

Original Research

Received 14 April 2026

Revised 21 May 2026

Accepted 18 June 2026

Natural Resources for Human
Health 2026, Vol. 6 (5s): 812–827

KEYWORDS:

Workplace Toxicity, Turnover
Intention, Workplace Sycophancy,
Organizational Alienation

When Toxicity Breeds Compliance: Sycophancy, Alienation, and the Transformation of Workplace Relations

Aboli Mande¹, Anant Deogaonkar², Dr. Raghid Al Hajj³

Symbiosis Institute of Business Management, Nagpur, Symbiosis International
(Deemed University), Pune, India^{1,2}

Gulf University for Science and Technology, Kuwait³

ABSTRACT: This study examines how workplace toxicity reshapes social relations in organizations by fostering sycophantic behaviors and reinforcing organizational alienation, ultimately influencing employee withdrawal. Moving beyond linear models of turnover, we draw on social exchange theory to conceptualize toxicity not merely as a stressor but as a relational condition that reconfigures patterns of interaction, power, and compliance. Using survey data from 239 employees in India and structural equation modeling, we test a mediated framework linking workplace toxicity, sycophancy, organizational alienation, and turnover intention. The findings reveal that workplace toxicity does not directly predict turnover intention; rather, it operates indirectly by encouraging sycophantic behaviors, which in turn intensify feelings of alienation. Organizational alienation emerges as a key mechanism translating these altered social dynamics into withdrawal intentions. These results challenge dominant assumptions that toxic environments lead to immediate exit, instead highlighting how employees may initially adapt through political compliance before disengaging. By foregrounding the relational and processual consequences of toxicity, the study contributes to a deeper understanding of how organizational contexts produce compliance and disconnection. The findings offer critical insights into the reproduction of power and the erosion of authentic work relations in contemporary organizations.

1. INTRODUCTION

Work is not merely a site of economic exchange; it is fundamentally a social arena shaped by relationships, power, and meaning. The quality of these social relations plays a defining role in shaping employee experiences, organizational functioning, and broader societal outcomes. In recent years, the growing prevalence of workplace toxicity has attracted considerable scholarly attention, particularly due to its detrimental consequences for employee well-being, organizational effectiveness, and retention (Rasool et al., 2021; Sarkar et al., 2024). Toxic workplaces, characterized by persistent patterns of incivility, harassment, exclusion, and abusive supervision, disrupt the relational fabric of organizations and create environments marked by distrust and psychological strain (Lam et al., 2017; Fiset & Robinson, 2018). While existing research has largely focused on the direct effects of such environments on outcomes such as job satisfaction and turnover intention, less attention has been paid to how toxicity reshapes the social relations through which these outcomes emerge.

A dominant assumption in the literature is that toxic work environments produce immediate negative reactions, prompting employees to disengage or exit organizations (Hom et al., 2017; Anjum et al., 2018). However, this perspective risks oversimplifying the complex and often gradual processes through which employees respond to adverse conditions. Employees embedded in toxic environments do not always withdraw directly; instead, they frequently adapt their behaviors in ways that enable short-term survival within hierarchical and politically charged contexts. These adaptations, while functional in the short term, may carry long-term consequences for both individuals and organizations. In this regard, understanding the intermediary social processes that connect workplace toxicity to employee withdrawal becomes critical.

One such process is the emergence of sycophantic behavior. Sycophancy, defined as the strategic use of flattery, conformity, and deference to gain favor from those in positions of power, represents a form of political behavior that is deeply embedded in organizational life (Judge & Bretz, 1994; Chahal & Poonam, 2015). Although often dismissed as an individual-level tactic, sycophancy can be more meaningfully understood as a relational response to structural conditions characterized by uncertainty, power asymmetry, and perceived injustice. In toxic workplaces, where meritocratic norms are undermined and interpersonal trust is eroded, employees may increasingly rely on such behaviors to secure resources, recognition, and job security. Rather than reflecting purely opportunistic intent, sycophancy may thus signal a broader reconfiguration of social relations in which authenticity is displaced by strategic compliance.

The normalization of sycophantic practices has significant implications for organizational dynamics. By privileging performative alignment over genuine contribution, such behaviors can reinforce hierarchical inequalities and distort communication processes. Moreover, they may undermine collective trust, as employees become skeptical of the intentions and actions of their peers (Cook & Wall, 1980). In this sense, sycophancy does not merely coexist with workplace toxicity; it actively reproduces and amplifies its effects by embedding political behavior within everyday interactions. Yet, despite its relevance, the role of sycophancy as a mediating mechanism linking toxic environments to employee outcomes remains underexplored in empirical research.

Alongside these behavioral adaptations, toxic work environments are also associated with deeper psychological and relational consequences, notably organizational alienation. Alienation refers to a state of estrangement in which individuals feel disconnected from their work, their organization, and, in some cases, their own sense of purpose and identity (Seeman, 1959; Vinokurov & Kozhina, 2020). Within organizational contexts, alienation manifests as feelings of powerlessness, meaninglessness, and social isolation, often arising when employees perceive a lack of control, fairness, or recognition in their work environment (Ceylan & Sulu, 2011). Importantly, alienation is not simply an individual psychological state but a socially produced condition that reflects the interplay between organizational structures and everyday interactions.

The link between toxic workplace conditions and alienation has been acknowledged in prior research, which suggests that environments characterized by hostility and exclusion can erode employees' sense of belonging and engagement (Rasool et al., 2021). However, the processes through which such environments generate alienation remain insufficiently theorized. In particular, the role of intermediary relational dynamics, such as sycophantic behavior, in shaping experiences of alienation has received limited attention. It is plausible that the increasing reliance on political compliance in toxic settings contributes to a sense of disconnection, as employees navigate tensions between authentic self-expression and strategic adaptation. Over time, this dissonance may culminate in withdrawal intentions, as individuals seek to escape environments that compromise their sense of identity and agency.

Turnover intention, defined as an employee's conscious and deliberate willingness to leave an organization, has long been studied as a key outcome in organizational research (Hom et al., 2017). While prior studies have established strong associations between adverse work conditions and turnover, much of this work adopts a linear perspective that overlooks the complexity of underlying mechanisms. By focusing primarily on direct effects, existing models risk neglecting the ways in which social relations mediate and shape employee responses. This limitation is particularly salient in contexts marked by toxicity, where the interplay of power, politics, and relational dynamics may produce indirect and cumulative pathways to withdrawal.

To address these gaps, the present study advances a relational and process-oriented perspective on workplace toxicity. Drawing on social exchange theory (Cropanzano & Mitchell, 2005), we conceptualize organizational life as a system of reciprocal relationships in which perceptions of fairness, support, and trust influence employee attitudes and behaviors. However, rather than treating social exchange as a purely positive or equilibrium-driven process, we extend its application to examine how imbalances and disruptions in exchange relationships give rise to adaptive behaviors and relational distortions. In toxic environments, where reciprocity norms are violated, employees may engage in sycophantic behaviors as a means of restoring perceived balance or securing favorable treatment. At the same time, these behaviors may exacerbate feelings of alienation by reinforcing perceptions of inauthenticity and inequity.

