

The Relationship between the Toxic Leadership and Organizational Culture in Jordanian Universities

Somaia Jamil Ahmed Momani
Faculty of Finance & Administrative Sciences
Al-Madinah International University
Malaysia
dmsmomani2016@yahoo.com

Abstract

This study aimed to identify the Relationship between the Toxic Leadership and organizational culture in the Jordanian Universities. Quantitative research was used to analyze the relationships between toxic Leadership and organizational culture variables. The sample of the study consisted of (400) individuals of employees in the Public Jordanian Universities in the North Provinces at admin positions. A questionnaire was applied to the participants of the study. The results showed that there was a medium degree of toxic leadership in the Public Jordanian Universities in the North Provinces. Moreover, there was a medium degree of organizational culture in the Public Jordanian Universities in the North Provinces. The study revealed that a negative statistically significant correlation at a significant level ($\alpha \leq 0.05$) between the sub-dimensions of toxic leadership and organizational culture in the Public Jordanian Universities in the North Provinces.

Keywords: Organizational culture, Toxic leadership, Jordanian universities.

1 Introduction

The change in the business environment has led to a significant change of the needs, aspirations, values, and beliefs of individuals, which have changed the behaviour of people at all organizational levels. There is an abundance of leaders who are perceived to be detrimental to the organization and who cause serious physical and psychological damage to their subordinate. Although an understanding of effective leadership is imperative for developing managers and supervisors, and it is equally important to identify the behaviours of leaders who knowingly or unintentionally inflict enduring harm on their subordinates. The other side of leadership, which includes the negative aspects, such as subordinate harassment, ridicule, physical leadership, mental torture, and an increasing workplace stress and unhappiness has been ignored in leadership research, and very few studies exist on these aspects.

While there is a growing of literature available on factors which make a leader effective and how leaders influence and motivate their subordinates to achieve organizational goals (Northouse, 2007)[30]. However, there is less literature available about negative aspects of leadership.

The interest in the subject of leadership in higher education has been increased over the last decades. Leadership as a concept on its own has evolved, due to changes in demographics, globalization, technology, and work practices. There have been a lot of studies done of leadership's effect on organizational performance, also on the impact of various leadership styles on employee

satisfaction in organizations (Chang & Lee, 2007[2]; Yang & Islam, 2012[38], Griffith, 2004[10]; Mosadegh & Yarmohammadian, 2006)[26]. However, there is a gap in the academic research about leadership in the higher education institutions (HEIs), therefore further research is needed. Leadership in HEIs requires a deeper research, because of the structure and complexity of academic culture and work relations. Leadership topic in HEIs has been lately raising issues like whether the same form of leadership exists in HEIs, also if the same framework of theory and implementation applies to the higher education sector, as in business organizations.

The relationship between organizational culture and perceived leadership is important to understand. It assists in creating an efficient and motivated workforce and allows an organization to better achieve overall goals. "Culture is the result of a complex group learning process that is only partially influenced by leader behaviour. However, if the group's survival is threatened because elements of its culture have become maladapted, and it is ultimately the function of leadership at all levels of the organization to recognize and do something about this situation; and it is in this sense that leadership and culture are conceptually intertwined" (Schein, 2004: 11)[33].

It is widely accepted that there is an important relationship between organizational culture and leadership as it relates to establishing organizational success. Leadership can be seen as a catalyst that removes the barriers of operating within traditional patterns and allows for a new mode of thinking that may improve the effectiveness or efficiency of the organization (Buch & Rivers, 2001[1]; Lund, 2003)[20].

This study explores the phenomenon of toxic leadership that causes, either abruptly or gradually, systemic harm to the health of an organization and impairing the organization from meeting its mission. In particular, the investigation focused on toxic leadership and its impact on organizational culture in educational organizations. The researcher employed mixed methods to determine the prevalence of toxic leadership in the universities, as well as, to describe the characteristics of toxic leaders. Finally, the researcher sought to identify early indicators of toxic leaders. The further parts of the research focus on the impact of toxic leadership on organizational culture in HEIs.

2 Problem Statement

Organizational culture represents the environment in which employees work, reflecting public values, ideas, work ethics, and processes. Leadership plays a crucial role in determining the culture of the organization and it is responsible for creating and maintaining an organizational culture that influences the habits and behaviour of the organization (Khan, 2017)[17]. It is significant for personnel that their company needs to understand the exterior market and understand their clients to have timely changing to enhance business performance and survive (Khuong & Nhu, 2015: 334)[18]. An ethical conduct of the leader connected to lower conflict of roles, higher satisfaction, which then cause a lower intent of quitting the job and higher organizational loyalty (Jaramillo, Mulki & Solomon, 2006)[15].

There are many studies conducted in the area of leadership. These studies look at leadership and its relation to the performance and organizational culture (Toytok & Kapusuzoglu, 2016[37]; Mujeeb, Masood & Ahmad, 2011)[27]. As shortcomings of the previous research, there are several areas of the studies. HEIs and leadership have been a recently evolved topic of discussion. There are studies on educational leadership, and more precisely on higher education leadership (Spendlove, 2007)[36]. However, there is very limited research on toxic leadership and organizational culture relationship.

