

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Transformational and Toxic Leadership During Corona Virus Crisis

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Abstract:

This paper is to investigate Corona Virus and its impact on leadership. The study aims to identify them in the Egyptian culture, and to highlight the main items of Corona Virus affecting Transformational and Toxic leadership factors. Data were collected through a questionnaire survey from 212 Egyptian employees from different age groups and different occupations in Egypt. Regression analysis was used to test the hypotheses. This study clarifies how leaders help Egyptian employees in dealing with Corona Virus during pandemic. Finding of this study were beneficial and guide managerial leaders.

Keywords: Transformational leadership, toxic leadership, opinion of corona virus, worries of corona virus, greetings during corona virus, washing hands, wearing masks, isolation, symptoms of corona virus

1. Introduction

Leadership is an important component in the work environment. Today's organizations value leaders who inspire followers to high performance and who encourage change (Christian, Graza & Slaughter, 2011). Transformational leadership is concerned with this (Avolio & Gardner, 2005; Bass, 1985; Bass & Avolio, 1994). It focuses on how a leader's personality influences followers' values, needs, and morals such that they put organizational success above self-interest (Podsakoff, MacKenzie & Bommer, 1996). Transformational leadership is a process that stimulates high level of work engagement and enhances followers' motivation (Amor et al, 2020). On the other side, leadership also includes negative aspects. This represents leaders who cause serious physical and psychological damage to their subordinates (Monami, 2018).

Coronavirus affected health, social, economic and political environments all over the world. It is the crisis of our time that will leave deep and longstanding scars.

The disease causes respiratory illness and symptoms include cough, fever and difficulties to breath. These symptoms can appear as far as 14 days after exposure (9 News, 2020).

There was an assessment of the knowledge, perceptions and attitude of the Egyptian public towards Corona Virus disease. Five hundred and fifty-nine Egyptian adults were investigated. Participants had good information about the disease and a positive attitude towards protection. However, more effort is needed to educate and support the lower economic groups. If a vaccine is approved, we recommend a government control over its use and to be affordable for the poor people (Abdel hafiz et. al.2020).

Leadership is very important during pandemic. Leaders play a great role for the success and survival of any organization. The role of leaders in Egypt is essential to investigate the attitudes and perception of employees. The present study addresses the role of Toxic and Transformational leadership in dealing with Corona Virus in Egypt. This study is essential for focusing on the present situation and investigating the methods to deal with it.

1.1. The Current Paradigm of Leadership

The current paradigm of leadership was the interest of many researchers. House's (1977) showed interest in charismatic leadership, it has been concerned with the effects of charismatic leadership on organizational performance and the well-being of followers. Burns (1978) identified that transactional leadership as one person who takes the initiative in contacting others for the purpose of an exchange of valued things. While, Transformational leadership occurs when one person engages with others so that leaders and followers raise one another to higher levels of motivation.

Bass (1985) took a different view from Burns concerning the relationship between transformational and transactional leadership. Actually, Burns saw transformational and transactional leadership as two different forms of leadership, While, Bass argued that the same leader could exhibit both patterns of leadership.

Bass (1985) identified two types of transactional leadership which are the contingent reward and management-by-exception. As well as, three forms of transformational leadership which are charisma, individualized consideration and intellectual stimulation. This theory was later revised by Avolio, Waldman & Yammarino (1991) who identified four aspects of transformational leadership, which they called the four Is. The concepts of individualized consideration and inspirational motivation were retained, but the concept of charisma was replaced by the concepts of idealized influence and intellectual stimulation. Bass and Avolio (1993) modified this theory. They identified seven leadership factors based

on a higher order factor analysis of the earlier version of their Multifactor Leadership Questionnaire (MLQ). These seven factors were categorized into active and passive categories. The active dimension included the transformational leadership (four Is) and contingent reward. While, the passive dimension consisted of management-by-exception and laissez-faire. However, Bass and Avolio (1994) identified active and passive forms of management-by-exception as well as non-leadership laissez faire.