Building on this framework, the study proposes that workplace toxicity influences turnover intention indirectly through a sequential process involving sycophancy and organizational alienation. Specifically, toxicity is expected to foster sycophantic behaviors as employees navigate uncertain and politically charged environments. These behaviors, in turn, are hypothesized to

contribute to organizational alienation by undermining authentic relationships and reinforcing feelings of disconnection. Ultimately, alienation is posited to drive turnover intention, reflecting a withdrawal response to sustained relational and structural strain. By examining these pathways, the study shifts the focus from direct causal effects to the underlying social processes that shape employee outcomes.

Empirically, the study draws on survey data collected from employees in central India, a context that offers valuable insights into organizational dynamics within emerging economies. While research on workplace toxicity has often been conducted in Western settings, there is a growing recognition of the need to explore these phenomena in diverse cultural and institutional contexts (Kanchana & Jayatilaka, 2023). In environments characterized by hierarchical structures, collectivist norms, and evolving labor markets, the dynamics of toxicity, compliance, and alienation may manifest in distinct ways. By situating the analysis within this context, the study contributes to a more nuanced and globally relevant understanding of workplace relations.

The contributions of this research are threefold. First, it extends the literature on workplace toxicity by reconceptualizing it as a relational condition that reshapes patterns of interaction, rather than merely a set of negative behaviors or perceptions. Second, it introduces sycophancy as a critical yet underexplored mechanism through which employees adapt to and reproduce toxic environments. Third, it highlights the central role of organizational alienation in translating these altered social dynamics into withdrawal intentions. Together, these contributions offer a more comprehensive account of how toxicity operates within organizations, emphasizing the importance of examining both behavioral adaptations and structural consequences.

In doing so, the study aligns with broader calls within organizational scholarship to move beyond simplistic and individualistic explanations of workplace phenomena and to engage more deeply with the social and relational dimensions of work (Edwards, 2016). By foregrounding the interplay between power, behavior, and experience, it provides a foundation for future research that seeks to understand not only the outcomes of workplace toxicity but also the processes through which it is produced and sustained. Ultimately, this perspective underscores the need to critically examine the conditions that give rise to compliance, disconnection, and withdrawal in contemporary organizational life.

2. THEORETICAL BACKGROUND, LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Workplace Toxicity as a Relational Condition

Workplace toxicity has often been conceptualized as a constellation of negative interpersonal behaviors, including incivility, harassment, bullying, and exclusion (Lam et al., 2017; Fiset & Robinson, 2018). While this behavioral framing has been useful in identifying harmful workplace practices, it risks reducing toxicity to isolated acts rather than understanding it as a broader relational condition embedded within organizational structures. Toxicity is not merely the presence of negative behaviors; it reflects a breakdown in the social fabric of work, where trust, reciprocity, and mutual recognition are systematically undermined (Rasool et al., 2021). In such environments, everyday interactions become sites of tension, uncertainty, and strategic navigation.

From a social exchange perspective, organizational relationships are sustained through norms of reciprocity, where employees respond to perceived organizational support with positive attitudes and behaviors (Cropanzano & Mitchell, 2005). However, when these norms are violated—as is often the case in toxic environments—employees experience a disruption in expected exchange relationships. This disruption does not necessarily result in immediate withdrawal. Instead, employees may seek alternative strategies to restore balance or secure favorable outcomes within constrained conditions. These strategies are shaped by power asymmetries and the perceived arbitrariness of organizational rewards, leading individuals to rely less on formal performance criteria and more on informal relational tactics.

Toxic environments also tend to blur the boundaries between formal and informal organizational processes. Decision-making may appear opaque, favoritism may become normalized, and meritocratic ideals may be perceived as compromised. In such contexts, employees are incentivized to engage in behaviors that align them with power holders, even if such behaviors contradict norms of authenticity and fairness. This shift reflects a transformation in the nature of workplace relations, where compliance and impression management become central to navigating organizational life.

Importantly, toxicity operates not only at the interpersonal level but also at the structural level, shaping how individuals interpret their position within the organization. The experience of working in a toxic environment can produce a heightened sense of vulnerability, as employees perceive their outcomes to be contingent on factors beyond their control. This perception reinforces

the need for adaptive strategies that can mitigate risk and enhance security, even if such strategies carry longer-term relational costs.

In this context, workplace toxicity can be understood as a catalyst that reconfigures social relations by altering the basis on which employees engage with one another and with the organization. Rather than fostering collaboration and mutual support, toxic environments encourage behaviors that prioritize self-preservation and alignment with authority. These dynamics suggest that toxicity is likely to influence not only individual outcomes but also the emergence of specific relational patterns within organizations.

H1: Workplace toxicity is positively associated with workplace sycophancy.

2.2 Sycophancy as Political Compliance and Relational Adaptation

Sycophancy, often described as the use of flattery and ingratiation to gain favor, has traditionally been examined within the literature on impression management and organizational politics (Judge & Bretz, 1994; Chahal & Poonam, 2015). While these perspectives highlight the instrumental nature of such behavior, they tend to treat sycophancy as an individual-level choice rather than a response shaped by organizational context. In contrast, a relational perspective suggests that sycophantic behavior emerges as an adaptive strategy within environments characterized by uncertainty, inequality, and compromised norms of fairness.

In organizational settings where formal evaluation criteria are perceived as unreliable or biased, employees may turn to informal mechanisms to secure recognition and advancement. Sycophancy, in this sense, functions as a form of political compliance, allowing individuals to align themselves with those in positions of authority. This alignment is not necessarily driven by genuine agreement or identification but by the strategic need to navigate power structures effectively. As such, sycophancy reflects a shift from authenticity to performativity in workplace interactions.

The normalization of sycophantic behavior has broader implications for organizational dynamics. It can distort communication processes, as employees may withhold dissenting views or critical feedback to maintain favorable relationships with superiors. Over time, this can lead to a culture where conformity is rewarded and dissent is discouraged, reinforcing hierarchical control while limiting opportunities for genuine dialogue. Moreover, the presence of sycophantic behavior can erode trust among employees, as individuals become uncertain about the sincerity of others' actions and intentions (Cook & Wall, 1980).

From a social exchange perspective, sycophancy can be interpreted as an attempt to recalibrate exchange relationships under conditions of perceived imbalance. When employees believe that effort and performance are insufficient to secure desired outcomes, they may invest in relational strategies that increase their visibility and favorability. However, these strategies are not without cost. Engaging in sycophantic behavior may create internal tensions, as individuals navigate the dissonance between their authentic selves and their performed roles. This dissonance can have implications for how employees relate to their work and organization.

