
THE EFFECT OF TOXIC LEADERSHIP ON TURNOVER INTENTION, COUNTERPRODUCTIVE WORK BEHAVIOUR, AND JOB SATISFACTION

Francisca Harroviantin, Elsy Tandelilin*

Universitas Surabaya, Indonesia

Email: s134123018@student.ubaya.ac.id, elliin@staff.ubaya.ac.id

Abstract

This study aims to analyze the influence of toxic leadership on turnover intention, counterproductive work behavior (CWB), and job satisfaction in employees of PT. X Indonesia. The phenomenon of increasing employee resignation rates and indications of negative work behavior is an important background for this study. This study used a quantitative approach with a census method, involving 54 respondents from various levels of position. The data analysis technique was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0 software. The results of the external model evaluation showed that all indicators used met the criteria for validity and reliability, with the value of loading factor, Average Variance Extracted (AVE), and composite reliability above the minimum threshold. Furthermore, the results of the inner model test showed that toxic leadership had a significant positive effect on turnover intention ($\beta = 0.729$), and CWB ($\beta = 0.697$), and had a significant negative effect on job satisfaction ($\beta = -0.683$), all with a p value of < 0.001 . The R^2 value obtained indicates the model's predictive ability to be moderate for all endogenous variables. This study confirms that toxic leadership is a determinant factor that significantly decreases job satisfaction and increases employee exit intention and counterproductive behavior. The implications of this study emphasize the importance of early detection of toxic leadership practices and the development of a healthy organizational culture through managerial interventions and strategic HR policies.

Keywords: Toxic Leadership, Turnover Intention, Counterproductive Work Behaviour, Job Satisfaction, Organizational Behavior

Corresponding: Elsy Tandelilin

E-mail: elliin@staff.ubaya.ac.id



INTRODUCTION

In an era of increasingly fierce global competition, quality human resources (HR) are a fundamental element that determines the success of an organization in achieving its strategic goals. Every organization is required to be able to acquire, develop, and retain a highly competent workforce. This is in line with the opinion that the quality of employees is directly proportional to the results of the work produced. In the era of the Industrial Revolution 4.0, organizations must be able to adapt to changes that occur dynamically, so that the existence of superior human resources is an absolute necessity to maintain competitiveness. (Afandi, 2021; Almasri, 2016; Basuki, 2023; Imbron & Scott, 2021; Samsuni, 2017) Purnama et al. (2020)

Leadership plays a central role in shaping organizational culture and influencing individual and collective performance. Positive leadership, as discussed, has proven to be effective in increasing organizational productivity. However, in recent years, the phenomenon of destructive or Cameron (2003) *toxic leadership* has received more attention. Stated that

deviant behavior shown by leaders can trigger non-adaptive behavior among employees. Unhealthy leadership threatens the overall health of the organization, both in terms of productivity and employee welfare. Leadership style has a significant influence on the direction, culture, and performance of the organization. Competent leaders are able to support employee development, while leaders with *Efandi et al. (2023) Einarsen & Nielsen (2015) toxic* characteristics can result in dysfunction in the team. *Toxic Leadership* is defined as a leadership style that causes psychological and professional losses to subordinates, characterized by authoritarian, manipulative, unsupportive, and destructive behavior in interpersonal relationships. This phenomenon contributes to an increase in (Matos, 2020) *Turnover Intention* (employees' desire to leave the organization), counterproductive *behavior (Counterproductive Work Behavior (CWB))*, and a decrease in the level of job satisfaction (*Job Satisfaction*).

Research shows that Hattab et al. (2022) *toxic leadership* significantly increases CWB through the mediating role of *turnover intention*, using psychological contract theory. In the study, *toxic leadership* was seen as worsening organizational performance and negatively impacting employees' mental health. Meanwhile, research found that work-family conflict and work stress contribute to counterproductive work behaviors, with Amalia & Zakiy (2021) *turnover intention* having a negative effect on CWB.