Transactional	Transformational
<p>Contingent Reward Leaders promise rewards in exchange for satisfactorily performing the assignment.</p>	<p>Idealized influence Leaders become role models for their followers. They are admired, respected and trusted they avoid using power for personal gain.</p>
<p>Active Management-by-Exception Leaders actively monitor mistakes and takes corrective action as necessary.</p>	<p>Inspirational motivation Leaders motivate and inspire followers around them.</p>
<p>Passive Management-by-Exception Leaders wait for errors and, mistake to occur and then take corrective action.</p>	<p>Intellectual Stimulation Leaders help followers to innovate and be creative by questioning assumptions, reframing problems.</p>
	<p>Individualized Consideration Leaders treat each subordinate in a different way according to his or her particular needs.</p>
<p>Non-Leadership. Laissez-faire The laissez-faire style represents the nontransaction, it is the avoidance or absence of leadership.</p>	

Table 1: Transformational and Transactional Leadership
Source: Based on Bass, B M and Avolio, B J (1994) Introduction
In B M Bass and B J Avolio (Eds) *Improving Organizational Effectiveness Through Transformational Leadership*, Thousand Oaks, CA: Sage

1.2. Transformational Leadership

Transformational leadership is form of leadership which is considered to have four features: First transformational leaders are characterized by having an idealized influence. The leader here communicates collective purposes and values, actually he acts as a charismatic role model. Second, inspirational motivation is displayed when leaders envision a desirable future, motivate followers to perform at higher levels and achieve common objectives. Third, they give emotional support, personal care and individualized consideration for the employees. Finally, intellectual stimulation is displayed when leaders stimulate employees to be creative. (García Morales et al., 2012; Men & Bowen, 2017; Wang et al., 2011).

Many scholars (Gillespie & Mann, 2004; House & Shamir, 1993) have assumed that transformational leadership may perhaps be the most dominant model of successful leadership. The basic idea of transformational leadership theory suggests that leaders use behavioral dimensions such as charisma, ability to inspire and consideration of personnel individually to motivate followers and encourage organizational change. Transformational leadership and transparent communication are positively correlated with employee organizational trust, which in turn, positively influence employee openness to change (Yue et al, 2019). Inside the organization work engagement and transformational leadership are mediated by structural empowerment (Amor et al, 2020)

1.3. Satisfaction and Commitment

Many studies show that transformational leadership enhances employee job satisfaction, performance, commitment, and loyalty (Bass, 1999; Braun, Peus, Weisweiler, & Frey, 2013). It has a great effect on job satisfaction and organizational commitment (Eliyana & Muzakki, 2019).

Transformational leaders generate trust and respect from employees and are associated with positive employee behaviors in the workplace (Bass, 1999; Braun et al., 2013; Herold et al., 2008). It also engages in creating a vision that clearly states the strategic direction of the organization, and takes employees concerns into consideration. It enables access to information, opportunities and adequate resources. The individualized consideration and moral modeling affect organizational citizenship behavior through psychological ownership (Mi, et al., 2019).

Robbins (2006) indicated that Organizational commitment is a stage in which employees recognizes a certain group in the organization and maintain the status as the group member. This to a great extent helps them to work. Organizational commitment has positive relationship with work performance. (Hettachi, 2014).

While Bass (1985) argued that transformational leaders seek to elevate followers rather than keep followers weak and dependent, the effects of that increased motivation and commitment on followers, however, there is nothing in the transformational leadership model indicating that leaders serve followers for the good of followers (Graham, 1991).

1.4. Openness to Change

Transformational leadership affects employees' positive attitudes towards change. It is positively associated with employee organizational trust, which in turn, positively influences employees' openness to change. The adoption of

transformational leadership is particularly crucial especially in non-routine situations; this is featured by a need for change. (Pawar & Eastman, 1997).

Openness to change constitutes two components: positive affect towards change and the willingness to support the proposed change initiatives (Wanberg & Banas, 2000). Employees are active participants of change rather than passive recipients (Augustsson, Richter & vonThiele Schwarz, 2017).

1.5. Positive Effects of Transformational Leadership

Transformational leadership has been associated with the personal outcomes of the follower (Barling et al. 1996) as well as organizational outcomes (Boerner, Eisenbeiss, and Griesser, 2007).