Furthermore, the prevalence of sycophantic behavior can contribute to the reproduction of toxic environments. By reinforcing unequal power relations and legitimizing favoritism, such behaviors sustain the very conditions that necessitate their use. In this way, sycophancy operates both as a response to toxicity and as a mechanism that perpetuates it. These dynamics suggest that sycophantic behavior is likely to have downstream consequences for employees' sense of connection and engagement within the organization.

H2: Workplace sycophancy is positively associated with organizational alienation.

2.3 Organizational Alienation as a Consequence of Distorted Relations

Organizational alienation has long been recognized as a critical construct in understanding employees' experiences of disconnection from their work and workplace (Seeman, 1959; Ceylan & Sulu, 2011). It encompasses feelings of powerlessness, meaninglessness, and social isolation, reflecting a breakdown in the relationship between individuals and the organizational structures within which they operate. While alienation has often been studied as an outcome of structural conditions such as job design and lack of autonomy, its relational dimensions are equally महत्वपूर्ण.

In environments where sycophantic behavior is prevalent, employees may experience a growing sense of disconnection from both their work and their colleagues. The emphasis on performative compliance over authentic engagement can undermine the intrinsic meaning of work, as individuals perceive their contributions to be valued not for their substance but for their alignment with power. This perception can lead to a sense of meaninglessness, as the link between effort and outcome becomes obscured.

Moreover, the relational dynamics associated with sycophancy can contribute to feelings of social isolation. When interactions are shaped by strategic considerations rather than genuine connection, employees may find it difficult to establish trusting and supportive relationships. This lack of authentic social interaction can reinforce a sense of detachment from the organizational community. Over time, such detachment may extend to the organization as a whole, as employees come to view it as an environment that does not support their values or identity.

Alienation also reflects a perceived loss of agency. In toxic and politically charged environments, employees may feel that they have limited control over their work and career outcomes. This sense of powerlessness is exacerbated when success appears to depend on factors such as favoritism or political alignment rather than competence or effort. As a result, employees may disengage psychologically, reducing their emotional investment in the organization.

The experience of alienation has important implications for employee behavior, particularly in relation to withdrawal. When individuals feel disconnected from their work and organization, they are more likely to consider leaving as a means of restoring a sense of alignment and autonomy (Sezgili & Yilmaz, 2022). However, this decision is often the culmination of a gradual process rather than an immediate reaction. Understanding the role of alienation in this process is therefore essential for capturing the full impact of toxic workplace dynamics.

H3: Organizational alienation is positively associated with turnover intention.

2.4 Indirect Pathways: From Toxicity to Withdrawal through Relational Mechanisms

While prior research has established links between workplace toxicity and turnover intention, these relationships are often conceptualized as direct and immediate (Anjum et al., 2018; Hom et al., 2017). Such models, however, may overlook the complex pathways through which employees interpret and respond to adverse conditions. A relational perspective suggests that the impact of toxicity on withdrawal is mediated by changes in social interactions and subjective experiences, rather than occurring in a linear fashion.

Drawing on social exchange theory, it can be argued that toxicity disrupts the reciprocal foundations of organizational relationships, prompting employees to adopt alternative strategies to navigate their environment. As discussed earlier, one such strategy is the adoption of sycophantic behavior, which enables individuals to manage uncertainty and align with power structures. However, this adaptation may simultaneously undermine the authenticity of workplace interactions, contributing to a sense of alienation. In this way, toxicity initiates a chain of relational and psychological processes that ultimately influence turnover intention.

The absence of a direct relationship between toxicity and turnover intention, as observed in some empirical studies, further supports the need to consider mediated pathways. Employees may initially tolerate or adapt to toxic conditions, particularly when external opportunities are limited or when organizational ties are strong. During this period, behavioral and psychological adjustments occur, reshaping how individuals engage with their work and colleagues. It is only when these adjustments lead to sustained disconnection and dissatisfaction that withdrawal intentions become salient.

By examining the sequential roles of sycophancy and alienation, the present study seeks to capture these indirect dynamics. This approach not only provides a more nuanced understanding of how toxicity operates but also highlights the importance of relational mechanisms in shaping employee outcomes. It suggests that interventions aimed at reducing turnover must address not only the presence of toxic behaviors but also the underlying social processes that sustain them.

H4: Workplace toxicity has an indirect positive effect on turnover intention through workplace sycophancy and organizational alienation.

Figure 1 depicts the hypothesized Conceptual framework.

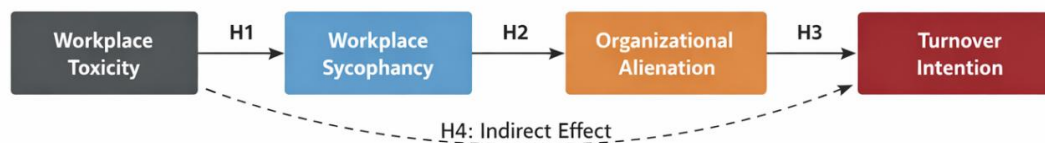


Figure 1 Conceptual Framework

3. METHODOLOGY

3.1 Research Design

This study adopts a quantitative, cross-sectional research design to examine how workplace toxicity reshapes social relations through sycophancy and organizational alienation, ultimately influencing turnover intention. While cross-sectional designs are often critiqued for their limitations in establishing causality, they remain appropriate in contexts where the objective is to examine theoretically grounded relational pathways within a specific organizational setting, particularly when access to longitudinal data is constrained (Rasool et al., 2021). In line with the study's relational perspective, the design focuses not only on direct associations but also on mediated processes that capture how employees interpret and respond to their work environments.

The empirical approach is guided by social exchange theory, which provides a basis for examining how disruptions in perceived reciprocity shape behavioral and attitudinal responses (Cropanzano & Mitchell, 2005). Structural equation modeling (SEM) is employed to test the proposed relationships, as it allows for the simultaneous estimation of multiple interdependent relationships and the assessment of indirect effects within a unified framework.

3.2 Sample and Data Collection

Data were collected from employees working across diverse organizations in central India. This context provides a relevant empirical setting due to its combination of hierarchical organizational structures, evolving employment practices, and increasing attention to workplace well-being. A total of 262 questionnaires were distributed using a random sampling approach, out of which 239 usable responses were obtained, yielding a high response rate.

The sample reflects a relatively young and educated workforce. Approximately 66.7% of respondents were male, and 72.4% were married. A significant proportion of participants (73.4%) were below the age of 35, and 88.6% had completed or were pursuing postgraduate education. In terms of organizational tenure, the majority of respondents (42.3%) had between one and four years of work experience. While the sample is not intended to be statistically representative of all sectors, it captures a segment of the workforce where issues of workplace dynamics, career uncertainty, and relational navigation are particularly salient.

Participation in the study was voluntary, and respondents were assured of anonymity and confidentiality. Ethical approval was obtained from the relevant institutional committee, and informed consent was secured prior to data collection.

