

How Can Organizational Work Design Moderate in Reducing Toxic Culture after the Pandemic Period

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Abstract: This paper refers to the theory of Toxic Leadership, which can negatively impact employees and organizations. We develop the concept of Toxic Leadership theory to be more comprehensive by emphasizing that the source of Toxic does not only come from Leaders but can also come from Employees as an independent variable. All aspects of Toxic, whether coming from Leaders or Employees, will form a Toxic Culture that is strong and rooted in an organization. Developing indicators related to Toxic Culture is possible, considering each region has a different culture. And most important thing is how to prepare the mitigation, where an organization must create a working system (Organizational Work Design) that can control or at least reduce the influence of Toxic Leadership and Toxic Employees on Toxic Culture in the organization. Thus, it is hoped that this paper can provide an overview of research models that can minimize toxic elements in an organization. Thus, the organization does not depend on personal aspects in terms of Leaders and Employees. In other words, the organization has a mature work system that can control the existing Toxic Culture, even though Toxic Leaders and Toxic Employees still exist within the organization.

Keywords: Toxic Culture, Toxic Leadership, Toxic Follower, Work Design

1. Introduction

The culture of an organization greatly affects its sustainability of the organization. A positive culture will ultimately have a positive impact in all aspects and vice versa. It has been found in many studies that Toxic Culture can significantly have a negative influence on an organization. Not only the Leadership aspect, employees who have negative behavior (Toxic Employee) can also negatively influence the surrounding environment. In the end, it can also form a Toxic Culture, either in the form of factors that slow down the organization and prevent quick decision-making, cause friction between employees, or prevent employees from working effectively. So, to suppress the influence of Toxic Leadership and Toxic Employee, the organization needs to redesign its work system (Organizational Work Design) with improvements to certain aspects of work, so that it can moderate the relationship between the two Variables in influencing Toxic Culture within the organization.

In previous research, the problem of Toxic Leadership has been discussed a lot. The initial term for Toxic Leadership theory describes four aspects of Toxic Leadership: malevolent, malcontent, maladjusted, and malicious (Whicker, 1996). Then Bacal (2000) provides another picture of an inconsistent attitude, provides directions, and makes decisions that change suddenly. Furthermore, Schmidt (2008) defines Toxic Leadership in a fairly comprehensive description: narcissistic, self-promoter who gives many unpredictable things and is involved in abusive and authoritarian supervision. Pelletier, (2010) identifies related Toxic Leadership, which consists of several dimensions: promoting inequality; attacking followers' self-esteem; divisional ness; abusive supervision; and social exclusion. Furthermore, Wasylyshyn et al., (2012) added that actions that describe the inability to support its members tend to create strong fear dynamics in team members and are vulnerable to public humiliation. Schmidt (2014) further refines his definition of Toxic Leadership by defining 5 dimensions, namely: 1) authoritarian leadership; 2) abusive supervision; 3) narcissism; 4) self-promotion; and 5) unpredictability.

Milosevic et al., (2020) distinguish between Destructive Leadership, Abusive Leadership, Ineffective Leadership, and toxic leadership. Destructive Leaders have a high intention (deliberate) to cause harm which manifests in the Leader's competence and narcissism, and deliberately set goals and engage in efforts to influence the harm others. The abusive Leader is more of a leader who, although less intentional than the Destructive Leader, is equally selfish and engages in hostile emotional outbursts, causing significant harm to others. Ineffective Leaders are relatively passive with low leadership talent.

According to Milosevic et al., (2020), Toxic Leadership considerably influences individual and organizational performance. First, toxic leadership can be less harmful than destructive or abusive leadership. This is because Toxic Leadership has no explicit intent to harm others. Second, Toxic Leadership tends to interfere with other people's abilities when they work, either by personal approaches to leaders or making rules that are irrelevant to subordinates.

Matos, (2017) argues that Toxic Leaders focus on achieving short-term and personal goals, using abusive behavior to control others to the detriment of employees and the organization. Such a leadership style will result in a stressed workforce, eager to get out and possibly motivated to take legal action for perceived discrimination. Even though the number of Toxic Leaders was small, their effects could change the entire organization. Toxic Leadership is more prone to appear in an organizational environment that is collective rather than individualistic. This is considering the position of Toxic Leaders who have the authority that allows them to control their environment.