Bass and Hater (1998) argued that transformational leadership adds to the prediction of subordinates' satisfaction and increase their ratings of leader's effectiveness. Barling et al. (1996) investigated the impact of transformational leadership on employees' commitment to the organization. A pretest control group was used to assess the effects of transformational leadership training. Subordinates who received training perceived their managers higher on transformational leadership than subordinates who did not get training. Kuhnert (1994) designed a model that shows that transformational leaders use delegation to develop people. Howell and Avolio (1993) found that leaders who used less management by exception and less contingent reward, as well as more individualized consideration, intellectual stimulation and charisma positively contributed to the achievement of business goals. Pillia et al., (1999) found that transformational leadership influences fairness and trust. The transformational leadership employees build trust in the leader and this increases employee's tendency to engage in organizational citizenship behavior.

1.5.1. Toxic Leadership

A toxic leader influences their employees for the primary purpose of obtaining personalized power (i.e., power that is not shared with others), the leader here focuses on his selfish goals. Actually, toxic leadership is negative over the long-term (Padilla, Hogan, & Kaiser, 2007). It is a form of destructive leadership which impacts organizational culture, mission and people. Toxic leaders frequently place their goals above those of the organization. (Smith & Fredrick-Lowman 2019).

Schmidt (2014) identified that toxic leadership is conceptualized as a group-level variable. The nature of toxic behaviors affects a wider range than just individuals; toxic leaders affect entire group structures within organizations. (Too & Harvey, 2012)

Toxic leadership is not only leadership traits, but also involves an environment conducive to this form of leadership. Followers with low self-efficacy will execute the desires of the leader.

Kim (2016) identified the traits and behaviors that identifies that a leader may be dangerous to a follower's mental health (1) Unwillingness to listen to feedback; and this leads to many conflicts and problems (2) Excessive self-promotion and self-interest; personal goals should not be at the expense of any other goal (3) Lying and inconsistency (4) lack of ethics; and this leads to corruption (5) lack of general support (6) Cliquishness: insecure leaders will often surround themselves with people who will always say yes to them (7) Harassment of followers: a leader may become abusive to people around him using threats or coercion (8) Rewarding incompetence: bad leaders can be disconnected as to refuse to see incompetent employees. Lacida (2012) also identified the features of toxic leaders as (1) Self-destructive; they degrade followers, (2) Irritable; they don't want to be bothered (3) Arrogant; they always think that they are right (4) Incompetent; they always criticize others (5) Maladjusted; afraid of change. (6) lack of confidence; toxic leaders are not confident with themselves.

1.5.2. Toxic Psychology

Schmidt (2008) indicates that having toxic leadership means that the organization is with poor leadership. Toxic leadership factors are as follows, abusive supervision, authoritarian leadership, narcissism, self-promotion and unpredictability. In the Romanian adaptation of the same scale, toxic leadership was characterized by four factors: self-promotion, abusive leadership, unpredictability and authoritarianism (Popa, Rotarescu, Sulea, 2013).

However, toxic leadership can lead to negative consequences in any organization. Toxic leadership results in decreasing employees' efficiency, adversely affecting cost-benefit relationship for organizations, high absenteeism rate, increasing employee's turnover (Wilson-Starks, 2003). They also cause poor performance and no group thinking (Schmidt, 2008), decreasing satisfaction and organizational commitment (Mehta & Maheswari, 2013). Toxic leaders increase follower's resistance to change, it is often met with resistance (Moutousi & May 2018).

Wilson-Starks (2003) indicated that toxic leadership is an approach that harms people and the company as well, through the poisoning of enthusiasm, creativity, autonomy, and innovation. Goldman (2006) identified toxic leadership from a psychological perspective. He indicated that personality disorders are a source of a highly toxic and dysfunctional organizational behavior. There is a growing body of literature highlighting that leadership may not always be supportive (Harris & Jones 2018). This shows the negative side of leadership and management practices (Woestman and Wasonga 2015). Actually, employees do not have a shared leadership, which shows an employee's perception of interpersonal justice (Nazarpoori, 2017)

Samier and Milley (2018) have explored the concept of 'maladministration' in education focusing upon examples of toxic leadership. They describe 'maladministration' as harmful administrative in the educational systems. They identified a range of destructive practices that occur in educational organizations, such as dishonesty, fraud and abuse of power, negligence, mistreatment of people, and corruption. Some studies have focused on the actions or behaviors of a destructive or weak leader. Toxic leaders are individuals who are highly conscious of positional authority, particularly

their own; will tend to shift blame on others; won't ever apologize for being wrong or unjust (Danışman 2010; Furnham 2017).