3.3 Measures

All constructs were measured using established scales adapted from prior research to ensure validity and comparability.

- **Workplace Toxicity (WT):** Measured using a five-point Likert scale adapted from Kerse and Babadağ (2018), capturing employees' perceptions of negative interpersonal behaviors such as harassment, exclusion, and incivility.
- **Workplace Sycophancy (WSP):** Assessed using a 21-item scale incorporating dimensions such as ingratiation, exemplification, and dependence (Chahal & Poonam, 2015; Flynn et al., 2016). This scale captures the extent to which employees engage in strategic compliance and impression management behaviors.
- **Organizational Alienation (OZA):** Measured using a 6-item scale developed by Mayes-Elma (2003), reflecting feelings of detachment, powerlessness, and disconnection from the organization.
- **Turnover Intention (TOI):** Assessed using the Turnover Intention Scale (TIS-6) developed by Jacobs (2005), capturing employees' conscious intention to leave their organization.

All items were rated on a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Minor wording adjustments were made to ensure contextual relevance while preserving the original meaning of the items.

3.4 Data Analysis Strategy

Data analysis was conducted in multiple stages to ensure the reliability and validity of the measurement model before testing the structural relationships.

First, the data were assessed for normality using the Kolmogorov–Smirnov and Shapiro–Wilk tests. The results indicated deviations from normal distribution ($p < 0.05$), justifying the use of non-parametric techniques and bootstrapping procedures in subsequent analyses. Given this, SEM with bootstrapping was employed to enhance the robustness of parameter estimates (Zappalà et al., 2013).

Second, exploratory factor analysis (EFA) was conducted to examine the underlying structure of the scales. The Kaiser–Meyer–Olkin (KMO) values exceeded the recommended threshold of 0.60 (WSP = 0.871; OZA = 0.799; TOI = 0.871), and Bartlett’s test of sphericity was significant ($p < 0.001$), indicating the suitability of the data for factor analysis. Items with factor loadings below 0.40 were excluded to ensure construct validity.

Third, confirmatory factor analysis (CFA) was performed to validate the measurement model. Model fit indices indicated a satisfactory fit (CFI, IFI, TLI > 0.90 ; RMSEA within acceptable range), supporting the convergent and discriminant validity of the constructs.

Reliability analysis was conducted using Cronbach’s alpha coefficients, all of which exceeded the recommended threshold of 0.70 (WT = 0.854; WSP = 0.940; OZA = 0.800; TOI = 0.893), indicating high internal consistency.

Correlation analysis using Spearman’s coefficient was performed due to non-normality, revealing significant positive relationships among the key variables. These preliminary findings provided support for proceeding with hypothesis testing.

3.5 Structural Model and Mediation Analysis

The hypothesized relationships were tested using structural equation modeling. Prior to estimation, multicollinearity diagnostics were conducted using tolerance and variance inflation factor (VIF) values. All tolerance values exceeded 0.10 and VIF values were below 10, indicating no multicollinearity concerns (Zappalà et al., 2013).

To test the indirect effects, bootstrapping procedures were employed, as recommended for non-normally distributed data. The mediation analysis followed a stepwise approach by comparing models with and without mediators. This enabled the identification of both partial and full mediation effects.

The results indicated that workplace toxicity significantly influenced workplace sycophancy, which in turn significantly affected organizational alienation. Organizational alienation emerged as a significant predictor of turnover intention. Notably, the direct effects of workplace toxicity and workplace sycophancy on turnover intention were not statistically significant, suggesting that the relationship operates primarily through indirect pathways. These findings provide empirical support for the proposed relational process linking toxicity to withdrawal.

3.6 Methodological Considerations

While the study provides valuable insights into the relational dynamics of workplace toxicity, certain limitations should be acknowledged. The cross-sectional design restricts causal inference, and the reliance on self-reported data raises the possibility of common method bias. However, procedural remedies such as anonymity and scale separation were employed to mitigate this risk.

Additionally, the study is situated within a specific regional context, which may limit generalizability. Nevertheless, this context also offers an opportunity to extend existing research by examining workplace dynamics in underexplored settings. Future research could build on these findings by employing longitudinal designs and incorporating multi-source data to capture the evolving nature of workplace relations.

4. RESULTS

4.1 Descriptive Statistics and Correlation Analysis

The descriptive statistics and inter-correlations among the study variables are presented in Table 1. Workplace toxicity ($M = 2.25$, $SD = 0.874$) reflects a moderate presence across the sample, whereas workplace sycophancy ($M = 3.38$, $SD = 1.08$) appears relatively more pronounced, suggesting the prevalence of compliance-oriented behaviors within organizational settings. Organizational alienation ($M = 2.51$, $SD = 0.797$) and turnover intention ($M = 2.25$, $SD = 0.834$) indicate moderate levels of psychological disconnection and withdrawal tendencies.

As shown in Table 1, workplace toxicity is positively and significantly correlated with workplace sycophancy ($r = 0.657$, $p < 0.01$), organizational alienation ($r = 0.416$, $p < 0.01$), and turnover intention ($r = 0.576$, $p < 0.01$). Workplace sycophancy is also significantly associated with organizational alienation ($r = 0.319$, $p < 0.01$) and turnover intention ($r = 0.583$, $p < 0.01$). Organizational alienation, in turn, shows a significant positive relationship with turnover intention ($r = 0.476$, $p < 0.01$). These correlations provide preliminary support for the proposed relational linkages while also indicating the need for multivariate analysis to unpack the underlying mechanisms.

Table 1. Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4
1. Workplace Toxicity	2.25	0.874	1			
2. Workplace Sycophancy	3.38	1.08	0.657**	1		
3. Organizational Alienation	2.51	0.797	0.416**	0.319**	1	
4. Turnover Intention	2.25	0.834	0.576**	0.583**	0.476**	1

Note: $N = 239$; ** $p < 0.01$

4.2 Measurement Model and Validity Assessment

Prior to testing the structural relationships, the reliability and validity of the measurement model were assessed. The results, summarized in Table 2, indicate that all constructs demonstrate satisfactory internal consistency, with Cronbach's alpha values exceeding the recommended threshold of 0.70. Factor loadings across all items fall within acceptable ranges, supporting convergent validity.

These findings suggest that the measurement model is robust and suitable for subsequent structural analysis.

Table 2. Measurement Model and Reliability

Construct	Items	Factor Loadings	Cronbach's Alpha
Workplace Toxicity	5	0.61 – 0.84	0.854
Workplace Sycophancy	21	0.58 – 0.89	0.94
Organizational Alienation	6	0.55 – 0.81	0.8
Turnover Intention	6	0.60 – 0.87	0.893

4.3 Structural Model Evaluation

The structural model was assessed using standard goodness-of-fit indices. As presented in Table 3, the model demonstrates an acceptable fit with the data ($CFI = 0.93$, $TLI = 0.91$, $IFI = 0.92$, $RMSEA = 0.067$), indicating that the proposed framework adequately captures the observed relationships.