Considering some of the explanations above, forming a culture really depends on the elements of the person who forms it, which in the case of an organization/company is referred to as superior/Leader and subordinates/Employee/Follower. In comparison, Culture describes the overall climate of the organization's environment. So, a Toxic Culture will be heavily influenced by Toxic Leaders and Toxic Employees/Followers. To reduce or control the influence of Toxic Leaders and Toxic Employees, it is necessary to improve the Organizational Work Design. With this improvement, it is hoped that the organization will have a mature work system, which does not depend on personal factors. Even though Toxic Leaders and Toxic Employees still exist in the organization, the organization already has a control system. It should be noted the improvement of Work Design must consider the condition of Remote Working, which has become a new work pattern in every Organization, even though the pandemic period has ended.

From several previous studies, there are several opportunities for future research improvement. Mergen & Ozbilgin, (2021) explained the need for future research on mechanisms that can neutralize toxic Leadership, such as mechanisms for coercing toxic leaders, normalizing toxic, and improving follower morale, which can ultimately curb the impact of Toxic Leadership in the future. Smith & Fredricks-Lowman, (2020) also believes that further research is needed regarding policies and guidelines in addressing Toxic Leadership, as well as measuring the effects of Toxic Leadership. Z. Wang et al., (2020) explained that limiting studies to one country could pose a risk of bias towards cultural perceptions. This is because each region has a different culture, so caution is needed in generalizing the results. Even so, there is one study which states that the effect of Toxic Leadership is not significant in the banking sector (Khan et al., 2021). The role of followers in toxic leadership processes requires additional investigation (Milosevic et al., 2020).

From several opportunities for future research improvement and the inconsistency of some studies, the research gap in this conceptual paper is that most research only focuses on aspects of Toxic Leadership, and no one has specifically discussed Toxic elements from the Employee side. In addition, no one has yet used the Organizational Work Design Moderation Variable to its influence on Toxic Culture. It is expected to answer the opportunities for future research improvement mentioned above.

This conceptual paper aims to provide a research model that describes the influence of Toxic Leadership and Toxic Employee Variables on Toxic Culture Variables. In addition, it also provides an overview of the effect of the Organizational Work Design Variable in moderating the relationship between Toxic Leadership and Toxic Culture and Toxic Employees and Toxic Culture. This paper is expected to contribute to developing a broader Toxic Culture concept, which includes not only Toxic Leaders but also Toxic Employees. In addition, it is hoped that this paper can be the first step in creating a conceptual model to answer various opportunities for improving previous research.

2. Literature Review

2.1. Toxic Leadership

There has been quite a lot of research that defines Toxic Leadership. According to Milosevic et al., (2020), According to Milosevic et al., (2020), by hiding their lack of competence and doing various ways to maintain a position of control by putting aside organizational goals, toxic leaders position themselves in the organization. When compared to destructive and abusive leaders, the intentions of toxic leaders tend to be less harmful. Yet the effects of toxic leaders remain harmful to followers and the organization. The notion of a lack of competence can manifest in two ways: micromanagement and drastic changes in decision-making. The definition of micromanagement is to focus on small details that are not important, and not focus on the essence of work. Meanwhile, the notion of drastic change is the tendency to quickly make decisions without discussing them with other people who are more experts or have a better understanding of the problem. Meanwhile, maintaining a control position is carried out in two ways, namely upward influence, and downward influence. Upward influence, namely with good friendly relations with superiors to form a better evaluation of managers and can get their approval easily. While the downward influence by interfering with the individual's ability to do the job.

Toxic leadership is a form of destructive leadership involving the behaviour of leaders and followers that produces negative long-term results and unhealthy environmental conditions. In toxic organizations, performance can be a by-product of strategic decision-making leadership (Smith & Fredricks-Lowman,

2020). Matos, (2017) explains that Toxic Leadership is not evenly distributed in all workplaces. Most Toxic Leadership occurs in the industrial world, dominated by engineering education graduates, and dominated by men. In the end, Toxic Leadership will produce long-term negative effects and unhealthy working conditions in an organization (Smith & Fredricks-Lowman, 2020). Kılıç & Günsel, (2019) explain that Toxic Leadership has four main dimensions, namely Abusive Supervision, Authoritarian Leadership, Self-promotion, and Narcissism. The attitudes and behaviours of Toxic Leaders will significantly affect personal well-being, reducing organizational performance.