The Transformational and Toxic leader leadership are used in the Egyptian culture. This is due to historic reasons and the nature of the people. The Transformational leadership and social integration are key elements of Egyptian culture. Egyptian history is characterized by the Nile. It is crucial in politics and culture as well. Throughout its history, Egypt has been a highly centralized state. Egypt's social culture is characterized by Islam. It has been an Islamic country for thirteen centuries and this has exerted a powerful influence on the life and society of Egyptians. Islam is crucial in the Egyptian lives and a factor uniting people. Muslims have certainty in faith are little troubled by doubts (Hopwood, 1993).

1.6. Coronavirus and Leadership

The Coronavirus pandemic is considered the health crisis of our time. Since its emergence in Asia late 2019, the virus has spread to every part of the world. The pandemic is not only a health crisis, it also affects socio-economic crisis. It has the potential to create economic, social, and political effects and this will leave longstanding scars. Unemployment is tremendously increasing all over the world as; people are losing jobs and income with no way of knowing when normality will return. (United Nations Development Programme, 2020)

The Corona Virus pandemic is stressful for everyone. Financial and social insecurity have affected a large proportion of the population. Fear of getting infected, grief for people who have been affected, and the need to adopt social isolation and quarantine measures has accentuated feelings of loneliness.

It is important to know how to reduce the impact of stress and cope with this stressful situation and this could be done through the following:

- Accept to feel bad in the current situation.
- Cope with the situation
- Practice meditation (Brietzke, 2020).

Coronavirus disease is a disease caused by a newly discovered coronavirus. Being well informed about the Virus is the best way to prevent and slow down transmission of the disease. You could protect yourself and others from infection by washing your hands, using an alcohol and not touching your face. It is important to know all information about Corona Virus and the up to date news. (World Health Organization, 2020).

Leader in this disastrous case have to deal with Corona Virus at work. They have a challenge to handle the case with the minimum loss. They try to minimize loss of profit and productivity as well as employees' psychological effects.

Leaders are faced with a critical situation which they have to deal with effectively. This study investigates the leadership issue during Corona Virus through Egyptian employees. The approaches of leadership that were chosen are the Transformational and Toxic leadership. They represent two extreme approaches and two different ways of dealing with people, and this is a good example to investigate their methods in dealing with the Corona Virus during pandemic.

2. Methodology

The research aims to investigate the impact of Corona Virus on Transformational and Toxic leadership. Convenience sampling was used to collect data because it was considered quick and less expensive. This is a hypothesis testing research.

A Likert scale was used it consisted of 5 items. (5) referred to strongly agree (4) agree (3) neutral (2) disagree and (1) strongly disagree. This indicated that (5) strongly agree referred to a very high degree of acceptance or very low degree of refusal, while (1) strongly disagree referred to a very low degree of acceptance a very high degree of refusal.

Transformational Leadership in this research consists of the following: idealized influence, inspirational motivation, intellectual stimulation and individual consideration. While, Toxic Leadership consists of: self-centered, unwilling to listen and inconsistency.

3. Research Hypotheses

This study aims to test the following two hypotheses:

- H1 Corona Virus has a positive impact on Transformational Leadership
- H2 Corona Virus has a positive impact on Toxic Leadership

The survey included different age groups, occupations and experiences of Egyptian employees. Questionnaires were distributed among the employees. A version was distributed in English and another one was translated into Arabic, so that the respondents choose the language suitable for them. The survey included employees from banks, petroleum sector, schools, textile industries and food industries. The results were a total of 212 usable responses from distributed questionnaires.

Due to Corona Virus and necessary precautions the questionnaire was distributed by the Google Form. The first section of the questionnaire was descriptive. It included information about age, occupation, and experience. The second section of the questionnaire included information about Transformational leadership, Toxic leadership and Corona Virus.