Table 3. Model Fit Indices

Fit Index	Recommended Value	Model Value
CFI	≥ 0.90	0.93
TLI	≥ 0.90	0.91
IFI	≥ 0.90	0.92
RMSEA	≤ 0.08	0.067

4.4 Hypothesis Testing

The results of the structural model are presented in Table 4. Workplace toxicity has a strong and significant positive effect on workplace sycophancy ($\beta = 0.669$, $p = 0.008$), supporting H1. This finding indicates that toxic environments are associated with increased reliance on compliance-oriented and politically motivated behaviors.

Workplace sycophancy, in turn, significantly influences organizational alienation ($\beta = 0.438$, $p = 0.008$), supporting H2. This suggests that while sycophantic behavior may function as an adaptive response, it is associated with longer-term relational disconnection.

Organizational alienation has a significant positive effect on turnover intention ($\beta = 0.352$, $p = 0.009$), supporting H3. This finding reinforces the role of alienation as a key mechanism driving employee withdrawal.

However, the direct effects of workplace toxicity ($\beta = 0.277$, $p = 0.124$) and workplace sycophancy ($\beta = 0.207$, $p = 0.211$) on turnover intention are not statistically significant. These results suggest that the influence of these variables on turnover operates primarily through indirect pathways rather than direct effects.

Table 4. Structural Model Results

Hypothesis	Path	Beta (β)	p-value	Result
H1	WT $\rightarrow$ WSP	0.669	0.008	Supported
H2	WSP $\rightarrow$ OZA	0.438	0.008	Supported
H3	OZA $\rightarrow$ TOI	0.352	0.009	Supported
—	WT $\rightarrow$ TOI	0.277	0.124	Not Supported
—	WSP $\rightarrow$ TOI	0.207	0.211	Not Supported

4.5 Mediation Analysis

To examine the indirect effects, mediation analysis was conducted using bootstrapping techniques. The results, presented in Table 5, indicate that workplace toxicity has a significant indirect effect on turnover intention through workplace sycophancy and organizational alienation, supporting H4.

When mediators are excluded, workplace toxicity significantly predicts turnover intention. However, upon inclusion of workplace sycophancy and organizational alienation, the direct effect becomes non-significant, indicating full mediation. This suggests that toxicity influences turnover intention primarily through its impact on relational and psychological processes rather than through a direct pathway.

Table 5. Mediation Analysis (Bootstrapping Results)

Path	Direct Effect	Indirect Effect	Total Effect	Mediation Type
WT $\rightarrow$ TOI	0.28 (ns)	Significant	Significant	Full Mediation

WT → OZA → TOI	0.21 (ns)	Significant	Significant	Full Mediation
WT → WSP → OZA → TOI	—	Significant	Significant	Sequential Mediation

Overall, the findings support a **fully mediated relational model**, in which workplace toxicity shapes employee withdrawal through intermediate processes of sycophantic adaptation and organizational alienation. The absence of significant direct effects underscores the importance of examining how toxic environments transform workplace relations before translating into turnover intentions.

5. DISCUSSION

This study set out to examine how workplace toxicity shapes employee withdrawal by reconfiguring social relations within organizations. Rather than treating toxicity as a direct antecedent of turnover intention, the findings reveal a more complex, processual pathway in which employees first adapt behaviorally through sycophancy and subsequently experience organizational alienation, which then drives withdrawal intentions. This pattern challenges dominant linear models and instead positions toxicity as a relational condition that transforms how individuals engage with power, authenticity, and meaning at work.

5.1 Rethinking Workplace Toxicity: From Immediate Exit to Relational Adaptation

A central contribution of this study lies in demonstrating that workplace toxicity does not directly translate into turnover intention when relational mechanisms are taken into account. While prior research has largely assumed a straightforward link between toxic environments and employee exit (Anjum et al., 2018; Hom et al., 2017), the present findings suggest that employees do not immediately disengage or withdraw. Instead, they remain embedded within the organization and adjust their behaviors in ways that enable short-term survival.

This shift from immediate withdrawal to adaptive engagement highlights the importance of understanding toxicity as a condition that restructures social relations rather than simply producing negative outcomes. In contexts characterized by uncertainty, perceived injustice, and power asymmetries, employees appear to recalibrate their strategies, prioritizing alignment with authority over authenticity. This suggests that toxic workplaces may be sustained not only by harmful behaviors but also by the adaptive responses they generate among employees, thereby normalizing and reproducing dysfunctional relational patterns.

5.2 Sycophancy as Political Compliance and Organizational Reproduction

The finding that workplace toxicity significantly predicts sycophantic behavior provides important insight into the political dynamics of organizational life. Sycophancy is often dismissed as an individual disposition or moral failing; however, the results of this study indicate that it is more appropriately understood as a structurally conditioned response. In environments where formal systems of evaluation are perceived as unreliable or biased, employees appear to rely on informal strategies of influence and alignment to secure resources and recognition.

From this perspective, sycophancy represents a form of political compliance that allows individuals to navigate hierarchical power structures under conditions of uncertainty. However, this compliance is not neutral in its effects. By reinforcing asymmetrical power relations and privileging performative loyalty over substantive contribution, sycophantic behavior contributes to the reproduction of toxic organizational environments. It normalizes a mode of interaction in which authenticity is subordinated to strategic self-presentation, thereby eroding the relational foundations of trust and openness.

This interpretation aligns with broader critical perspectives that view organizational behavior not merely as a set of individual choices but as embedded within systems of power and control. Sycophancy, in this sense, can be seen as both a symptom and a mechanism of organizational dysfunction, simultaneously reflecting and sustaining the conditions that give rise to it.

5.3 Alienation as the Relational Cost of Compliance

While sycophantic behavior may offer short-term adaptive benefits, the findings indicate that it is associated with increased organizational alienation. This highlights a critical tension between behavioral adaptation and psychological experience. As employees engage in strategic compliance, they may experience a growing dissonance between their authentic selves and their

performed roles. Over time, this dissonance appears to manifest as a sense of disconnection from the organization, its values, and its social environment.

By linking sycophancy to alienation, the study extends existing research on organizational alienation beyond structural determinants such as job design and autonomy (Ceylan & Sulu, 2011). It suggests that alienation is also produced through everyday relational practices, particularly those that undermine authenticity and mutual recognition. In this regard, alienation emerges not only as a response to structural constraints but also as a consequence of the relational strategies that employees adopt within those constraints.

The findings further reinforce the role of alienation as a key mechanism driving turnover intention. Rather than leaving in direct response to toxicity, employees appear to withdraw after experiencing sustained disconnection from their work and organizational context. This process underscores the importance of examining the cumulative effects of relational and psychological dynamics in shaping employee decisions.