2.2. The Impact of Toxic Leadership

Although the number of Toxic Leaders is small, they significantly impact an organization. Employees who get Toxic Leader tend to feel tired and frustrated, while employees who don't get it directly will be disappointed when they see the treatment of their co-workers in other departments. It is because non-toxic leaders withdraw from managing collective culture and focus on creating a positive culture in their department (Matos, 2017). Besides being frustrating, Toxic Leadership also results in the disempowerment of followers by isolating employees and making them powerless (Milosevic et al., 2020).

Toxic Leadership positively correlates with decreased staff morale. Even some of them tend to intend to leave their place of work rather than having to tolerate the Toxic Leader they face. Smith & Fredricks-Lowman, (2020) explain concerning employee morale, Toxic Leaders use fear tactics to message followers that others can replace them. It aims to motivate employees to work harder to keep their jobs, but this only happens in the initial phase. Still, productivity will decrease in the end because it negatively impacts employee morale. Ultimately, this will result in high employee turnover rates, thus impacting organizational recruitment costs (Snow et al., 2021).

2.3. Toxic Follower

Marc & Sales, (2020) explained that there is a Toxic Triangle which consists of Destructive Leadership, Susceptible Followers, and Conducive Environments. These three elements influence each other in 2 directions (reciprocity). So, these three elements will produce a Destructive Outcome for an Organization. In addressing the influence of Toxic Leaders, the responses of vulnerable Followers who are employees within the organization are divided into two groups, namely Conformers and Colluders. Conformers tend to reduce the negative impact by not following the Leader. Meanwhile, Colluders tend to seek personal gain by supporting Toxic Leaders.

Followers have an essential role in building and maintaining Toxic Leaders. Toxic Leaders some Followers have charm, so they can attract Followers to join (Mergen & Ozbilgin, 2021). But conversely, some followers can also show considerable agency in efforts to neutralize the influence of Toxic Leaders. Even though sometimes followers feel helpless, considering that they also need their work, they act to protect their work from negative impacts and also neutralize toxic influences through solutions and learning (Milosevic et al., 2020)

According to Milosevic et al., (2020), with toxic in their organization, followers tend to have difficulty working and achieving set goals. They feel helpless and demotivated. When followers have to accept toxic in their environment, followers not only stop following their leaders, but they also actively work to neutralize the influence of toxic leaders by increasing learning in dealing with toxic and also creating solutions to streamline their work.

2.4. Toxic Culture

As mentioned in much of the literature above, Toxic Leadership can damage organizational culture and reduces the commitment, motivation, and people involved in the organization (Smith & Fredricks-Lowman, 2020). Even though the number of Toxic Leaders in an organization is small, they can damage the existing organizational culture (Matos, 2017).

This negative leadership style harms the organization which has the potential to have a bad influence on positive leadership in an organization (Kılıç & Günsel, 2019). According to Smith & Fredricks-Lowman, (2020), culture is a strategic key factor in predicting behaviour and outcomes. Organizational culture is reflected in what is done, how it is done, and who is involved.

A workplace is a dynamic object that often changes. In the modern era, especially after Covid-19, quite a lot of non-standard work arrangements have emerged, which are different from conventional work patterns. An example is e-Lancer, where technology-facilitated work patterns can present opportunities for organizations and employees. With this system, the flexibility of employee work will be much greater. In addition, the use of workers with special skills has also increased. However, this non-standard system also has several unique

challenges, namely, how to ensure eLancer employees can work optimally, and their productivity can be measured. So that it can produce positive work results (Schroeder et al., 2021).

2.5. Remote Working Covid-19

Spicer, (2020) explains that there has been a change in organizational culture since the Covid-19 pandemic. Various personal protective equipment and medical devices have replaced the prestigious office space. Coffee activities together have been replaced with zoom calls. The next question is whether there will be an overall change or transformation in organizational culture after this pandemic.

Regarding Remote Working, B. Wang et al., (2021) describe the four main challenges of remote work (work-home distractions, ineffective communication, procrastination, and loneliness) and four virtual challenges. Job characteristics influence this challenge's experience (social support, job autonomy, monitoring, and workload) and one critical individual difference factor (worker self-discipline).

2.6. Work Design & Organizational Improvement

To detoxify the Toxic Culture within the organization, a two-way approach must be used: addressing the Toxic Leader itself and strengthening aspects of training and employee succession in preparation for replacing the identified Toxic Leader. Comprehensively, several steps that can be used include: 1) Using a third party to assess the culture and performance of senior leaders; 2) Improving long-term succession planning; 3) Strengthening the structure of employee rewards following the needs of the organization; 4) Provide training, guidance, and upward feedback (Matos, 2017).