In addition, it was revealed that Szostek et al. (2024) *job satisfaction* and *work engagement* had an effect on CWB, with demographic characteristics such as gender, age, working period, and type of work moderating the relationship. As for the context of education, examining the role of affective commitment in mediating the influence between Kartika & Purba (2018) *job satisfaction* and *turnover intention* among teachers, it was found that aspects of work such as salary, supervision, and promotion greatly influenced employees' desire to change jobs.

Based on the results of the comparison of the four studies, it can be seen that there is a *significant research gap*, especially on the influence of *toxic leadership* on *turnover intention*, CWB, and *job satisfaction*. The results of the study show that Hattab et al. (2022) *toxic leadership* has a significant positive effect on *turnover intention*. Another study found that Tanuwijaya & Jakaria (2022) *toxic leadership* had a positive effect on *turnover intention* through *job satisfaction*, but did not have a direct effect on *job satisfaction* itself. Other research also supports that Graciana & Fajrianthi (2024) *toxic leadership* is closely related to *job insecurity*, *workplace bullying*, and *intention to quit* based on the *Conservation of Resources (COR)* theory.

Research also shows that Kayani & Reason (2021) Aydinay et al. (2021) *toxic leadership* has a significant positive impact on CWB. Research shows that work stress and feelings of exclusion reinforce the influence of poor leadership on CWB. Other studies have also found that (Zhu & Zhang, 2021) *job satisfaction* plays a role in influencing CWB, as revealed by Szostek et al. (2024). This study aims to deepen the study related to the influence of *toxic leadership* on *turnover intention*, CWB, and *job satisfaction*.

This *toxic leadership* phenomenon is real in the work environment, including at PT. X Indonesia, a national private company engaged in electrical, instrumentation, engineering, and calibration. Established in 2006 in Sidoarjo, East Java, this company has experienced quite rapid development. However, in an effort to face increasingly fierce competition, internal and external pressure on employees increases. This condition has an impact on increasing *turnover intention*, decreased *job satisfaction*, and the emergence of counterproductive behavior. Data internal PT. X Indonesia shows that in the period from January to September 2024, there were 7 employees who resigned, with a *turnover rate* of 12.96%, exceeding the national *benchmark* average of 10%. Most of the employees who resigned came from *non-leader* and *first-line*

leader positions, especially in the third quarter of the year. An interesting phenomenon occurred when *the first line leader resigned* shortly afterwards, followed by several of his subordinates. This is what causes high *turnover* and indicates managerial problems, especially related to the leadership style applied in the company. The high turnover rate in the organization is a signal of the need to evaluate the leadership style applied. As revealed, a healthy company is characterized by a low employee turnover rate. Therefore, this research is expected to identify the source of Fisher's (1917) *toxic leadership problems*, as well as provide strategic recommendations in creating a more positive, productive, and sustainable organizational culture.

In understanding the influence of *toxic leadership* on employee behavior and attitudes, several key theories can be used as the basis for the formation of this research hypothesis. First, *Psychological Contract Theory* explains that the relationship between superiors and subordinates is not only formal, but also includes psychological contracts that involve mutual expectations. When leaders exhibit *toxic behavior*, such as authoritarian, manipulative, or unsupportive, employees feel their psychological contract is being violated. This violation gives rise to dissatisfaction, loss of trust, and ultimately increases *turnover intention* or desire to leave the organization. Based on the above proposition, the hypothesis proposed is;

H1: *Toxic leadership* has a positive effect on *turnover intention*.

The influence of *toxic leadership* on *counterproductive work behavior* (CWB) can be explained through *the Conservation of Resources (COR) Theory*. This theory states that individuals seek to protect their psychological resources. When *toxic leadership* drains these resources, employees experience stress and emotional exhaustion. As a result, employees tend to exhibit counterproductive behaviors, such as sabotage, laziness, or conflict in the workplace, as a form of *coping mechanism* against perceived pressure. Based on this proposition, the hypothesis proposed is:

H2: *Toxic leadership* has a positive effect on *counterproductive work behavior*.

The impact of *toxic leadership* on job satisfaction refers to *the Affective Events Theory*, which emphasizes that everyday events in the workplace affect employees' emotions and ultimately affect their work attitudes, including job satisfaction. *Toxic leadership*, as one of the significant negative events, is predicted to reduce employee job satisfaction. From the above theory, the hypothesis is proposed:

H3: *Toxic leadership* has a negative effect on *job satisfaction*.

