

READING REPORT



Article Summary Sheet

TITLE:

Toxic versus cooperative behaviors at work: The role of organizational culture and leadership in creating community-centered organizations.

AUTHOR(S)

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ABSTRACT

- This study examines how toxic organizational environments develop.
- It explores the role of leadership practices in fostering workplace toxicity.
- A conceptual framework identifies practices such as monitoring, micromanagement, and political evaluations as drivers of toxicity.
- The study contrasts toxic organizations with community-centered organizations that promote trust and collaboration.
- Findings highlight the importance of ethical leadership in preventing toxic workplace cultures

METHOD

Literature review on toxic leadership and organizational culture

RESULTS

- Employee monitoring increases perceptions of inequity and stress.
- Micromanagement reduces trust and upward communication.
- Politically motivated performance evaluations create toxic competition.
- Narcissistic leadership fosters manipulation, bullying, and exploitation.
- Community-centered cultures promote collaboration, trust, and employee well-being.

DISCUSSION AND LIMITS

- Organizational toxicity arises from systemic structures, not just individual personalities.
- Leadership behaviors shape workplace norms and employee interactions.
- Toxic environments can foster competition, fear, and disengagement.
- Community-centered cultures promote supportive relationships and trust.
- HR policies and leadership practices should be restructured to encourage collaboration and ethical behavior.