Even though the educational leadership has been growing its importance, and the research on two topics interrelationship is very general. The increasing importance of educational leadership in general and the limited research in Jordan demands a deeper analysis of the impact of toxic leadership on organizational culture. Educational sector has changed over the last decades due to globalization, technological improvements, societal changes, increasing pressures of demand, changes in perception of higher education, and many more factors. Universities in Jordan are facing and increasing competition with one another and with universities

outside. To stay competitive universities have to demonstrate the best performance results. One of the key factors of organizational success is highly satisfied staff. Leadership is perceived as one of the possible solutions to increase the level of organizational culture.

The problem of this study stems from the rareness of efficiency of performance in some institutions due to the lack of attention to toxic leadership factors and its effect on organizational culture. However, the Lack of studies that deals with the topic of the relationship between toxic leadership and organizational culture in the Jordanian universities. So this research focused on toxic leadership styles and organizational culture. Since the primary focus of this study is toxic leadership it is considered as an independent variable, and organizational culture is taken as the dependent variable because it is expected to depend upon the leadership behaviors within an organization.

3 Research Questions

The research questions for this study were:

1. What is the degree of toxic leadership in the public Jordanian universities in the north provinces?
2. What is the degree of organizational culture in the public Jordanian universities in the north provinces?
3. Is there a positive correlation between the moral dimensions of toxic leadership and organizational culture?

4 Research Objectives

The main aim of this research is to indicate the impact of toxic leadership on organizational culture of an employee in HEIs in Jordan. Moreover, it aims to investigate the degree of toxic leadership and the degree of organizational culture, in the public Jordanian universities in the north provinces.

5 Research Significance

The research design is a quantitative research by using a questionnaire survey. The value of this research lies in the lack of research in the area. There is not much research done on the topic of this study. Moreover, the currently available research focuses on the definition and traits of toxic leadership in HEIs, also on challenges faced by the leaders in HEIs (Spendlove, 2007, Eacott, 2011)[3]. Even though the importance and focus on the subject of leadership in HEIs have been growing significantly over last decade, and there is no research in Jordan which would be focusing on the roles of leadership and toxic leadership influence on the organizational culture in the HEIs in Jordan. This study is an opportunity to look at

leadership in HEIs in Jordan and gives an opportunity to analyze the impact of toxic leadership on organizational culture.

6 Research Scope

The present study can be useful for any kind of business, leaders, and managers. According to the fact that toxic leadership mostly exist in any organization in more or less degree; the actual study may help to improve the leadership of an organization, and will help to decrease or avoid the fact of toxicity if it has a place to be. As well as, the ways of coping with toxic leaders have mentioned further that can improve the organizational culture and will affect positively on the productivity of the organization.

7 Literature Review

7.1 Toxic Leadership

Toxic leadership is influencing in both people and organizations, and that lead to destructive, exploitative, devaluing, and humiliating work experiences. The toxic organization destroys and disables the psychosocial, physiological and spiritual well-being of the individuals, working in it in permanent and deliberate ways. Schaubroeck, Walumbwa, Ganster & Kepes (2007)[32] indicated that the effect of destructive leader behavior on followers as a main problem. Such superiors are not ready to communicate efficiently with subordinates and probably will limit subordinates' ability to manage day-to-day problems. Mumford et, al. (2007)[28] as well as, explored the destructive behavior of superiors and concluded that it is a possible broadly categorize destructive superiors by their selective explanation of information and distortion of reality. This vast dimension proposes that biased self-serving evaluation of others and their intents, especially the projection of negative intents, and may play a big role in destructive behavior of superiors in general.

Hussain (2015)[13] in his study revealed that toxic leaders harm the organizations' culture by disturbing the legitimate interests of the organization and reducing the motivation and commitment of its members. The negative results caused by toxic bosses make lasting and enduring harm to the organizations' climate and culture. That study agreed with Indradevi (2016)[14] who concluded that destructive leadership is highly dangerous not only to people that is affected by it, but to the sustainability of the affected company. Persons having destructive traits and dysfunctional behaviors must not be allowed to function and grow in a company under any circumstances. Destructive leadership behaviours will not disappear from the organizations by their own wish until otherwise ethical and responsible corporate guardians drive out them.

The leadership is related to an individual's behaviour and characteristics, as well as, the need for success, therefore, Gabriel (2016)[5] found out that that supervisors' toxicity of supervisors at the workplace is often reciprocated across counterproductive behaviour that is adopted as a means of payback for treatments considered insulting or degrading. The study further recommends a more emotionally oriented approach to the management of superior-subordinate relationships with emphasis on the training and retraining of supervisors regarding emotional intelligence as well as conflict and human relations issues. Gabriel (2016) agreed with Maxwell (2015)[22] study which concluded that destructive behaviour, along with leaders who overuse their power should not be allowed.