To improve the organization, it is essential to design Follower-focused interventions that make individuals less susceptible to the allure of Toxic Leadership so that they are not drawn into the Toxic Culture in the first place. The concrete forms of this intervention include equality, diversity, inclusion, democracy and solidarity which can strengthen the formation of individual identities and reduce the possibility of personal vulnerability to be affected by Toxic Leadership. (Mergen & Ozbilgin, 2021).

Smith & Fredricks-Lowman, (2020) explained that it was necessary to create a monitoring system regarding how organizational goals and objectives were achieved and emphasized how creating a bottom line could affect organizational culture, employee morale, and performance to eliminate Toxic Leadership in the future. In another study, Z. Wang et al., (2020) explained that a collaborative work environment is needed so that employees can feel confident and relaxed and work more optimally. Walton, (2021) also suggests that Top Management should consider using a Psychometric Profile combined with routine monitoring of the behaviour of existing Leaders and Executives to prevent the emergence of Toxic Leadership behaviour. Çoban, (2022) added that three effective steps to eliminate Toxic Leadership, as well as the Toxic Environment, are: 1) Being careful about small things that can cause a Toxic Environment; 2) eliminating the lack of communication, both between superiors and subordinates, and fellow employees; 3) learn from previous management mistakes to correct toxic situations that are hard to fix.

Schroeder et al., (2021) explained that a workplace is a dynamic object that often changes. In the modern era, quite a lot of work arrangements have emerged that are very different from conventional work patterns. Not only working hours outside office hours but also the use of employees with special skills and the use of technology, so that the work system becomes more flexible. In addition, the use of workers with special skills has also increased. However, this non-standard system also has several unique challenges, namely, how to ensure eLancer employees can work optimally, and their productivity can be measured.

The toxic environment, which describes the workplace environment, has a negative relationship with project success and stress at work (Z. Wang et al., 2020). Hoffman & Sergio, (2020) added that the work environment could influence Leader behaviour which can affect organizational members' innovation.

3. Proposition & Proposed Model

Milosevic et al., (2020) examined how Toxic Leadership influences its Followers and how Followers respond to the Organization. Khan et al., (2021) examine the correlation between Toxic Leadership, Employee Performance, and Employee Commitment in the banking world. Snow et al. Snow et al., (2021) examine how the influence of Toxic Leadership in education is associated with its impact on professional life, individual personal life, and staff morale. Smith & Fredricks-Lowman, (2020) examines how to understand Toxic Leadership, examine the influence of Toxic Leadership on organizational culture and employee morale. Acuña & Male, (2022) researched that toxic Leadership has no significant relationship. So even though toxic Leadership exists around their work environment, it doesn't affect their engagement at work.

Rizani et al., (2022) in their research added that toxic leadership has a significant relationship to organizational performance and a toxic workplace, while the toxic workplace itself does not have a significant effect on organizational performance. Paltu, (2020) explains a significant relationship between Toxic Leadership

and Organizational Culture as mediating the relationship between Job Satisfaction, Organizational Commitment, and Turnover Intention. Snow et al., (2021) explain the influence of Toxic Leadership on Personal Impact, Professional Impact, and Staff Morale. Toxic Leaders can change the entire organization (Matos, 2017). They slowly poison the organization through their incompetence and interference with the performance of others (Milosevic et al., 2020). This Toxic Leadership can ultimately lead to a decrease in performance and productivity at work, as well as an extraordinarily negative response to employees (Kılıç & Günsel, 2019).

Toxic Leadership will ultimately damage the organizational culture by violating the legitimate interests of the organization (Smith & Fredricks-Lowman, 2020). The main goal of Toxic Leadership is to hide a lack of relevant competence and maintain a position of control to the exclusion of other beneficial organizational goals.

P1: Toxic Leadership has a significant positive effect on Toxic Culture

The Toxic Triangle consists of Destructive Leadership, Susceptible Followers, and Conducive Environments. These three elements influence each other in 2 directions (reciprocity). So, these three elements will produce a Destructive Outcome for an Organization (Marc & Sales, 2020). In this case, in an organization/company, followers are subordinated or employees, which can also stand alone as a source of Toxic, which can also have a negative effect on the Organization.