The first twelve questions were asking about Transformational leadership during the Corona crises. While questions thirteen till twenty-one were asking about Toxic leadership during the Corona crises. Finally, twenty-two till twenty-eight were asking about employees' opinion about Corona Virus.

Questions	Variables
1) Talks about the importance of having collective values 2) Specifies the importance of having a strong sense of mission 3) He considers the moral and ethical consequences in taking any decision	Idealized Influence
4) optimistic about the future 5) Confident that goals will be achieved 6) Enthusiastically talks about what needs to be accomplished	Inspirational Motivation
7) Re-examine critical assumptions to questions whether they are appropriate 8) when solving problems, he seeks different perspectives 9) Suggests new ways to complete assignments	Intellectual Stimulation
10) Helps his subordinates to build their strength 11) Makes a great effort to teach employees 12) Treats members of his employees as individuals	Individual Consideration
13) He is self-centered around his objectives 14) Our leader focuses on his mission 15) Accomplishing the targets are the most important assessment for any subordinate	Self-Centered leader
16) It is very difficult to listen to our opinions 17) Listening to our suggestions rarely happens 18) Considering our ideas happens only in critical cases	Unwilling to Listen
19) Rules are inconsistent 20) Time schedules change frequently 21) The working environment changes several times during the year	Inconsistency
22) I think that the Corona Virus disease is dangerous 23) I am worried that I or any member of my family get infected by the Coronas Virus disease 24) I greet from a far distance 25) I wash my hands regularly 26) I usually wear a facemask for protection 27) I will be isolated at home If I contacted a person infected with the virus 28) I will get isolated at home If I have any of the symptoms associated with the virus	Opinion of Corona Virus

Table 2: Questions and Related Variables

Hypotheses and variables investigated are shown in the following table.

H1	Q.21-28 and Q.1-12
H2	Q.21-28 and Q.13-21

Table 3: Hypotheses and Variables Investigated

A regression analysis was conducted to measure the impact of Corona Virus on leadership. Firstly, a regression analysis was used to measure the impact of Corona Virus on Transformational leadership. Secondly, a regression analysis was also used to measure the impact of Corona Virus on Toxic leadership.

A regression analysis was conducted to explain the relation between the dependent variable and the independent variables (Haire et al, 1995). Regression analysis in the form of multiple regressions was the most widely used method for conducting multivariate analysis, particularly when more than three variables are involved (Bryman & Carmer, 1998). In this study we used the stepwise method as it is useful for exploratory studies (Field, 2003). Two stages were conducted for the regression analysis. In the first and second stages Corona Virus was considered as an independent variable. In the first stage the impact of Corona Virus on Transformational leadership was investigated, while in the second stage the impact of Corona Virus on Toxic leadership was considered. Corona Virus in both cases was considered an independent variable. Table 4 shows the regression analysis.

Table 4 indicates the impact of Corona Virus on Transformational leadership. Actually, four factors of Transformational leadership entered the equation, which are (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and

Individual Consideration). Corona Virus consisted of seven items in this research; all of them were investigated and entered the equation. This includes views of Corona Virus as the following (Opinion of Corona Virus, Worries of Corona Virus, Greetings during Corona Virus, washing hands, Wearing masks, Isolation, Symptoms of Corona Virus). The results of this analysis are explained in the following table.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std Error	Beta		
Constant	15.579	1.755		8.878	.000
Symptoms	1.849	.749	.238	2.468	.014
Opinion	2.787	.611	.292	4.559	.000
Greetings	2.853	.782	.302	3.646	.000
Worries	-2.722	.705	-.299	-3.862	.000
Wearing masks	1.921	.819	.220	2.344	.020

Table 4: Impact of Items of Corona Virus on Transformational Leadership

All of the factors of Corona Virus entered the equation and five of them remained. Symptoms of Corona Virus had the greatest impact on Transformational Leadership, while Wearing masks had the least impact. R square which is the percentage of variation in the dependent variable explained by the independent variable was 0.485 and the F test was 38.840 sig. at 0.000. The T test and the beta coefficients were presented in the table. For Symptoms of Corona Virus the Beta was and 0.238 the T test was 2.46, for Opinion of Corona Virus the Beta was 0.292 while the T test 2.468, for Greetings during Corona Virus the Beta is 0.302 and the T test is 3.646, for Worries of Corona Virus the Beta is -0.299, while T test -3.862. Finally, for Wearing masks the Beta 0.220 is and T test is 2.344. Symptoms of Corona Virus (as a factor of Corona Virus) have a major impact on Transformational leadership, while Wearing masks has the least impact on Transformational leadership. This shows that the first hypothesis is partially accepted.