5.4 A Process Model of Toxicity, Compliance, and Withdrawal

Taken together, the results support a sequential mediation model in which workplace toxicity influences turnover intention through workplace sycophancy and organizational alienation. This processual perspective contributes to a more nuanced understanding of how adverse workplace conditions translate into behavioral outcomes. It suggests that toxicity initiates a chain of adaptations and experiences that unfold over time, rather than producing immediate effects.

This model also highlights the interplay between agency and structure in shaping employee behavior. While individuals actively engage in strategies such as sycophancy, these strategies are conditioned by the structural features of the organizational environment, including power hierarchies and perceived inequities. The resulting patterns of behavior and experience are thus co-produced through the interaction of individual responses and organizational conditions.

Importantly, the absence of significant direct effects from toxicity and sycophancy to turnover intention underscores the limitations of models that focus solely on direct relationships. By foregrounding indirect pathways, the study demonstrates the value of examining how social relations mediate the impact of organizational contexts on employee outcomes.

5.5. Contributions to Theory

This study makes several contributions to the literature on workplace relations and organizational behavior. First, it reconceptualizes workplace toxicity as a relational and structural condition that reshapes patterns of interaction, rather than merely a collection of negative behaviors. This perspective shifts the focus from outcomes to processes, aligning with calls for more dynamic and contextually grounded analyses of organizational phenomena (Edwards, 2016).

Second, the study introduces sycophancy as a critical yet underexplored mechanism through which employees adapt to and reproduce toxic environments. By positioning sycophancy as a form of political compliance, it extends existing research on organizational politics and impression management, highlighting the role of power and uncertainty in shaping behavioral responses.

Third, the study advances understanding of organizational alienation by linking it to relational dynamics and behavioral adaptation. This integration of behavioral and experiential perspectives provides a more comprehensive account of how employees become disconnected from their work and organization.

Finally, the study contributes to social exchange theory by demonstrating how disruptions in reciprocity can lead not only to withdrawal but also to the emergence of alternative exchange strategies that have unintended consequences. This highlights the need to consider both positive and negative dynamics within exchange relationships.

5.6 Implications for Practice

Consistent with the journal's emphasis on critically informed engagement with practice, the findings suggest several areas for reflection rather than prescriptive recommendations. Organizations often focus on reducing overtly toxic behaviors without addressing the underlying relational and structural conditions that sustain them. The prevalence of sycophantic behavior in toxic environments indicates that employees may adapt in ways that mask deeper issues, creating an appearance of compliance while eroding trust and authenticity.

This raises important questions about the design of performance management systems, leadership practices, and organizational cultures that may inadvertently reward conformity over critical engagement. Addressing workplace toxicity therefore requires attention not only to individual behaviors but also to the broader systems of power and evaluation that shape them. Efforts to foster more transparent, equitable, and participatory organizational processes may help to mitigate the conditions that give rise to both toxicity and sycophancy.

5.7 Limitations and Future Research

While the study provides valuable insights, several limitations should be acknowledged. The cross-sectional design limits the ability to draw causal inferences, and future research could employ longitudinal approaches to examine how the identified processes unfold over time. Additionally, the reliance on self-reported data raises the possibility of common method bias, although procedural safeguards were implemented.

The study's focus on a specific regional context also presents opportunities for further research. Comparative studies across different cultural and institutional settings could shed light on how the dynamics of toxicity, compliance, and alienation vary across contexts. Moreover, qualitative approaches could provide deeper insight into the lived experiences of employees navigating toxic environments, capturing nuances that may not be fully reflected in survey data.

Future research could also explore additional mediating and moderating factors, such as leadership styles, organizational justice, and employee resilience, to further unpack the complexity of these relationships.

6. CONCLUSION

This study set out to move beyond linear accounts of workplace toxicity by examining how it reshapes social relations and, in doing so, generates pathways to employee withdrawal. The findings show that toxicity does not directly push employees out of organizations. Instead, it alters the relational logic of the workplace, encouraging forms of political compliance such as sycophancy, which gradually erode authenticity and culminate in organizational alienation. It is this accumulated sense of disconnection—rather than toxicity per se—that ultimately drives turnover intention.

By foregrounding these dynamics, the study reframes workplace toxicity as a **relational and processual phenomenon** rather than a discrete set of negative behaviors. Employees are not passive recipients of toxic conditions; they actively adapt to them. Yet, these adaptations carry unintended consequences. Sycophantic behaviors, while enabling short-term navigation of power structures, contribute to the reproduction of environments where trust, merit, and open engagement are undermined. In this sense, toxicity persists not only because of overt dysfunction but also because of the everyday practices through which it is accommodated and normalized.

The study contributes to a deeper understanding of how organizational contexts shape both behavior and experience. It highlights that withdrawal is rarely immediate; it is the endpoint of a sequence in which employees first adjust, then disengage, and finally detach. Recognizing this progression opens up new avenues for examining the temporal and relational dimensions of workplace phenomena.

Ultimately, the findings draw attention to a fundamental tension within contemporary organizations: the coexistence of formal ideals of fairness and performance with informal dynamics of power and compliance. Addressing workplace toxicity therefore requires more than eliminating negative behaviors—it calls for a critical examination of the relational structures and organizational logics that make such behaviors both necessary and effective.

ETHICS STATEMENT AND CONSENT TO PARTICIPATE

This study was conducted in accordance with the ethical standards of academic research. Ethical approval was obtained from the Institutional Ethics Committee (RBU-SOM). Participation was voluntary, and informed consent was obtained from all respondents before data collection.

CONSENT FOR PUBLICATION

All authors have reviewed and approved the final version of the manuscript and consent to its submission for publication.

CONFLICT OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

FUNDING

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

DATA AVAILABILITY STATEMENT

The datasets generated and analyzed during the current study are available from the corresponding author on reasonable request.

AUTHOR CONTRIBUTIONS

Ms. Aboli Mande: Conceptualization, Investigation, Methodology, Data Curation,

Dr Anant Deogaonkar: Formal Analysis, Supervision,

Dr Raghid Al Hajj: Supervision, Writing—Review & Editing.