Many previous kinds of research have led that destructive leadership is highly dangerous to individuals, and as well to the stability of the organization, and the personality disorders are a source of highly toxic and dysfunctional organizational behavior, such as Mehta & Maheshwari (2014)[24] study which indicated that destructive leadership is highly dangerous to individuals, and as well to the stability of the organization. Persons having destructive traits and potentiality of dysfunctional and toxic behaviours should not be allowed to work and grow in an organization under any circumstances. Omar, Robinson & Dudau (2017)[31] indicated that toxicity leader in the universities in Malaysia can lead to emotional disturbance, reducing the performance of employees, and create employee anti-social behaviour.

7.2 Organizational Culture

Organizational culture is that set of beliefs, values, work styles, and relationships that distinguish one organization from another (Hofstede, 2001)[12]. Organizational culture has a strong and deep effect on the performance of the staff. What help staff to be satisfied themselves with an organization, and that cause to improve the productivity of staff. Organizational policies concerning culture must be clear for understanding the staff. Their conduct towards their work and organization are impacted by organization culture and policy (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014: 220)[11].

Some studies dealt with organizational culture, such as Ng'ang'a & Nyongesa (2012)[29] study which revealed that the factors contribute the building up of a strong culture are: a founder or an influential leader who set desirable values, a sincere and loyal commitment to run the business of the institution in accordance to these desirable values, and a genuine care for the well-being of the institution's stakeholders. Whereas, Marinova (2005)[21] study support of the majority of the offered relationship between roles of culture and employees, and thereby confirming culture role in the establishment of what is expected and is estimated at work. Furthermore,

the force of culture exerted a moderate impact on communication between culture and roles of employees for two of the extent of culture (clan and hierarchy). As well as, Toytok & Kapusuzoglu (2016) study revealed a high level of positive significant correlation between the ethical leadership and organizational culture; the ethical leadership is a strong predictor of organizational culture. The authors concluded that the more ethical leadership behaviours managers' show and the more educators' perceptions of organizational culture positively increase. Mujeeb, Masood & Ahmad (2011) revealed that involvement in the university in Pakistan is highly correlated with consistency, adaptability, and organizational culture has a positive significant relationship with the performance management practices.

7.3 Toxic Leadership and Organizational Culture

Toxic leaders tend to make a hostile work climate that ends up in deviant behaviours like sabotaging operations, withholding facilitates, theft, insubordination and providing inaccurate, and dishonorable data. Harmful leadership and harmful work behaviour additionally, is an outstanding sign of a toxic organizational culture that is permissive of those kinds of negative behaviours. Toxic organizations are for the most part ineffective additionally as harmful to its employees. Consequently, a toxic work culture can cause a harmful impact on the psychological (e.g., stress and anxiety), and negative impact on group interaction, as well as, the physical well-being of the employees (Singh, Bhandarker & Rai, 2015)[35].

The researchers dealt with both subjects of toxic leadership and organizational culture. Where Gilbert, Carr, Ivancevich & Konopaske (2012)[6] suggested that when leaders in organizations display toxicity toward their employees through excessive employee monitoring, micro-management, politically-motivated, and performance appraisals the outcomes will be radically different than from organizations in which community or collaboration is practised. In addition, managers and leaders should attempt to reduce the amount of toxic influence within their organizations while consciously attempting to cultivate a community-centred organizational culture. In the same line, Goldman (2006)[8] concluded that personality disorders are a source of highly toxic and dysfunctional organizational behavior; borderline personality disorder in a leader may serve as a systemic contaminant for the organization. As Goldman (2008)[9] indicate that toxic behaviour by leaders and organizational managers negatively affects the productivity of employees and companies. Therefore, this study investigated the relationship between toxic leadership and organizational culture to cover the gap of the previous studies, also there is a need for more specified studies about toxic leadership and organizational culture.

7.4 Conceptual Model

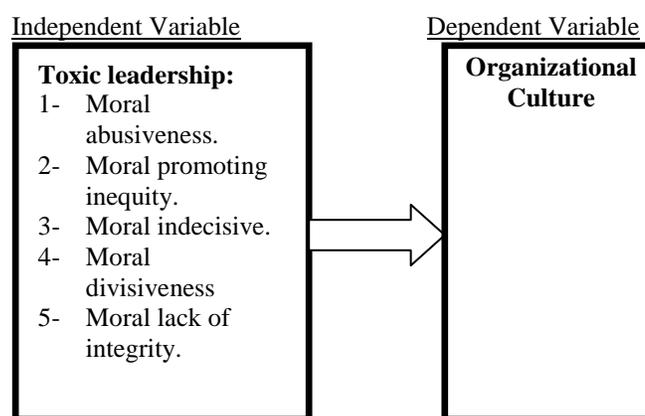


Fig. 1 Conceptual Model.

8 Methodology

8.1 Research Design

The choice of a research design is guided by the purpose of the study, the type of investigation, the extent of researcher involvement, the stage of knowledge in the field, the time period over which the data is to be collected, and the type of analysis to be carried out that is whether quantitative or qualitative (Sekaran, 2003)[34]. This part of research gives a detailed description of the quantitative analysis methods used to answer the research questions. This study is intended to find relationships between toxic leadership factor and Organizational Culture.