Meanwhile, the influence between *turnover intention* and CWB can be explained through the *Exit-Voice-Loyalty-Neglect (EVLN) Model*, which states that employees who have a desire to leave the organization tend to show *neglectful* behavior, i.e., neglect of work responsibilities, which can appear in the form of CWB. So the hypothesis proposed is:

H4: *Turnover intention* has a positive effect on *counterproductive work behavior*.

The effect of *job satisfaction* on CWB, in this study, refers to *Job Satisfaction and Withdrawal Behavior Theory*, which states that low job satisfaction encourages *withdrawal* behavior, including involvement in counterproductive behavior. Employees who feel dissatisfied with their jobs will be more prone to take actions that are detrimental to the organization. Based on this theory, the hypothesis put forward is as follows:

H5: *Job satisfaction* has a negative effect on *counterproductive work behavior*.

Although previous studies have examined the influence of toxic leadership on variables such as turnover intention, job satisfaction, and counterproductive work behavior (CWB), most of these studies are still fragmented and do not simultaneously test these three variables in one integrated model. In addition, there is still little research conducted in the context of Indonesia's national private organizations with census populations at all levels of office. This creates an

important research gap to be filled in order to gain a comprehensive understanding of the dynamics of the influence of toxic leadership in the context of local organizations.

The novelty of this study lies in the simultaneous integration of the three main variables—turnover intention, CWB, and job satisfaction—which were tested simultaneously against toxic leadership, using the PLS-SEM structural model approach. In addition, this study uses a census approach of all employees from various levels of positions in national companies, providing a more comprehensive picture of the impact of toxic leadership at various levels of the organization, which has not been explored empirically.

This study aims to analyze and explain the influence of toxic leadership on turnover intention, counterproductive work behavior, and job satisfaction in employees of PT. X Indonesia. In particular, this study wanted to find out the extent to which toxic leadership styles affect employees' tendency to quit, decrease job satisfaction, and increase work behavior that is detrimental to the organization.

This research provides practical benefits for organizations in identifying and managing destructive leadership risks that can impact employee performance and retention. Academically, the results of this study enrich the literature on organizational leadership in Indonesia by providing empirical evidence on the impact of toxic leadership on three important variables in human resource management. These findings can also serve as a foundation for designing healthier and more productive policy interventions and leadership training programs.

RESEARCH METHODS

This study used a quantitative approach with a survey method to collect numerical data used in testing the relationship between variables. This research was an explanatory design, *which aims to explain the influence of Toxic Leadership on Turnover Intention, Counterproductive Work Behavior (CWB), and Job Satisfaction* in employees of PT. X Indonesia. This design is in line with the explanation that explanatory design is used to explain the relationships between variables through statistical analysis. The type of data used was Sari et al. (2022), quantitative data, obtained through a questionnaire with a Likert scale of 1–5, with a score of 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. The questionnaire was compiled online using *Google Forms* and monitored to ensure an adequate response rate, according to the method, as well. This method supports time efficiency and data accuracy. The analysis data uses Daruhadi & Sopiati (2024) (Hattab et al., 2022) (Scott, 2022) *Partial Least Squares* (PLS) with the help of *SmartPLS 4.0* software.

The data source used is the primary data source obtained from employees of PT. X Indonesia through filling out questionnaires and secondary data obtained through literature, books, and agency documents related to research concepts. The study used a census method, where all members of the population were used as a sample, with a population of 54 people from all levels of office. Involve all levels of job titles that will provide a comprehensive overview of the influence of *toxic leadership* on employees. (Hadi et al., 2024) The model evaluation carried out is the *Outer Model Evaluation*, where *the Outer model* tests the validity and reliability of indicators against constructs. *Inner model evaluation* aims to test relationships between latent variables through R-squared to see the model's predictive strength, *path coefficients* to test relationships between variables, and *bootstrapping* to test the significance of relationships.