Khan et al., (2021) created a research model that describes how the role of Employee Commitment mediates Toxic Leadership with Employee Performance. In the end, followers will significantly affect the organizational environment (Marc & Sales, 2020). On the other hand, followers can show considerable agency in efforts to neutralize toxic influences. Despite feeling powerless at times, followers act to protect their work from the negative effects of Toxic Leadership through solutions and learning (Milosevic et al., 2020). Mergen & Ozbilgin, (2021) adds that further research is needed, explaining that followers of Toxic Leaders (Followers) can also act as moral agents who can create Toxic phenomena in an organization.

P2: Toxic Employee has a significant positive effect on Toxic Culture

Several studies have explained the role of Moderation or Mediation variables related to Toxic Leadership. Khan & Haq, (2021) explain the role of Employee Voice in mediating between Toxic Leadership and Organizational Engagement. Employee Voice is described as employee behaviour in communicating ideas, opinions or concerns that can support the workplace environment.

Z. Wang et al., (2020) also explained that Organizational Support could moderate the relationship between Toxic Workplace Environment and Workplace Stress, ultimately affecting Project Success. Organizational Support is defined as the organization's role in contributing to and protecting the rights and interests of employees. Organizations that wish to detoxify the Toxic Culture that exists within the organization must use a two-way approach, namely by addressing Toxic Leader itself and also strengthening aspects of training and also an employee succession in preparation for replacing the identified Toxic Leader (Matos, 2017).

Previous studies have shown that Toxic Leadership can be mediated or moderated by a variable. It is hoped that this Organizational Work Design variable can moderate the relationship between Toxic Leaders and Toxic Culture, as well as between Toxic Employees and Toxic Culture. So that in the end, it is hoped that the Organizational Work Design moderation variable can reduce/control the influence of Toxic Culture and Toxic Employees.

P3: Organizational Work Design has a significant influence on moderating the relationship between Toxic Leadership and Toxic Culture

P4: Organizational Work Design has a significant influence on moderating the relationship between Toxic Employees and Toxic Culture

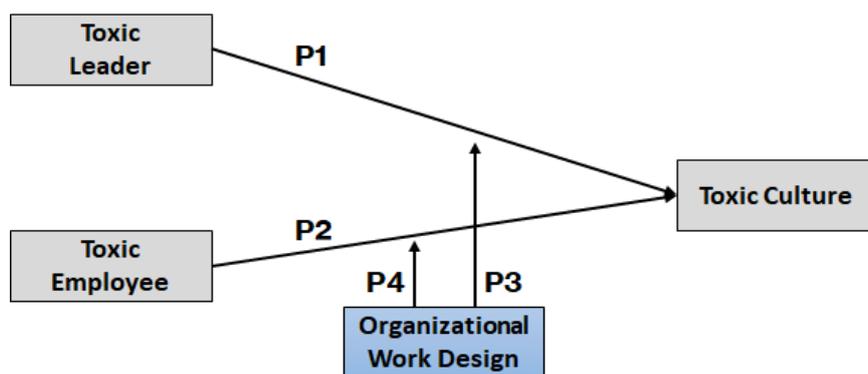


Figure 1. Proposed Model

4. Discussion

From several previous studies and the research concept model mentioned above, it can be illustrated that the Toxic Leadership variable and the Toxic Employee variable will positively impact Toxic Culture in an organization. The greater the level of Toxic Leadership and Toxic Employees, the greater the level of Toxic Culture. However, further empirical research is needed to determine how significant the influence between the two independent variables is.

Meanwhile, the role of the Organizational Work Design moderation variable is to moderate the relationship between Toxic Leadership and Toxic Culture and between Toxic Employees and Toxic Culture. It is expected that the role of this moderating variable has a significant influence. It means that an organization can re-design its work system design to control Toxic Leadership and Toxic Employees. It makes the work system within the organization more mature and not too dependent on the characteristics of Leaders or Employees.

4.1. Not only Toxic Leaders but also Toxic Employees

Various previous studies all say that Toxic Leadership has a negative impact on an organization. Various kinds of characteristics exist in him, such as authoritarianism, self-promotion, lack of competence, protecting control positions, and micro-management, which will make employees as followers feel powerless, stressed, frustrated, and even leave the organization, which in the end will damage the organizational culture and has a negative impact on the organization. Followers will be divided into Conformers, who tend to reduce negative impacts by not following the Leader and Colluders, who seek personal gain by supporting Toxic Leaders.

