability of 95% of the researcher's claim is confirmed. The positive value of beta (0.361) shows that toxic leadership has a positive and significant effect on social undermining.

Hypothesis 3: Toxic leadership has a positive and significant effect on organizational indifference.

According to table (4), the research hypothesis that there is an effect of toxic leadership on organizational indifference has a significant value of 4.8, which is significant at the 95% confidence level (the absolute value of the t-statistic is greater than 1.96). Therefore, the researcher's claim is confirmed with a probability of 95%. The positive beta value (0.276) shows that toxic leadership has a positive and significant effect on organizational indifference.

Hypothesis 4: Toxic leadership has a positive and significant effect on social undermining.

Based on table (4), the research hypothesis that there is an effect of toxic leadership on social undermining has a significant value of 5.661, which is significant at the 95% confidence level (the absolute value of the t-statistic is greater than 1.96). Therefore, the researcher's claim is confirmed with a probability of 95%. The positive value of beta (0.361) shows that toxic leadership has a positive and significant effect on social undermining.

Discussion and conclusion

Data analysis shows that toxic leadership has an effect on organizational indifference with the mediating role of social undermining. In fact, the presence of toxic leadership leads to the formation and increase of social attrition, and the creation of attrition at the organizational level also increases the organizational indifference of employees, and as a result, the relationship between toxic leadership and organizational indifference of employees intensifies. By reviewing the research literature, it is clear that the social undermining of employees at the level of government organizations can have various reasons, among which we can mention the leadership style of managers in the organization. Using inappropriate and negative leadership styles such as poisonous or toxic leadership style in which managers are highly narcissistic and distrustful of their employees; It creates an unfavorable atmosphere in the organization. Such leaders do not care about the employees and their ideas, and the appropriate organizational support from the manager is not understood for the employees. In such a situation, employees gradually become indifferent towards the manager and this indifference spreads to the level of colleagues and clients. One of the main causes of indifference is the feeling of insignificance on the part of employees in the organization, and the toxic behavior of managers causes this feeling in employees. On the other hand, the spread of indifference at the level of employees causes the level of organizational responsibility and commitment to decrease, and this causes problems for the effectiveness of the organization. In addition to this factor, the poisonous behavior of leaders and lack of support for employees, insults, misbehavior, humiliation of a person, lack of attention to individual efforts and such things cause frustration and decrease the motivation of subordinates and ultimately weaken them socially.

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