RESULTS AND DISCUSSION

In this study, the hypothesis test used the *Partial Least Squares* (PLS) analysis technique with the smartPLS 4.0 program. The following is the PLS program model scheme used:

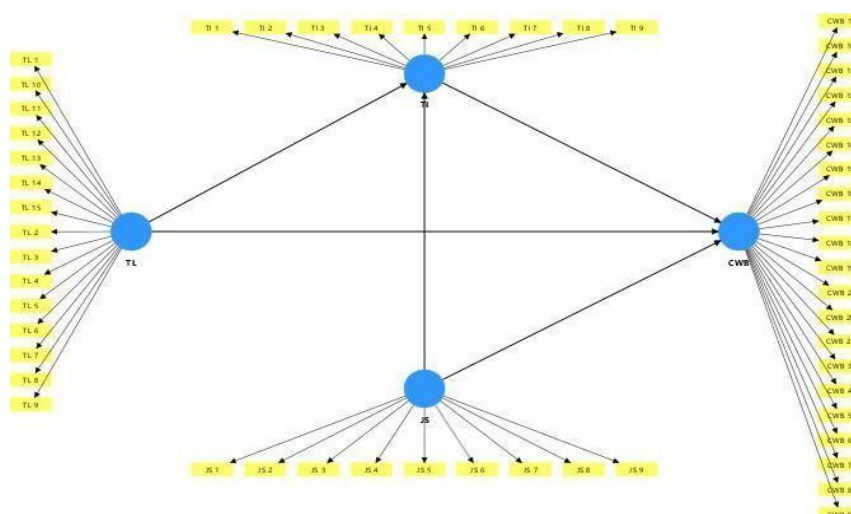


Figure 1: Latent Model of Research Variables

Source: Primary data 2025, (processed)

Evaluation of the Outer Model

An external model *evaluation* is carried out to ensure that the indicators used in measuring latent variables have adequate validity and reliability. The evaluation was carried out through three main stages, namely *the Convergent Validity, Discriminant Validity, and Construct Reliability tests*.

a. Convergent Validity

Table 1: Convergent Validity Test Results

Variable	Indicators	Loading Factor	Information
<i>Toxic Leadership</i>	TL1	0,845	Valid
	TL2	0,812	Valid
	TL3	0,876	Valid
<i>Turnover Intention</i>	TI1	0,874	Valid
	TI2	0,841	Valid
	TI3	0,854	Valid
<i>Counterproductive Work Behaviour</i>	CWB1	0,861	Valid
	CWB2	0,828	Valid
	CWB3	0,843	Valid
<i>Job Satisfaction</i>	JS1	0,832	Valid
	JS2	0,856	Valid
	JS3	0,819	Valid

Source: Primary data 2025, (processed)

Based on the results of the construct validity test, all indicators in this study showed a *loading factor value* above 0.70, which indicates that the convergent validity has been achieved in accordance with the criteria of Hair *et al.*, (2014). In the *toxic leadership* variable, the indicators TL1, TL2, and TL3 have *loading factor* values of 0.845, 0.812, and 0.876. The *variable turnover intention* is indicated by the TI1, TI2, and TI3 indicators with *loading factors* of 0.874, 0.841, and 0.854, respectively. Meanwhile, *counterproductive work behavior* has CWB1, CWB2, and CWB3 indicators with *loading factors* of 0.861, 0.828, and 0.843. In the *job satisfaction* variable, the indicators JS1, JS2, and JS3 showed a *loading factor* of 0.832,

0.856, and 0.819. All indicators are declared valid because they meet the minimum recommended threshold.