8.2 Research Population

In this study, the population consisted of all administrative staff and those who exercise their functions in the Public Jordanian universities in the north region in the year of 2017; namely, (Yarmouk University, Jordan University of Science and Technology, and the University of Al al-Bayt). The target population for this research defined to include administrative staff in the Public Jordanian Universities in the North Provinces, while the accessible population is administrative staff, and those who exercise their functions in the Public Jordanian universities in the

north region. In this study, the accessible population comprised all employees in the Public Jordanian universities of (2300) administrative employees in Yarmouk University, Jordan University of Science and Technology, and the University of Al al-Bayt.

8.3 Research Sample

The sample of the study consisted of (400) employees in the Public Jordanian Universities in the North Provinces, table (1) shows the distribution of the sample depending on the general information.

Table 1: Distribution of the sample depending on general information

<i>Variable</i>	<i>Categories</i>	<i>Frequen cy</i>	<i>Percent</i>
Gender	Male	239	59.8
	Female	161	40.3
	Total	400	100.0
Age	Under 20	26	6.5
	20-30	86	21.5
	31-40	137	34.3
	41-50	93	23.3
	50 and above	58	14.5
	Total	400	100.0
Education Qualification	primary school	17	4.3
	Secondary school	20	5.0
	Diploma	122	30.5
	Bachelor	147	36.8
	master or PhD (doctorate)	94	23.5
	Total	400	100.0
Experience	Less than 5 year	7	1.8
	year to 10 years	109	27.3
	11 years to 20 years	124	31.0
	21 years to 30 years	103	25.8
	30 year and above	57	14.2
	Total	400	100.0

8.4 Research instrument

Conducting truthful and meaningful questionnaire is one of the most important facets of market research in the consumer-driven in the 21st century. The questionnaire research design is a very valuable tool for assessing opinions and trends. Even on a small scale, such as local government or small businesses, and judging opinion with carefully designed surveys can dramatically change strategies. Therefore, the researcher has developed a questionnaire related to the subject of study and relying on some of the previous studies. To achieve the objectives of

the study, the questionnaire was divided into three sections; (1) The characteristics of the study sample in terms of their level of employment and their job position; (2) The independent variable "toxic leadership" and its dimensions: moral abusiveness, moral inequity, moral indecisive, moral divisiveness, and moral lack of integrity; (3) The dependent variable "organizational culture" which will include a group of items to measure organizational culture at the Jordanian universities in the Northern provinces.

8.4.1 Validity and Reliability

Validity and reliability of research are issues that the researcher should address in the design of the study and analysis of the results so that the research can withstand a quality test (Patton, 2002).

8.4.1.1 Reliability

A good qualitative study can help us to "understand a situation that would otherwise be enigmatic or confusing" (Eisner, 1991, p. 58)[4]. This means that if people answered a question the same way on repeated occasions then the instrument can be said to be reliable. So the researcher has verified the reliability through Distribution of the questionnaire on a pilot study consisting of (50) employees from outside the study sample twice a time interval (two weeks) and extract Pearson Correlation. Therefore, to evaluate the questionnaire reliability, Cronbach's alpha has used in this study. In order to ensure the reliability (Test R. test) of the study tool has been applied twice a week with a time lag on the pilot study consisting of (50) of employees in the Public Jordanian Universities in the North Provinces have been selected from outside the original sample, and then Pearson correlation coefficient was calculated between the two applications to extract the reliability by (Test-Retest). Table (2) reveals reliability results for pilot study:

Table 2: The result of reliability (cronbach alpha) and (test-retest) for the pilot study.

No	Domain	Cronbach Alpha	Reliability Test R. Test	Item No
1	Abusiveness	0.81	0.77	6
2	Inequity	0.78	0.79	5
3	Indecisive	0.82	0.78	6
4	Divisiveness	0.84	0.80	5
5	Lack of Integrity	0.85	0.82	6
Toxic Leadership		0.86	0.85	28
Organizational Culture		0.90	0.86	15
Total Study Tool		0.89	0.78	43

Table (2) shows that Cronbach' alpha values Ranged from (0.78) for "Inequity" and (0.90) for "Organizational Culture". In addition, Test-Retest values Ranged from (0.77) for "Abusiveness" and (0.86) for "Organizational Culture", which indicated all reliability coefficients are high and acceptable for study application, where the reliability coefficient is acceptable if it exceeds (0.70).

8.4.2.2 Validity

Validity determines whether the study truly measures, that which it was intended to measure or how truthful the research results are (Golafshani, 2003)[7]. To ensure content validity the researcher has carried out a thorough review of the literature, in order to identify the items required to measure the concepts. Therefore, the researcher has presented the questionnaire to a group of specialists and experienced arbitrators to ensure the validity of loading items on domains.

