

READING REPORT



Article Summary Sheet

TITLE

Toxic work environment: The impact of toxic leadership and workplace bullying on employees' innovative work behavior and affective commitment

AUTHOR(S)

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ABSTRACT

- This study examines how toxic leadership and workplace bullying affect healthcare workers' behavior and affective commitment.
- Using time-lagged, multisource data from 257 nurses and 39 supervisors in German private hospitals, results show both toxic leadership and bullying significantly reduce innovation and commitment.
- Nurses' self-ratings aligned with supervisors' evaluations. The study highlights how toxic workplaces deplete resources and disrupt social exchange and suggests practical interventions such as conflict-management training, leadership development, and anonymous reporting systems.

METHOD

Time-lagged design and dyadic data collection

RESULTS

- Toxic leadership was positively and significantly related to workplace bullying.
- Leaders' destructive behaviors create environments where bullying becomes normalized.
- Toxic leadership had a significant negative effect on employees' innovative work behavior.
- Employees exposed to toxic leaders were less likely to propose ideas or engage in creative problem-solving.
- Toxic leadership significantly reduced affective organizational commitment.

DISCUSSION AND LIMITS

- Negative treatment leads to employee disengagement and withdrawal.
- Bullying can originate from leadership, not just peers.
- Early intervention is vital as toxic leadership negatively impacts morale, innovation, and retention.

Limits: The non-random sampling of data from the German healthcare sector restricts generalizability. Although a time-lagged design helps reduce causality concerns, it does not completely eliminate them.