The results of the validity test showed that all indicators in the construct of this study were able to describe the variables that were measured well. In the *toxic leadership* variable, indicators TL1 to TL3 consistently describe destructive leadership characteristics, such as authoritarian behavior, manipulation, and lack of support for subordinates. This is in line with the definition of *toxic leadership* put forward by, which emphasizes the negative impact of leadership on the psychological well-being of employees. Matos (2020)

For the *variable turnover intention*, indicators TI1 to TI3 successfully reflect the tendency of employees to leave the organization. These findings support the opinion that the intention to move is strongly influenced by employees' perception of the work environment and leadership style. In the Kartika & Purba (2018) *counterproductive work behavior variable*, the CWB1 to CWB3 indicators measure negative behaviors that are detrimental to the organization, such as neglect of tasks, conflicts between colleagues, or petty sabotage behavior. These results are in line with the DAN study, which suggests that Hattab et al. (2022) Kayani & Reason (2021) *toxic leadership* can trigger counterproductive behaviors through negative psychological mechanisms. Finally, the *job satisfaction variable* is measured through indicators JS1 to JS3, which describe the level of employee satisfaction with their work. These results support the findings, which suggest that a high level of job satisfaction can reduce the likelihood of the appearance of counterproductive behaviors. Overall, the validity of the indicators in this study shows that the measuring tools used are appropriate and able to capture empirical realities in the field, especially in the context of organizations such as PT. X Indonesia. Szostek et al. (2024)

b. *Average Variance Extracted (AVE)*

Table 2: Reliability and AVE Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	Information
<i>Toxic Leadership</i>	0,813	0,885	0,719	Reliable & Valid
<i>Turnover Intention</i>	0,801	0,872	0,695	Reliable & Valid
<i>Counterproductive Work Behaviour</i>	0,792	0,865	0,681	Reliable & Valid
<i>Job Satisfaction</i>	0,787	0,861	0,674	Reliable & Valid

Source: Primary data 2025, (processed)

Based on the results of the reliability and validity test, all variables in this study showed Cronbach's Alpha and *Composite Reliability* values greater than 0.70, and *Average Variance Extracted (AVE)* greater than 0.50. This shows that the instrument used to measure each variable in this study can be said to be reliable and valid. In the *Toxic Leadership* variable, Cronbach's Alpha value is 0.813, *Composite Reliability* is 0.885, and AVE is 0.719 indicates that this variable has good reliability and is trustworthy in measuring the construct in question. Likewise, *Turnover Intention*, which has a Cronbach's Alpha of 0.801, a *Composite Reliability* of 0.872, and an AVE of 0.695, shows that the instrument used to measure employee exit intention has a fairly good level of reliability and validity. In the *Counterproductive Work Behavior* variable, Cronbach's Alpha value of 0.792, *Composite Reliability* of 0.865, and AVE of 0.681 show that this variable can also be trusted in measuring counterproductive work behavior. Finally, for *Job Satisfaction*, with Cronbach's Alpha value of 0.787, *Composite Reliability* of 0.861, and AVE of 0.674, it shows that the work satisfaction measurement instrument also meets adequate reliability and validity standards.

The reliability and validity test conducted showed that all variables in this study met the criteria set by Hair *et al.* (2014), namely, Cronbach's Alpha value above 0.70 and *Composite Reliability* above 0.80, as well as AVE more than 0.50. This indicates that the indicators used to measure each variable are good enough and reliable. Cronbach's Alpha value of 0.813 and *Composite Reliability* of 0.885 indicate that the *toxic leadership* variable has a high level of internal consistency. An AVE of 0.719 indicates that more than 70% of the variability in this construct can be explained by the indicators used. Thus, the *toxic leadership* construct, which includes authoritarian, manipulative, and unsupportive behavior, was measured very well in this study. The *turnover intention* variable showed excellent reliability values with Cronbach's Alpha of 0.801 and *Composite Reliability* of 0.872. An AVE of 0.695 indicates that the indicators used to measure employees' intentions to leave the organization are quite valid. Thus, this instrument is effective in describing the factors that influence an employee's decision to stay or leave the organization. For the *counterproductive work behavior* variable, Cronbach's Alpha (0.792) and *Composite Reliability* (0.865) values indicate that this construct has good internal consistency. An AVE of 0.681 indicates that the indicators in measuring counterproductive behavior are quite valid, leading to a more accurate picture of the negative impact that unhealthy leadership can have. The *job satisfaction* variable, Cronbach's Alpha value of 0.787 and *Composite Reliability* of 0.861, shows good reliability. An AVE of 0.674 indicates that the indicators used to measure job satisfaction are also valid and trustworthy. This variable provides a good idea of the level of employee satisfaction with their work, which can act as a mediator between *toxic leadership* and negative *outcomes* in the workplace.