8.5 Statistical Treatment

To answer the questions of the study the following statistical treatments were used:

- Frequencies and percentages of personal variables and functional of members of the study sample.
- Means and standard deviations of the study sample answers for all fields of study Questionnaire.
- Multiple regression analysis (Multiple Regression) to detect the effect of independent variables on dependent variables.

9 Result, Discussion and Recommendations

9.1 Result and Discussion

This part presents the findings of the study, which aims to determine the impact of toxic leadership on organizational culture in the public Jordanian universities in the north provinces. In addition, this part includes answering of the questions.

Tolerance and VIF Tests

To ensure there is no multicollinearity by examining tolerance and the Variance Inflation Factor (VIF) are two collinearity diagnostic factors that can help you identify multicollinearity. Tolerance is a measure of collinearity reported by most statistical programs, such as SPSS; the variable's tolerance is $1-R^2$. A small tolerance value indicates that the variable under consideration is almost a perfect linear combination of the independent variables already in the equation and that it should not be added to the regression equation. All variables involved in the linear relationship will have a small tolerance. Some suggest that a tolerance value less than 0.1 should be investigated further. If a low tolerance value is accompanied by large

standard errors, non-significance, and multicollinearity may be an issue, table (5). The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The Variance Inflation Factor (VIF) is $1/\text{Tolerance}$, it is always greater than or equal to 1. There is no formal VIF value for determining the presence of multicollinearity. Values of VIF that exceed 10 are often regarded as indicating multicollinearity, but in weaker models values above 2.5 may be a cause for concern table (3).

Table 3: (Tolerance) and (VIF) tests of independent variables

Variable	Tolerance	VIF
Abusiveness	0.150	6.682
Inequity	0.284	3.515
Indecisive	0.755	1.324
Divisiveness	0.406	2.462
Lack of Integrity	0.576	1.737

Table (3) shows that all values of (VIF) for independent variables are less than (10), and all values of (Tolerance) are greater than (0.05); this indicates that there is no problem with homogeneity of variance and acceptance of the variance level in all independent variables of the study.

Durbin-Watson

The Durbin-Watson statistic is a test statistic used to detect the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals (prediction errors) from a regression analysis. The value of (d) always lies between 0 and 4. If the Durbin-Watson statistic is substantially less than 2, there is evidence of positive serial correlation. As a rough rule of thumb, if Durbin-Watson is less than 1.0, there may be cause for alarm. Small values of d indicate successive error terms are, on average, close in value to one another, or positively correlated. If $d > 2$, successive error terms are, on average, much different in value from one another, i.e., negatively correlated. In regressions, this can imply an underestimation of the level of statistical significance.

Table 4: (Durbin-Watson) test of independent variables

Variable	Durbin-Watson
Abusiveness	1.957
Inequity	1.858
Indecisive	1.909
Divisiveness	1.922
Lack of integrity	1.928

Table (4) shows that all values of (Durbin-Watson) for independent variables are less than (4); these values are acceptable (Verbeek, 2012) and indicate the absence of a self-correlation problem in all independent variables of the study.

The first question: What is the degree of Toxic leadership in the Public Jordanian Universities in the

North Provinces? To answer this question, means and standard deviation for each domain and for each item of each domain items, and total means of them were extracted; tables below show that.

Table 5: Means and standard deviation for each domain and total means of them (n= 400)

No	Domain	Mean	Std. Deviation	Rank	Agreement Degree
1	Abusiveness	3.48	0.42	4	Medium
2	Inequity	3.72	0.70	2	High
3	Indecisive	3.55	0.41	3	Medium
4	Divisiveness	4.03	0.64	1	High
5	Lack of Integrity	3.24	0.54	5	Medium
Total Means		3.58	0.34	-	Medium

Table (5) shows that the highest means reached (4.03) out of (5) for domain (4) "Divisiveness" by high agreement degree, then for domain (2) "Inequity" (means 3.72) by high agreement degree, then for domain (3) "Indecisive" (means 3.55) by medium agreement degree, and the lowest means was (3.24) for domain (5) "Lack of integrity" by medium agreement degree. The toxic leadership degree in the public Jordanian universities in the northern

governorates came to a medium degree. The results showed that is the toxic leadership is represented by the arbitrariness of proving the positions and decisions of the subordinates and dealing with the unfairness, and inequality through excellence in dealing between employees and hearing their ideas or accounting. Leaders follow toxic leadership can have severe ramifications, and where individual leaders can influence a group to harmful acts. Toxic leadership can have disastrous results on the health of the organization and inflict serious physical and psychological harm to their subordinates. The toxicity leader can lead to emotional disturbance, and reducing the performance of employees (Omar, Robinson & Dudau, 2017). Moreover, toxic leadership is dangerous to the sustainability of the affected institute, and so that persons having destructive traits and dysfunctional behaviors must not be allowed to function and grow in a company under any circumstances (Indradevi, 2016).

The second question: What is the degree of organizational culture in the Public Jordanian Universities in the North Provinces? To answer this question, means and standard deviation for each item and total means of them were extracted; table (6) shows that.