On the other hand, the impact of Corona Virus on Toxic leadership was also indicated. All factors of Corona Virus entered the equation. This includes (Opinion of Corona Virus, Worries of Corona Virus, Greetings during Corona Virus, washing hands, Wearing masks, Isolation, Symptoms of Corona Virus). These factors were the independent variables, while Toxic leadership was the dependent variable. Table 5 shows this regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std Error	Beta		
Constant	23.702	.973		24.371	.000
Opinion	1.589	.302	.341	5.255	.000

Table 5: Factors of Corona Virus with Toxic Leadership Coefficients

Table 5 shows that Opinion of Corona Virus is the only Corona Virus factor affecting Toxic leadership. The R square was 0.116 and the F test was 27.612 sig. at 0.000 The Beta and the T test for Opinion were 0.341 and 5.255 they were sig. at 0.00. This indicates the positive impact of Opinion on Toxic leadership so the second hypothesis is partially accepted.

4. Discussion

The results of the study supported partially our hypotheses. According to the regression analysis, Corona Virus has an impact on leadership. Actually, Symptoms of Corona Virus, Opinion of Corona Virus, Greetings during Corona Virus, Worries of Corona Virus and Wearing masks affected Transformational leadership. Statistically, the most important contributor on Transformational leadership is Symptoms of Corona Virus then comes Opinion of Corona Virus. However, Greetings during Corona Virus and Worries of Corona Virus are effective factors on Transformational leadership and Wearing masks is the least important.

It seems that Symptoms and Opinion of Corona Virus have a major impact in the Egyptian culture. The Egyptian people need their Transformational leader when they feel Symptoms. Here the role of the leader is to comfort employees and give them free time to rest at home and check for the PCR. This enables them to return to work in a contentment situation and their performance becomes higher. The employee feels that the leader cares for him as a person and this increases his performance. Opinion of Corona Virus has a great impact on Transformational leadership. Convincing employees, giving them instructions, and comforting them are also the role of the Transformational leader. This ensures that their employees are protected and have up to date information about the virus and know what exactly to do.

Greetings during Corona Virus and Worries of Corona Virus also affect the Transformational leader. Employees greet from a faraway distance and their transformational leader is a guide for that. Worries of Corona Virus decreases when there is a Transformational leader, employees are not worried due to their social culture as well as their trust in their transformational leader.

Egyptian employees' trust in Transformational leadership as well as their social culture decreases their Worries of Corona Virus. They are sure that the leader cares about them and wants their safety. Wearing masks is not very

important for them as the Transformational leader keeps a social distance between employees for their safety. This partially supports our first hypothesis

While for Toxic leadership, Opinion of Corona Virus had the only impact on it. It had a positive impact indicating that Opinion of Corona Virus has a strong effect on Toxic leadership. However, the leader's role is to convince employees and to give information about the Virus. The Toxic leader aims to fulfill hisself-interests and ensure that the work is done. This means that they obsess the minds of their employees and give them information about the virus, to enable them to work with full capacity. This indicates that our second hypothesis is partially accepted.

5. Conclusion & Recommendations

The study investigates Corona Virus for Egyptian employees. The results of this study gave us an indication of Corona Virus affecting Leadership. It is essential to increase the people's awareness of the Corona Virus and its effects. It is important to consider the following:

- Increase the Egyptians awareness especially the elder employees with Corona Virus and its effects
- Orient the Egyptian employees how to deal in the crises of Corona
- Provide employees with information about the Virus, ways of protection and how to deal at work
- Encouraging the importance of working online if possible

Further research is needed to illustrate the Corona Virus and its impact in different occupations in Egypt. This helps to facilitate business in Egypt. This issue is worthy of further research and more questions need to be tackled.

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