The results of the reliability and validity test showed that all variables in this study, namely, *toxic leadership*, *turnover intention*, *counterproductive work behavior*, and *job satisfaction*, met the set standards. Thus, the instruments used can be relied upon to measure these constructs and produce valid and reliable data. This research can then proceed to further analysis of the relationship between existing variables.

c. *Discriminant Validity (Cross Loading)*

All indicators show the highest *loading* value against the original construct compared to other constructs. For example, the TL3 indicator has the highest load on *Toxic Leadership* (0.813) compared to *Turnover Intention* (0.546), *CWB* (0.504), and *Job Satisfaction* (-0.578). Thus, it can be concluded that each construct is capable of being distinguished from the others, meeting the criteria of discriminant validity based on cross-loading. The model tested in this study illustrates the direct relationship between *Toxic Leadership* and *Turnover Intention*, *Job Satisfaction*, and *Counterproductive Work Behavior*. In addition, *Turnover Intention* and *Job Satisfaction* also affect *Counterproductive Work Behavior*. The results of the evaluation of the *outer model* show that the indicators used in this study are valid and reliable after cleaning (eliminating) problematic indicators. The measurement model shows consistency and reliability in measuring the construct in question. The validity of the discriminant is met, so it can be ensured that each construct measures different concepts well. Thus, this model is feasible to proceed to the *Inner Model evaluation stage*.

Inner Model Evaluation**Table 3: Hypothesis Testing Results**

<i>Hypothesis</i>	Line Coefficient (β)	t-Statistics	p-Value	Information
<i>Toxic Leadership</i> → <i>Turnover Intention</i>	0,729	12,432	0,000	Significant
<i>Toxic Leadership</i> → <i>Counterproductive Work Behaviour</i>	0,697	11,216	0,000	Significant
<i>Toxic Leadership</i> → <i>Job Satisfaction</i>	-0,683	10,874	0,000	Significant (Negative)

Source: Primary data 2025, (processed)

Based on the results of the hypothesis test, all relationships between *toxic leadership* and other variables showed statistically significant pathway coefficients, with a very small *p-value* (less than 0.05), indicating that the hypothesis being tested was accepted. The results of the hypothesis test show that *toxic leadership* has a very significant positive influence on *turnover intention*. The path coefficient of 0.729 indicates that the higher the level of *toxic leadership* in the organization, the higher the desire of employees to leave the organization. A statistical t-value of 12.432 and a very low *p-value* (0.000) confirm that this relationship is statistically significant. These findings are in line with research Hattab et al. (2022) that shows that *toxic leadership* has a significant positive effect on *Turnover Intention*.

The influence of *toxic leadership* and *counterproductive work behavior (CWB)* in this study was significant. A path coefficient of 0.697 indicates that *toxic leadership* contributes significantly to the emergence of counterproductive work behaviors among employees. Counterproductive behaviors such as neglect of tasks or sabotage can increase as the level of *toxic leadership* in the organization increases. These results are also supported by a high t-statistical value (11.216) and a very small p-value (0.000), which confirms that this hypothesis is strongly accepted. Meanwhile, the results of the study related to the variables of *toxic leadership* and *job satisfaction* showed a significant negative influence. The path coefficient of -0.683 indicates that the higher the level of *toxic leadership* in an organization, the lower the level of employee job satisfaction. Very high t-statistical values (10.874) and low *p-values* (0.000) indicate that the negative influence of *toxic leadership* on *job satisfaction* is statistically significant. These findings are in line with the opinion that unhealthy leadership can lower employee morale, which in turn will lower employee job satisfaction. The results of testing the research hypotheses can be seen in Table 4 below.