Previous research from Milosevic et al., (2020), explaining the direction of future improvement, is the need for additional investigations regarding the role of followers in toxic leadership processes. In this conceptual paper, we try to see the employee as a follower as an independent subject to answer this opportunity. If so far, based on previous research, followers are always seen as a dependent or moderating object, which Toxic Leaders influence. Indeed, employees as followers do not have power or upward influence, but they do have quite a strong influence in a sideways relationship with fellow employees in an organization. In social interactions, they often form colonies, either because they have the same hobbies, have the same area of origin or place of birth, have the same age or are still in the same generation. In every social colony, they can influence each other to be fellow employees. The problem is when the influence is also negative, like the Toxic Leader, even though it is in the form of a different negative aspect. For example, giving the influence to be undisciplined towards company rules, inviting corruption or embezzlement of the company's budget, or simply inviting employees to position themselves in their comfort zone, who only want to accept easy jobs and refuse more challenging assignments. Thus, an employee can also be positioned as a Toxic Employee, which can have a negative effect on the organization, just as a Toxic Leader is also dangerous for the organization.

The attitude and behaviour of members of the organization, both from Top Management and Employee side, lead to negative or Toxic aspects. It will form an organizational Culture which is also negative or leads to Toxic Culture. When a Toxic Culture has been firmly formed, when there are positive Leaders or positive Employees who join the organization, it will likely be straightforward and range to become a person who is also toxic. It will further strengthen the existing Toxic Culture. If not, the employee will continue to become a conformer who is forced to survive in a workplace full of toxic but has no other choice.

4.2. How to Improve Toxic Culture?

Brown, (2019) provides input on implementing improvements in an organization with several stages, including encouraging a design thinking culture, eliminating silos between departments, and creating cross-sector collaboration, not leaving barrier factors, paying attention to previous experience, and ensuring support from Top Management. In his research, Meidav, (2021) explains that ethical behaviour is an antidote to a toxic workplace culture when employees are forced to submit their complaints through external media when internal mechanisms are not working. By carrying out an excellent speaking culture, employees feel that their concerns will be heard more so that problems can be handled internally for the benefit of the individual and the organization. Abdulai, (2021) added that his research in Ghana, which highly upholds ethics for older people, revealed that criticizing leaders can lead to a toxic environment. So, it is suggested that subordinates criticize the leader constructively.

In his research, Walton, (2022) explains that to fight dysfunctional and counter-productive leadership, it is necessary to carry out three things, namely 1) a psychological assessment for each executive position; 2) consider how the internal culture and operational context can hinder counter-productive leadership; 3) and conduct an assessment of the possible impact external environment and also pressure on the leadership. Walton, (2021) suggests overcoming the high failure rate of executives, executives, and company management by using psychometric profiles combined with regular monitoring of leadership behavior after their appointment to prevent toxic leadership behavior. Çoban, (2022) added that to prevent toxicity in the organization, it is

necessary to have a basic mechanism for a feedback system for all HR owned to fight toxic leaders in the workplace.

As explained in previous research related to the direction of improvement in the future, including 1) Mergen & Ozbilgin, (2021) in their research explained the need for future research on mechanisms that can restrain and neutralize toxic Leadership once the individual joins the organization; 2) The need for further research related to institutional policies and guidelines in addressing Toxic Leadership, as well as measuring the longitudinal effects of Toxic Leadership (Smith & Fredricks-Lowman, 2020), so this conceptual paper tries to include a new variable in the form of Organizational Work Design, which describes how an organization can create a new work system, which can minimize all existing Toxic elements, whether they come from Toxic Leaders or Toxic Employees, or from Toxic Cultures that have been formed before in a long period. In redesigning this work system, of course, you must consider the indicators that make up all the existing Toxic elements, be it Toxic Leaders, Toxic Employees, and Toxic Culture.

4.3. Different Regions, Different Cultures, Different Indicators

In a previous study, Z. Wang et al., (2020) explained that limiting studies to one country would increase the risk of cultural bias, so it is necessary to be more careful in generalizing the results. Future research in different cultural contexts is needed to validate the results. So, in this conceptual paper, by taking a cultural sample at an Energy company on the island of Java in Indonesia, it is necessary to reformulate the indicators used in each Toxic Variable by mixing several previous studies. Starting from Toxic Leadership, regarding several previous studies, for regions according to predetermined cultural sample areas, indicators that can be used include: 1) Authoritarian Leadership; 2) Self-promotion; 3) Unpredictability; 4) Lack of Competence; 5) Short Term Goals; 6) Micro-Management; 7) Managerial Ineffectiveness.