Table 6: Means and standard deviation for each items and total means of them (n= 400)

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	I would be very satisfied to spend the rest of my career with this organization.	2.75	1.40	15	Medium
2	I feel like a part of my organization.	3.84	1.37	7	High
3	I feel like a strong belonging to my organization.	3.11	0.76	12	Medium
4	I feel like this organization has a great deal of personal meaning for me.	2.81	1.36	14	Medium
5	My manager works with employees as a team to achieve results for the organization.	3.12	0.78	11	Medium
6	Employees who do the best job are more likely to be rewarded.	3.81	1.41	8	High
7	My values fit with the organizational values.	3.11	0.81	12	Medium
8	My organization is interested in employees' welfare.	4.47	0.78	1	High
9	In this organization the employees share a common set of moral principles.	4.19	0.92	4	High
10	This organization offers sufficient job training for employees.	4.00	1.09	5	high
11	In this organization I can talk freely with my manager.	3.96	1.06	6	High
12	This organization is fair to the employees.	4.22	0.97	3	High
13	In this organization creative thinking and innovation are encouraged.	4.35	0.94	2	High
14	In this organization Suggestions are often required from employees.	3.68	1.20	9	High
15	In this organization Discussion at meetings is very free and open.	3.58	1.16	10	Medium
Total Means		3.66	0.51	-	Medium

Table (6) shows that the highest means reached (4.47) out of (5) for item (8) "My organization is interested in employees' welfare" by high agreement degree, for item (13) "In this organization creative thinking and innovation are encouraged" (means 4.35) by high agreement degree, and for item (12) "This organization is fair to the employees" (means 4.22) by high agreement degree, and the lowest means was (2.75) for item (1) " I would be very satisfied to spend the rest of my career with this organization " and by medium agreement degree. The total means for "organizational culture" reached (3.66) by medium agreement degree. The degree of organizational culture in the public Jordanian universities in the northern governorates came to a medium degree. The results of the study showed that there is a lack of interest in the welfare of the staff significantly; lack of a high ceiling of freedom to talk with managers, lack of encouragement of creative

thinking and innovation, and the lack of spirit the team. In addition, there is a lack of interest in the welfare of the staff significantly in the public Jordanian universities, the lack of a high ceiling of freedom to talk with managers, the lack of encouragement of creative thinking, and innovation, in addition to the lack of spirit the team. Hofstede (2001) has mentioned that organizational culture consists of a set of beliefs, values, work styles, and relationships that distinguish one organization from another.

The third question: Is there a positive correlation between the moral dimensions of toxic leadership and organization culture? To answer this question and to detect correlation between the moral dimensions of toxic leadership and organization culture, the (Multiple Regression) analysis were used; tables (7) (8) show that.

Table 7: Correlation coefficients between the moral dimensions of toxic leadership and organization culture

domain	Abusiveness	Inequity	Indecisive	Divisiveness	Lack of integrity	Toxic leadership	organization culture
Abusiveness	-	0.733**	0.472**	0.703**	0.377**	0.931**	0.905**-
Inequity		-	0.385**	0.365**	0.029-	0.705**	0.697**-
Indecisive			-	0.343**	0.244**	0.658**	0.653**-
Divisiveness				-	0.188**	0.738**	0.721**-
Lack of integrity					-	0.509**	0.517**-
Toxic leadership						-	0.987**-
organization culture							-

*Sig at level (0.05) ** Sig at level (0.01)

Table (7) shows that all correlation coefficients between the moral dimensions of toxic leadership and organization culture are negative.

Table 8: Result of the (Multiple Regressions) analysis of correlation between the moral dimensions of toxic leadership and organization culture (n= 400)

Independent Variable	"t" Value	"t" Sig	Beta	R	R ²	"F" Value	"F" Sig
Abusiveness	6.758-	0.00	0.133-	0.988	0.977	3352.6	0.00
Inequity	27.674-	0.00	0.396-				
Indecisive	26.810-	0.00	0.236-				
Divisiveness	27.922-	0.00	0.334-				
Lack of Integrity	35.595-	0.00	0.358-				

* Dependent variable: organization culture

Table (8) shows that there is a statistically significant negative correlation at significant level ($\alpha \leq 0.05$) between the moral dimensions of toxic leadership and organization culture in the Public Jordanian Universities in the North Provinces, and where "F" value reached (3352.6) by statistically significant (0.00). (R) Value reached (0.988), (R²) value reached (0.977). This will stifle creativity by tightly controlling projects and preventing employees from thinking outside the fund, and this leads to poor communication between the leader (manager) and the employee. Through, strict control of information, making

staff less effective, increasing the level of frustration; a distrust that in turn leads to no development in production or labor relations. The occurrence of some kind of instability is feeling of alienation. The relationship between organizational culture and perceived leadership is important to understand because it assists in creating an efficient and motivated workforce and allows an organization to better achieve overall goals. The universities in Jordan are facing and increasing competition with one another and with universities outside. To stay competitive; universities have to

demonstrate best performance results, and one of the key factors of organizational success is highly satisfied staff.