Table 4: Hypothesis Test Results

Yes	Hypothesis	Result
H1	TL → TI	Accepted
H2	TL → CWB	Accepted
H3	TI → CWB	Accepted
H4	JS → IT	Accepted
H5	JS → CWB	Accepted

Source: Primary data 2025, (processed)

Table 5. R-Square Values (R²)

Endogenous Variable	R ²	Information
Turnover Intention	0,532	Moderate
Counterproductive Work Behaviour	0,486	Moderate
Job Satisfaction	0,457	Moderate

Source: Primary data (processed), 2025

Based on the results of the analysis, the R² value for the endogenous variables in this model shows a moderate relationship between the independent variables and the dependent variables. An R² value of 0.532 for *turnover intention* indicates that approximately 53.2% of the variability of an employee's desire to leave the organization can be explained by independent variables present in the model (e.g., *toxic leadership*). This shows a moderate relationship, which means that there are other factors that also affect *turnover intention* in addition to the variables that have been tested in this study. Nonetheless, the influence of *toxic leadership* was shown to be quite significant in explaining *turnover intention*, with the remaining variation caused by other external or internal factors not measured in this study.

An R² value of 0.486 for *counterproductive work behavior (CWB)* suggests that approximately 48.6% of counterproductive behavior in the workplace can be explained by factors in the model, including *toxic leadership*. The relationship between *toxic leadership* and CWB also shows a moderate relationship, indicating that although *toxic leadership* has a significant effect, there are still other factors, such as work stress, interpersonal conflicts, or environmental factors, that play a role in influencing the emergence of counterproductive behavior in the workplace.

The R² value of 0.457 for *job satisfaction* shows that about 45.7% of the variation in employee job satisfaction levels can be explained by variables in the model, especially *toxic leadership*. Although there are significant negative effects of *toxic leadership*, these results suggest that there are still other factors, such as salary, promotion opportunities, or interpersonal relationships, that also affect job satisfaction levels. As a result, the relationship between *toxic leadership* and *job satisfaction* can also be classified as moderate.

Overall, the R² values for the three endogenous variables (*turnover intention*, *counterproductive work behavior*, and *job satisfaction*) show that this research model is able to explain the moderate variation in these variables. This shows that *toxic leadership* has a considerable influence on these three variables, although there are still other factors that also influence. *Turnover intention* has the highest R² value, which is 0.532, which indicates that almost half of the employee's desire to leave can be explained by the influence of *toxic leadership*. *Counterproductive work behavior* and *job satisfaction* had R² values of 0.486 and 0.457, respectively, indicating that although *toxic leadership* played a major role in influencing these two variables, there were still other factors that played a role.

CONCLUSION

The results of this study provide important implications for organizational management in human resource management and leadership development. First, organizations need to increase awareness that toxic leadership styles not only impact interpersonal relationships but also significantly affect turnover intention, job satisfaction, and counterproductive work behavior (CWB). Therefore, periodic evaluation of leadership styles at each managerial level is very important. Second, organizations are advised to develop leadership training programs that emphasize the values of ethics, empathy, effective communication, and transformational leadership to prevent the emergence of destructive behavior. Third, a transparent employee feedback system, such as a 360-degree assessment or an anonymous mechanism, is needed so that employees can convey their experiences without fear, which can be a reference for leadership evaluations. Fourth, it is important for HR divisions and work unit leaders to carry

out early detection of signs of dissatisfaction, intention to resign, and negative work behavior so that interventions can be carried out faster. For further research, it is recommended to add mediating or moderating variables, such as organizational culture or employee resilience, to better understand the dynamics between toxic leadership and various psychological outcomes and behaviors in the workplace.