REFERENCES

- [1] Albashiti, B., Hamid, Z., & Aboramadan, M. (2021). Fire in the belly: the impact of despotic leadership on employees work-related outcomes in the hospitality setting. *International Journal of Contemporary Hospitality Management*, 33(10), 3564-3584. <https://doi.org/10.1108/IJCHM-03-2021-0394>
- [2] Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International journal of environmental research and public health*, 15(5), 1035. <https://doi.org/10.3390/ijerph15051035>
- [3] Aryee, S., Walumbwa, F. O., Mondejar, R., & Chu, C. W. (2015). Accounting for the influence of overall justice on job performance: Integrating self-determination and social exchange theories. *Journal of Management Studies*, 52(2), 231-252. <https://doi.org/10.1111/joms.12067>
- [4] Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior. The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(5), 491-509. <https://doi.org/10.1002/job.211>
- [5] Brown, R. L. (2023). The Impact of Working in a Toxic Work Environment: A Phenomenological Study (Doctoral dissertation, Northcentral University). <https://doi.org/10.46729/ijstm.v5i4.1129>
- [6] Burgess, E. O., Barmon, C., Moorhead Jr, J. R., Perkins, M. M., & Bender, A. A. (2018). That is so common everyday... everywhere you go: Sexual harassment of workers in assisted living. *Journal of Applied Gerontology*, 37(4), 397-418. <https://doi.org/10.1177/0733464816630635>
- [7] Cascio, W.F. (1987). *Applied Psychology in Personnel Management* (3rd.ed). New Jersey: Prentice-Hall Inc. https://openlibrary.org/books/OL2731170M/Applied_psychology_in_personnel_management
- [8] Ceylan, A., & Seyfettin, S. U. L. U. (2011). Organizational injustice and work alienation. <https://www.scopus.com/pages/publications/79959559013>
- [9] Chahal, H. S. (2019). Measuring the perception of co-worker's sycophantic behavior: An empirical study of hospitality sector. *Asian Journal of Multidimensional Research (AJMR)*, 8(6), 176-188. <https://doi.org/DOI: 10.5958/2278-4853.2019.00229.5>
- [10] Chahal, H. S., & Poonam, B. (2015). The impact of employee sycophantic behaviour on organisation environment: a conceptual study of hospitality sector in India. *Arts and Social Sciences Journal*, 6(3), 117-121. <https://doi.org/10.4172/2151-6200.1000117>
- [11] Cheung Teris, C. T., & Yip, P. S. F. (2015). Depression, anxiety and symptoms of stress among Hong Kong nurses: a cross-sectional study. <https://doi.org/10.3390/ijerph120911072>
- [12] Chung, Y. W. (2018). Workplace ostracism and workplace behaviors: A moderated mediation model of perceived stress and psychological empowerment. *Anxiety, Stress, & Coping*, 31(3), 304-317. <https://doi.org/10.1080/10615806.2018.1424835>

- [13] Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of occupational psychology*, 53(1), 39-52. <https://doi.org/10.1111/j.2044-8325.1980.tb00005.x>
- [14] Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>
- [15] De Clercq, D., Azeem, M. U., Haq, I. U., & Bouckennooghe, D. (2020). The stress-reducing effect of coworker support on TURNOVER INTENTIONS: Moderation by political ineptness and despotic leadership. *Journal of Business Research*, 111, 12-24. <https://doi.org/10.1016/j.jbusres.2020.01.064>
- [16] Dickson, R. K. (2024). OVERCOMING TOXIC WORK ENVIRONMENT THROUGH EFFECTIVE LEADERSHIP STRATEGIES. <http://doi.org/10.35409/IJBMER.2024.3559>
- [17] Fiset, J., & Robinson, M. A. (2018). Considerations related to intentionality and omissive acts in the study of workplace aggression and mistreatment. *Industrial and Organizational Psychology*, 11(1), 112-116. https://ideas.repec.org/a/cup/inorps/v11y2018i01p112-116_00.html
- [18] Flynn, A., Hodgson, J., McCulloch, J., & Naylor, B. (2016). Legal aid and access to legal representation: redefining the right to a fair trial. *Melb. UL Rev.*, 40, 207. <https://api.semanticscholar.org/CorpusID:156836270>
- [19] Henderson, D. J., Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2008). Leader--member exchange, differentiation, and psychological contract fulfillment: A multilevel examination. *Journal of applied psychology*, 93(6), 1208. <https://doi.org/10.1037/a0012678>
- [20] Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of occupational and organizational psychology*, 84(1), 116-122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- [21] Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of applied psychology*, 102(3), 530. <https://doi.org/10.1037/apl0000103>
- [22] Jacobs, E. J. (2005). The development of a predictive model of TURNOVER INTENTIONS of professional nurses (Doctoral dissertation, University of Johannesburg). <https://hdl.handle.net/10210/109>
- [23] Jena, L. K., & Swain, D. (2021). How knowledge-hiding behavior among manufacturing professionals influences functional interdependence and TURNOVER INTENTION. *Frontiers in Psychology*, 12, 723938. <https://doi.org/10.3389/fpsyg.2021.723938>
- [24] Jin, H., Li, X., & Li, G. (2024). Impact of corporate social responsibility on employee loyalty: Mediating role of person-organization fit and employee trust. *Plos one*, 19(3), e0300933. <https://doi.org/10.1371/journal.pone.0300933>
- [25] Jin, H., Li, X., & Li, G. (2024). Impact of corporate social responsibility on employee loyalty: Mediating role of person-organization fit and employee trust. *Plos one*, 19(3), e0300933. <https://doi.org/10.1371/journal.pone.0320597>
- [26] Joseph, S., & Shetty, N. (2022). An empirical study on the impact of employee voice and silence on destructive leadership and organizational culture. *Asian Journal of Business Ethics*, 11(1), 85-109. <https://doi.org/10.1007/s13520-022-00155-0>
- [27] Judge, T. A., & Bretz Jr, R. D. (1994). Political influence behavior and career success. *Journal of management*, 20(1), 43-65. <https://doi.org/10.1177/014920639402000103>
- [28] Kanchana, L., & Jayathilaka, R. (2023). Factors impacting employee TURNOVER INTENTIONS among professionals in Sri Lankan startups. *Plos one*, 18(2), e0281729. <https://doi.org/10.1371/journal.pone.0281729>
- [29] Kerse, G., & Babadağ, M. (2018). I'm out if nepotism is in: The relationship between nepotism, job standardization and TURNOVER INTENTION. *Ege Academic Review*, 18(4), 631-644. <https://doi.org/10.21121/eab.2018442992>
- [30] Ketkaew, C., Manglakakeeree, O., & Naruetharadhol, P. (2020). The interrelationships of work-related factors, person-environment fit, and employee TURNOVER INTENTION. *Cogent Business & Management*, 7(1), 1823580. <https://doi.org/10.1080/23311975.2020.1823580>
- [31] Klahn Acuña, B., & Male, T. (2024). Toxic leadership and academics' work engagement in higher education: A cross-sectional study from Chile. *Educational Management Administration & Leadership*, 52(3), 757-773. <https://doi.org/10.1177/17411432221084474>
- [32] Küçük, B. A. (2020). The social and economic exchange relationships in the context of organizational commitment. *MANAS Sosyal Araştırmalar Dergisi*, 9(4), 2337-2348. <https://doi.org/10.33206/mjss.640929>
- [33] Kumar, P., and Ghadially, R. (1989). Organizational politics and its effects on members of organizations. *Human Relations*, 42(4), 305-314. <https://doi.org/10.1177/001872678904200402>