An ethical leadership is positively connected to psychological safeness and psychological organizational citizenship and negatively connected to workplace deviance (Mayer et al., 2009)[23]. Results of this study provide clear and practical messages for managers. They suggest that an active leadership style is directly important for the development of the subordinate's organizational commitment. In addition, manager through his leadership style indirectly affects employee's organizational commitment over fairness perceptions.

Some leadership scholars argue that ignoring the negative or toxic side of leadership fails to address the whole of organizational leadership (Kellerman, 2004)[16]. It is widely accepted that there is an important relationship between organizational culture and leadership as it relates to establishing organizational success. It is significant for personnel that their company needs to understand the exterior market and understand their clients to have timely changing to enhance business performance and survive (Khuong & Nhu, 2015).

To identify the effects of toxic leadership (Abusiveness, inequity, Indecisive, Divisiveness, Lack of integrity), on organization culture; It is normally known that organizational culture has a strong and deep effect on the performance of the staff, and what help staff to be satisfied themselves with an organization, and that cause to improve the productivity of staff. Organizational policies concerning culture must be clear for understanding the staff. There is conduct towards their work and organization is impacted by organization culture and policy. (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014).

The results of toxic, destructive leadership behaviors at the organizational and subordinate level are ever-present. Subordinates look up to their managers what they see as chiefs; their actions or transactions have direct and indirect effects on subordinates' position towards work. At the organizational level explorers have detected growth in workplace deviance by subordinates who report that they work for offensive supervisors (Mitchell and Ambrose, 2007)[25]. Leary et, al. (2013)[19] stated that destructive behavior by a leader builds a dysfunctional work environment, brings a wide range of negative results for subordinates, containing emotional depletion, and reduced work engagement.

9.2 Conclusions

The current study focuses on a specific area of organizational culture, namely how toxic leadership effects on the organizational culture, which looked for the significance of the relationship between toxic leadership and organizational culture. It showed that there is a significant relationship between toxic leadership and

organizational culture. Toxic leadership has significant capacity to influence employees' organizational culture. The result of the regression analysis showed that toxic leadership scales explain almost 37% of the variance in organizational culture. To sum up, we can claim that toxic leadership has a significant effect on organizational culture. It is advisable for organizations employing knowledge workers to take care of leadership of their leaders, in order to make sure that leaders are not using toxic leadership styles in their pattern of leadership. It should not be allowed to people who are suffering from the destructive qualities and toxic behavior to work and grow in the organization under any circumstances. The limitation of this study is that based on limited survey data. More research using entirely different methods and more sources of data is desirable.

9.3 Recommendations

Based on the objectives of the study, its findings and conclusion; the following recommendations have suggested:

- According to the fact that toxic leadership mostly exist in any organization in more or less degree. This study may help to improve the leadership of an organization, will help to decrease and avoid the fact of toxicity if it has a place to be. As well as, the ways of coping with toxic leaders can improve the organizational culture that will affect positively on the productivity of the organization and avoid the fact of turnover in organizations.
- The growing importance of educational leadership in general and the limited research in Jordan demands a deeper analysis of the impact of toxic leadership on organizational culture. However, there is a gap in the academic research about leadership in the institutions of higher education; therefore further research is needed because of the structure and complexity of academic culture and work relations.
- The leadership is an important competency to be developed since it can influence organizational. A model linking leadership styles with organizational culture was proposed and tested. It is evident that leadership development is a critical area that needs to be addressed by both relevant authorities and industries to increase global competitiveness. More leadership training programs need to be developed to shape the present and future small business owner-managers on how to develop a competitive organizational culture in their organizations.