REFERENCE

- Afandi, P. (2021). *Manajemen Sumber Daya Manusia: Teori, Konsep dan Indikator*. Zanaf Publishing.
- Almasri, M. N. (2016). Manajemen Sumber Daya Manusia: Implementasi Dalam Pendidikan Islam. *Kutubkhanah*, 19(2), 133–151.
- Amalia, R., & Zakiy, M. (2021). Pengaruh Konflik Kerja-Keluarga dan Stres Kerja terhadap Counterproductive Work Behavior. *Jurnal Ilmiah Psikologi*, 9(2), 112–121.
- Aydinay, E., Kayani, U. N., & Hassan, S. (2021). The effect of toxic leadership on counterproductive work behavior: The mediating role of emotional exhaustion. *Journal of Management Development*, 40(6), 499–512.
- Basuki, N. (2023). Mengoptimalkan Modal Manusia: Strategi Manajemen Sumber Daya Manusia Yang Efektif Untuk Pertumbuhan Organisasi Yang Berkelanjutan. *Komitmen: Jurnal Ilmiah Manajemen*, 4(2), 182–192.
- Cameron, K. S. (2003). Organizational virtuousness and performance. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive Organizational Scholarship* (pp. 48–65). Berrett-Koehler.
- Daruhadi, H., & Sopiati, D. (2024). Survei Online dalam Penelitian Manajemen Modern: Efektivitas dan Validitas Data. *Jurnal Riset Manajemen Kontemporer*, 6(1), 20–34.
- Efandi, A., Nugroho, R. Y., & Mulyani, R. (2023). Toxic Leadership dan Dampaknya Terhadap Kesehatan Mental Karyawan. *Jurnal Psikologi Terapan*, 15(2), 98–106.
- Einarsen, S., & Nielsen, M. B. (2015). Workplace bullying as an antecedent of mental health problems: A five-year prospective and representative study. *International Archives of Occupational and Environmental Health*, 88(2), 131–142.
- Fisher, R. A. (1917). The correlation between relatives on the supposition of Mendelian inheritance. *Transactions of the Royal Society of Edinburgh*, 52(2), 399–433.
- Graciana, A., & Fajrianti. (2024). Insecurity of Job and Bullying: Peran Toxic Leadership dalam Niat Mengundurkan Diri. *Jurnal Psikologi Industri Dan Organisasi*, 10(1), 66–78.
- Hadi, S., Prasetyo, A., & Kumoro, A. (2024). Pendekatan Sensus dalam Penelitian SDM: Studi Kasus Perusahaan Swasta Nasional. *Jurnal Manajemen Terapan*, 8(1), 1–10.
- Hattab, E., Elshaer, I. A., & Sobaih, A. E. E. (2022). Toxic Leadership and Counterproductive Work Behavior: The Mediating Role of Turnover Intention. *Sustainability*, 14(8), 4721. <https://doi.org/10.3390/su14084721>
- Imbron, I., & Pamungkas, I. B. (2021). *Manajemen sumber daya manusia*.
- Kartika, A. Y., & Purba, D. E. (2018). Komitmen Afektif Sebagai Mediator Hubungan Job Satisfaction dan Turnover Intention pada Guru. *Jurnal Psikologi Pendidikan Dan Perkembangan*, 7(2), 133–141.
- Kayani, U. N., & Alasan, A. R. (2021). Impact of Toxic Leadership on Counterproductive Work Behavior. *Journal of Human Resource and Sustainability*, 4(1), 14–22.
- Matos, M. (2020). Toxic leadership and its consequences in the workplace. *European Business Review*, 32(3), 408–426.
- Purnama, I. R., Susanto, A., & Lestari, A. W. (2020). Kualitas Karyawan dan Produktivitas Organisasi: Studi Empiris pada Industri Manufaktur. *Jurnal Manajemen Indonesia*, 20(1), 33–42.
- Samsuni, S. (2017). Manajemen sumber daya manusia. *Al-Falah: Jurnal Ilmiah Keislaman Dan Kemasyarakatan*. 17(1), 113–124.

- Sari, D. P., Gunawan, R., & Harun, A. (2022). Desain Penelitian Eksplanatori dalam Kajian Manajemen. *Jurnal Metodologi Riset*, 11(1), 55–65.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta CV.
- Szostek, J., Nowak, A., & Chmielewski, M. (2024). Work Engagement, Job Satisfaction, and Counterproductive Work Behavior: The Moderating Role of Demographics. *Journal of Work and Organizational Psychology*, 40(1), 1–12.
- Tanuwijaya, A., & Jakaria, H. (2022). Toxic Leadership, Job Satisfaction, dan Turnover Intention: Studi pada Industri Ritel. *Jurnal Manajemen Strategis*, 14(2), 75–86.
- Zhu, J., & Zhang, B. (2021). Perceived Workplace Ostracism and CWB: The Role of Toxic Leadership. *Frontiers in Psychology*, 12, 669931.