

Creativity as a Shield: Understanding its Mediating Effects between Toxic Leadership and Employee Job Satisfaction

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Abstract: Aims and Objectives: The study purpose was to determine the effect of Toxic Leadership on the employee engagement and their creativity. Toxicity have been researched often but fewer studies have examined the effect of employee creativity as a mediator of job satisfaction in a toxic workplace. This study examined how creativity mediates job satisfaction and professional desire to work. With a quantitative approach, structured questionnaire with a 5-point Likert scale were distributed to employees of Information Technology firms in Bengaluru City, Karnataka, India. Design and Method-Using descriptive design, data was collected from 406 IT professionals collected through structured questionnaire. We found significant relationship between toxic leadership, creativity and job satisfaction. Employee coping strategies to counteract toxic workplace environment using creativity as a shield is an important contribution to the literature. Relevance to practice-We recommend additional study on sectors or businesses where toxicities are more frequent, specifically toxicity and motivation in remote, work-from-home, and flexible work environments.

Conclusion: With proper interventions, the emotional intelligence of leaders may change employee behavior. This study's findings contribution towards interventions both managerial and organizational that benefits workplace management.

Keywords: Creativity, Job Satisfaction, Micromanage, Toxic Leadership, Workplace Environment

Introduction

The term "leader" connotes an exemplary individual who inspires reverence in all those who encounter them. The crucial role that a leader plays in transforming the aspirations of individuals into tangible accomplishments, infusing them with a clear mission and direction, has a significant impact on the organizational future landscape.

As leaders, individuals obtain a symbolic status, causing their followers to view them as authoritative figures endowed with parental characteristics (Astuti et al., 2023). On comparison between a manager and a leader, the managers tend to be seen as an executive position devoid of the exemplary characteristics attributed to the leaders as followers tend to avoid managers who lack the comfortable social power exhibited by the leaders (Pelletier, 2010).

A toxic leader creates a toxic workplace environment harming employee engagement and their well-being (Rasool et al., 2021). Examining the literature regarding leaders who inflict distress on those they lead leaves one unclear as to whether the perceived glory of leadership is merely an illusion as toxic presence spreads negative feelings and severe stress. Toxic leader's behavior can negatively affect organizational success and employee well-being (Padilla et al., 2007) but subordinates tend to regulate their behaviors leading to aggravate distress (Tepper et al., 2007). Workplace deviance has been reported as an outcome of exposure to toxic leadership (Mitchell and Ambrose, 2007; Duffy et al., 2002).

The ill effects of toxic leadership don't end here, it cascades into employees complaining about sexual harassment (Chan et al., 2008) decrease in job satisfaction and a decrease in psychological well-being, low self-esteem and self-efficacy leading to low morale, anxiety, depression, impaired judgment and memory loss resulting in deterioration in performance. Given the harmfulness to the organizations, employees and organizational performance, it is not surprising that many researchers (Farghalay et al., 2023; Rasool et al., 2021; Fenlason, 2013; Reed and Olsen, 2010) and Ulmer (2012) investigated toxic leadership in the various domains and disciplines.

Literature Review

Toxic leadership hinders innovation (Farghaly & Zeid, 2023) as they stifle innovation, loyalty, and well-being (Hitchcock, 2015). The toxic leadership paradigm has been criticized for stifling workplace passion, creativity, and innovation via excessive leader control (Wilson-Starks, 2003). A department leader's abusive supervision negatively impacts a team members' inventiveness (Liu et al., 2012). Employees are afraid to think for themselves and speak up as unreasonable demands and verbal insults impede innovation (Hadadian and Zarei, 2016) leading to negative effects on job satisfaction, increased levels of stress, absenteeism, and intention to quit (Labrague et al., 2020). Further it undermines positive workplace traits, such as innovation and the capacity to exercise creative freedom (Elrehail, 2018). In contrast, transformational leadership characterized by the empowerment of followers and their ability to freely express their creative abilities demonstrates positive influence on employee innovation (Bass and Steidlmeier, 1999). Extensive research has time and again demonstrated the negative effects of toxic leadership on creativity and innovative thinking with short-term and long-term organizational consequences (Kellerman, 2004; Lipman-Blumen, 2005).