Furthermore, to describe a Toxic Employee, the approach is more toward the Follower, but by seeing it as an independent object, without being influenced by a Toxic Leader. Several indicators that can be used include: 1) In-discipline; 2) Corruption; 3) Lack of Loyalty; 4) Lack of Learner; 5) Ego Management. Meanwhile, to describe Toxic Culture, in addition to referring to previous research, it must also be adapted to the cultural characteristics that apply to each area. Can use existing cultural survey parameters or according to organizational cultural values. Several indicators can be used to describe Toxic Culture, including 1) Slow Moving Organization; 2) Internal Friction; 3) Unclear Organization Definition; 4) Bad Corporate Governance; 5) Inconsistent Regulations; 6) Intimidation; 7) No Social Support.

In the end, it is in defining the Organizational Work Design indicator that becomes critical. Given this variable, it is hoped that it can become an obstacle to all Toxic elements in the organization, and even, if possible, it can be neutralized and eliminated. In determining the indicators of this Organizational Work Design variable, it is better to consider the root causes of each existing indicator. So, it is hoped that each Organizational Work Design indicator can be implemented in the organization and become an eliminator of all existing Toxic elements. Referring to several previous studies, several indicators that can be used include: 1) 360 degrees of Communication; 2) Coaching and Mentoring; 3) Leader Development; 4) Independent Culture Assessor; 5) Employee Voice; 6) Social Support; 7) Work Life Balance; 8) Flexy Work Time and Place; 9) Organization Function Re-definition; 10) Long Term Program Evaluation.

5. Conclusion

In line with previous research, and by considering the direction of future research improvement, this conceptual paper wants to provide a more comprehensive picture of Toxic elements in an organization. Toxic Leaders with various characteristics that exist in them will make employees as followers feel helpless, stressed, and frustrated, which will ultimately damage the organizational culture and negatively impact the organization. On the other hand, this conceptual paper views that employees are not only positioned as Followers who are affected by Toxic Leaders but can also stand as independent subjects, which can also spread toxic into the organization. So, it will form a Toxic Culture that can last for a long time. When the Toxic Culture is firmly rooted, when positive Leaders or positive Employees join the organization, they will follow the existing Toxic currents and not spread positive elements into the organization.

Considering these things, an organization needs to take preventive steps as early as possible in the form of a structured work system, which can minimize or neutralize all toxic elements within the organization. The organization must create a working system (Organizational Work Design) that can control or at least reduce the influence of Toxic Leadership and Toxic Employees on the Organization's Toxic Culture. Thus, it is hoped that the organization will not depend on personal aspects regarding Leaders and Employees. In other words, the organization has a mature Work System which can control the existing Toxic Culture, even though Toxic Leaders and Toxic Employees still exist within the organization. It is what is expected to be the answer to the opportunities for future research improvement mentioned above.

5.1. Managerial Implication

From this conceptual paper, it can be described how the relationship between the independent variables, Toxic Leadership, and Toxic Employee in giving effect to Toxic Culture as the dependent variable. For an organization, the conditions mentioned above are part of an uncontrollable condition, considering that Toxic traits are generally related to a person's personality, whether in a position as a Leader or as an Employee.

As a preventive measure for an organization in mitigating root cause conditions that cause the existing Toxic Culture, the organization needs to improve Work Design by leading to a mature system. So that it can have a significant influence in reducing the significant level of influence of Toxic Leadership and Toxic Employee variables on Toxic Culture. Hopefully, this conceptual paper can also identify indicators for each Toxic variable that has the most significant influence. So, it can provide organizational management input to continuously improve its work system so that a cohesive work culture will always be created.

5.2. Future Research

For further research, empirical research should be carried out so that the significance of the relationship between variables can be identified according to the research model that has been built. Further research development can be carried out on different organizational objects and entities. It is important to consider that the culture that applies in every Organization is different. Moreover, different regions or even different countries must have cultural differences. It will significantly affect the dominant Toxic type in the Organization. The ability to design and determine Indicators and Questionnaire questions greatly influence the resulting managerial implications.

And for further research development, it can be identified how the opposite effect if a Toxic Culture has been formed for a long time. It needs to be determined whether the Leadership personification factor and also Employees can be easily influenced by Toxic Culture that has been formed for a long time.

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