References

- [1]. Buch, K. & Rivers, D. (2001). TQM: the role of leadership and culture. *Leadership & Organization Development Journal*, 22 (8), 365-371.
- [2]. Chang, S. & Lee, M. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization*, 14 (2), 155-185.
- [3]. Eacott, S. (2011). New look leaders or a new look at leadership?. *International journal of educational management*, 25 (2), 134-143.
- [4]. Eisner, E. (1991). *The enlightened eye: Qualitative inquiry and the enhancement of educational practice*. New York, NY: Macmillan Publishing Company.
- [5]. Gabriel, J. M. O. (2016). Supervisors' Toxicity as Predictor of Subordinates' Counter-Productive Work Behavior in Nigerian Public Hospitals. *Journal of Applied Business Research (JABR)*, 32 (5), 1363-1374.
- [6]. Gilbert, J., Carr, N., Ivancevich, J., & Konopaske, R. (2012). Toxic versus cooperative behaviors at work: the role of organizational culture and leadership in creating community-centered organizations. *International Journal of Leadership Studies*, 7 (1), 29-47.
- [7]. Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8 (4), 597-606.
- [8]. Goldman, A. (2006). High toxicity leadership: Borderline personality disorder and the dysfunctional organization. *Journal of Managerial Psychology*, 21 (8), 733-746.
- [9]. Goldman, A. (2008). Company on the couch: Unveiling toxic behavior in dysfunctional organizations. *Journal of Management Inquiry*, 17 (3), 226-238.
- [10]. Griffith, J. (2004). Relation of principal transformational leadership to school staff job satisfaction, staff turnover, and school performance. *Journal of Educational Administration*, 42 (3), 333-356.
- [11]. Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction, Employees Commitment and Turn over Intention. *Advances in Economics and Business*, 2 (6), 215-222.
- [12]. Hofstede, G. H. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Thousand Oaks, CA: Sage.
- [13]. Hussain, M. (2015). The Disastrous Impact of a Toxic Boss on Employees and Organization's Growth and Development. *International Journal of Management and Commerce Innovations*, 3 (2), 1019-1023.
- [14]. Indradevi, R. (2016). Toxic Leadership over the Years—A Review. *Purushartha: A Journal of Management Ethics and Spirituality*, 9 (1), 106-110.
- [15]. Jaramillo, F., Mulki, J. & Solomon, P. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling and Sales Management*, 26 (3), 271-282.
- [16]. Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*. Boston, MA: Harvard Business Press.
- [17]. Khan, H. A. (2017). *Globalization and the Challenges of Public Administration: Governance, Human Resources Management, Leadership, Ethics, E-Governance and Sustainability in the 21st Century*. USA: Springer.
- [18]. Khuong, M., & Nhu, N. (2015). The Effects of Ethical Leadership and Organizational Culture towards Employees' Sociability and Commitment—A Study of Tourism Sector in Ho Chi Minh City, Vietnam. *Journal of Advanced Management Science*, 3 (4), 329-336.
- [19]. Leary, T., Green, R., Denson, K., Schoenfeld, G., Henley, T., & Langford, H. (2013). The relationship among dysfunctional leadership dispositions, employee engagement, job satisfaction, and burnout. *The Psychologist-Manager Journal*, 16 (2), 112-130.
- [20]. Lund, D. (2003). Organizational culture and job satisfaction. *Journal of Business and Industrial Marketing*, 18 (3), 219-236.
- [21]. Marinova, S. (2005). An organizational culture perspective on role emergence and role enactment (Unpublished PhD thesis, University of Maryland, USA).
- [22]. Maxwell, S. M. (2015). *An Exploration of Human Resource Personnel and Toxic Leadership* (Unpublished PhD thesis, Walden University, Washington, USA).
- [23]. Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. 2009. How low does ethical leadership now? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108 (1), 1-13.
- [24]. Mehta, S. & Maheshwari, G. (2014). Toxic leadership: tracing the destructive trail. *Journal Impact Factor*, 5 (10), 18-24.
- [25]. Mitchell, M. & Ambrose, M. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology* 92 (4), 1159-1168.
- [26]. Mosadegh, A., & Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19 (2), 11-28.
- [27]. Mujeeb, E., Masood, M & Ahmad, M. (2011). Relationship between organizational culture and performance management practices: a case of university in Pakistan. *Journal of Competitiveness*, 3(4), 253-266.
- [28]. Mumford, M., Espejo, J., Hunter, S., Bedell-Avers, K., Eubanks, D., & Connelly, S. (2007). The sources of leader violence. *The Leadership Quarterly*, 18 (3), 217-235.
- [29]. Ng'ang'a, M., & Nyongesa, W. (2012). The impact of organizational culture on performance of educational institutions. *International Journal of Business and Social Science*, 3(8), 211-217.
- [30]. Northouse, P. (2007) *Leadership Theory and Practice*. 4th Ed. London: Sage Publications.
- [31]. Omar, A., Robinson, S. & Dudau, A. (2017) Leaders behaving badly: constructing a toxic leadership for public university leaders. *International Journal of Management and Applied Science*, 3 (6), 75-80.
- [32]. Schaubroeck, J., Walumbwa, F., Ganster, D., & Kepes, S. (2007). Destructive leaders traits and the neutralizing influence of an 'enriched' job. *The Leadership Quarterly*, 18 (3), 236-251.
- [33]. Schein, E. (2004). *Organizational culture and leadership*. 3rd ed. USA: John Wiley & Sons.

- [34]. Sekaran, U. (2003) *Research Methods for Business: A Skill Building Approach*. NY: John Wiley.
- [35]. Singh, P., Bhandarker, A., & Rai, S. (2015). *The Leadership Odyssey: From Darkness to Light*. India: SAGE Publications.
- [36]. Spendlove, M. (2007). Competencies for effective leadership in higher education. *Journal of Educational Management*, 21 (5), 407-417.
- [37]. Toytok, E., & Kapsuzoglu, S. (2016). Influence of School Managers' Ethical Leadership Behaviors on Organizational Culture: Teachers' Perceptions. *Eurasian Journal Of Educational Research*, (66), 373-388.
- [38]. Yang, Y. & Islam, M. (2012). The influence of transformational leadership on job satisfaction: balanced scorecard perspective. *Journal of Accounting & Organizational Change*, 8 (3), 386-402.