- [34] Lam, C. K., Walter, F., & Huang, X. (2017). Supervisors' emotional exhaustion and abusive supervision: The moderating roles of perceived subordinate performance and supervisor self-monitoring. *Journal of Organizational Behavior*, 38(8), 1151-1166. <https://doi.org/10.1002/job.2193>
- [35] Madi, K. (2016). Physical Surroundings and Their Effects on Employee Turnover in Humanitarian Assistance Service. <https://api.semanticscholar.org/CorpusID:169332637>
- [36] March, J.C., & Simon, H.A. (1958). *Organizations*, New York: Wiley. <https://www.scirp.org/reference/ReferencesPapers?ReferenceID=1099306>
- [37] Mikkelsen, M. F., Jacobsen, C. B., & Andersen, L. B. (2017). Managing employee motivation: Exploring the connections between managers' enforcement actions, employee perceptions, and employee intrinsic motivation. *International Public Management Journal*, 20(2), 183-205. <https://doi.org/10.1080/10967494.2015.1043166>
- [38] Ng, T. W., Lam, S. S., & Feldman, D. C. (2016). Organizational citizenship behavior and counterproductive work behavior: Do males and females differ?. *Journal of vocational behavior*, 93, 11-32. <https://doi.org/10.1016/j.jvb.2015.12.005>
- [39] Osin, E. (2009). Subjective experience of alienation: Measurement and correlates. *Gesellschaft fur Logotherapie und Existenzanalyse*, 1(26), 16-23. <https://api.semanticscholar.org/CorpusID:146630386>
- [40] Qian, J., Yang, F., Wang, B., Huang, C., & Song, B. (2019). When workplace ostracism leads to burnout: The roles of job self-determination and future time orientation. *The International Journal of Human Resource Management*, 30(17), 2465-2481. <https://doi.org/10.1080/09585192.2017.1326395>
- [41] Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee TURNOVER INTENTION. *Management Science Letters*, 11(2), 511-518. <https://doi.org/10.5267/j.msl.2020.9.016>
- [42] Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), 2294. <https://doi.org/10.3390/ijerph18052294>
- [43] Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable work performance: the roles of workplace violence and occupational stress. *International journal of environmental research and public health*, 17(3), 912. <https://doi.org/10.3390/ijerph17030912>
- [44] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698. <https://doi.org/10.1037/0021-9010.87.4.698>
- [45] Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee responsibilities and rights journal*, 2, 121-139. <https://doi.org/10.1007/BF01384942>
- [46] Samma, M., Zhao, Y., Rasool, S. F., Han, X., & Ali, S. (2020). Exploring the relationship between innovative work behavior, job anxiety, workplace ostracism, and workplace incivility: empirical evidence from small and medium sized enterprises (SMEs). In *Healthcare*, 8(4), 508. MDPI. <https://doi.org/10.1007/BF01384942>
- [47] Saoula, O., Johari, H., & Fareed, M. (2018). A conceptualization of the role of organisational learning culture and organisational citizenship behaviour in reducing turnover intention. *Journal of Business and Retail Management Research*, 12(4). <https://doi.org/10.24052/JBRMR/V12IS04/ART-13>
- [48] Sarkar, A., Garg, N., Srivastava, D. K., & Punia, B. K. (2024). Can gratitude counterWORKPLACE TOXICITY? Exploring the mediating role of psychological capital (PsyCap). *Business Perspectives and Research*, 12(2), 261-276. <https://doi.org/10.1177/22785337221148300>
- [49] Sezgili, K., & Yilmaz, S. E. (2022). Impact of organizational cynicism on TURNOVER INTENTION: Mediation by work alienation. *Çukurova Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 26(1), 17-34. <https://doi.org/10.51945/cuiibfd.1092973>
- [50] Steinbauer, R., Renn, R. W., Chen, H. S., & Rhew, N. (2018). Workplace ostracism, self-regulation, and job performance: Moderating role of intrinsic work motivation. *The Journal of social psychology*, 158(6), 767-783. <https://doi.org/10.1080/00224545.2018.1424110>
- [51] Susanto, A., Wijaya, E., Nasib, N., Fadila, Z., & Amelia, R. (2025). Digital burnout, work alienation, and turnover intention: Unveiling the mediating role of toxic leadership among Generation Y lecturers in leading universities in Medan. *International Journal of Advanced and Applied Sciences*, 12(11), 106–120. <https://doi.org/10.21833/ijaas.2025.11.011>
- [52] van Prooijen, J. W., & de Vries, R. E. (2016). Organizational conspiracy beliefs: Implications for leadership styles and employee outcomes. *Journal of business and psychology*, 31, 479-491. <https://doi.org/10.1007/s10869-015-9428-3>

- [53] Vinokurov, L. V., &Kozhina, A. A. (2020). The contribution of individual psychological features to the determination of the phenomenon of work alienation. *Behavioral Sciences*, 10(1), 34. <https://doi.org/10.3390/bs10010034>
- [54] Viotti, S., Guglielmetti, C., Gilardi, S., & Guidetti, G. (2021). The role of colleague incivility in linking work-related stressors and job burnout. A cross-sectional study in a sample of faculty administrative employees. *La Medicina del lavoro*, 112(3), 209. <https://doi.org/10.23749/mdl.v112i3.10732>
- [55] Waldeck, D., Tyndall, I., Riva, P., & Chmiel, N. (2017). How do we cope with ostracism? Psychological flexibility moderates the relationship between everyday ostracism experiences and psychological distress. *Journal of contextual behavioral science*, 6(4), 425-432. <https://doi.org/10.1016/j.jcbs.2017.09.001>
- [56] Wu, P. C., & Chaturvedi, S. (2009). The role of procedural justice and power distance in the relationship between high performance work systems and employee attitudes: A multilevel perspective. *Journal of management*, 35(5), 1228-1247. <https://doi.org/10.1177/0149206308331097>
- [57] Xerri, M. (2013). Workplace relationships and the innovative behaviour of nursing employees: A social exchange perspective. *Asia Pacific Journal of Human Resources*, 51(1), 103-123. <https://doi.org/10.1111/j.1744-7941.2012.00031.x>
- [58] Yang, J., & Treadway, D. C. (2018). A social influence interpretation of workplace ostracism and counterproductive work behavior. *Journal of Business Ethics*, 148, 879-891. <https://doi.org/10.1007/s10551-015-2912-x>
- [59] Yang, Q. I., & Wei, H. (2018). The impact of ethical leadership on organizational citizenship behavior: The moderating role of workplace ostracism. *Leadership & Organization Development Journal*, 39(1), 100-113. <https://doi.org/10.1108/LODJ-12-2016-0313>
- [60] Yousef, D. A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the local government. *International Journal of Public Administration*, 40(1), 77-88. <https://doi.org/10.1080/01900692.2015.1072217>
- [61] Zeffane, R. (2003). *Organizational behavior a global perspective*. Australia: John Wiley and Sons Australia Ltd.
- [62] Zeller, R. A., Neal, A. G., & Groat, H. T. (1980). On the reliability and stability of alienation measures: A longitudinal analysis. *Social Forces*, 58(4), 1195-1204. <https://doi.org/10.1093/sf/58.4.1195>