Job satisfaction is the likelihood that an individual's perception and evaluation of their job will be influenced by external factors, such as demands, values, and expectations (Perkins et al., 2023). It is an attitude-based construct (Ilies and Judge, 2004) favorable or pleasurable emotional state caused by one's work and the experiences associated with it (Locke, 1976). Job satisfaction or dissatisfaction is contingent on an individual's outlook (Armstrong, 2006). Earlier research on how leadership behaviors lower employee self-esteem affect morale and job satisfaction were conducted and also examined how departmental leaders' bullying affects job satisfaction (Rayner and Cooper, 1997; Tepper, 2000, 2007).

When managers display arrogant behavior, perceive themselves as superior, or dismiss the ideas and perspectives of others, employee generally experience dissatisfaction (Miao, 2020; Indrawiani et al., 2020). As toxic leaders get enamored by their power to subdue followers and solicit subordination, dissent, initiative, creativity and criticism become unfathomable (Conger, 1990; Ashforth, 1994; Angelis, 2009; Karakaş, 2022). There is a need to create a clear, open and dynamic organizational environment to boost creativity in employees (Jung 2001; Zhang and Wang, 2021). Additional stress in the work environment has an indirect effect on the employee's intention to switch their jobs (Liu, Zhu and Wu, 2019). Based on these arguments, we postulate that creativity, and toxic leadership and job satisfaction are related.

Theoretical Underpinnings

Many researchers discussed structure, prerequisites, individual, group creativity and what works (Kim, Choe and Kaufman, 2019). Furthermore, there was discussions of ten creative theories to understand various dimensions of the creative framework (Kozbelt, Beghetto and Runco, 2010). In a professional environment at the workplace, the componential theory of creativity given by Amabile, (2011) shows great potential for application in an organization set up for professional employees. In this study, Amabile's theory has been drawn upon as the theory postulates that desirable contexts have the potential to stimulate creativity by influencing various personal motivations and behaviors.

Componential Theories of Creativity

Politis (2005) contend creativity can be seen as a preliminary measure to encourage innovation and support the execution of novel concepts. The componential theory of creativity introduced in 1983, examines the creative process, its outcomes, the diverse influences that shape and impact this process. The theory contends that creativity is maximized when all components align and so has significant potential as a theoretical framework for fostering professional creativity in organizational settings. The theory posits that three essential components contribute to a creative response: domain-relevant skills, creativity-relevant processes, intrinsic task motivation (within the individual), in a social environment (outside the individual) where he operates. In the

context of the theory's intra-individual components, work environment has a significant impact on intrinsic motivation. The work environment significantly influences an individual's development of domain-specific skills, creativity-related processes, and intrinsic motivation. This assumption posits that novel and innovative ideas generated by employees contribute to the achievement of their pre-established goals. So we argue that creativity mediates the relationship between toxic leadership and job satisfaction.

The Mediating Role of Creative Improvements

To explore the mediation, we propose to measure the mediating role of creativity. The relationship between toxic behavior and job satisfaction, with creative improvement serving as the mediating factor. Existing evidence suggests that the involvement of employees has a positive impact on the overall success of organizations but this involvement could be disrupted due to various external factor or internal creative self-efficacy could moderate negative external factors and overcome it (Jaiswal and Char, 2016). Henker et al., (2015, in their study on transformational leadership and creativity found creative process engagement mediating the relationship of employee creativity and promotion focus. Malik et al., (2016) state the existence of a favorable correlation between real leadership and the level of creativity exhibited by employees. We thus argue creativity may have a significant impact on their job satisfaction.

Research Gap

Extant research has shown that employees withhold their best efforts in workplace, experience stress, irritation and undergo trauma. Creativity is essential regardless of whether organization is private or public. Organizational creativity becoming a necessity rather than a choice or luxury (Egan, 2005). It is vitally important to investigate how unfavorable environmental factors influence an employee's attitude and behavior due to the scare theory (Baumeister et al, 2001), which can be used to support a link between a leader's bad behavior and his staff's intention to be creative. It is important to investigate how unfavorable environmental factors influence an employee's creativity, attitude, and behavior and job satisfaction. In addition, the absence of conclusive evidence regarding the relationship between toxic leadership, employee creativity, and job satisfaction necessitates an investigation into the same. Further there is a need for researchers to explore the consequences of toxic leaderships and its impact on employee creativity ultimately effecting the organization performance. In this study, creativity is treated as a mediator variable between toxic leadership and job satisfaction.

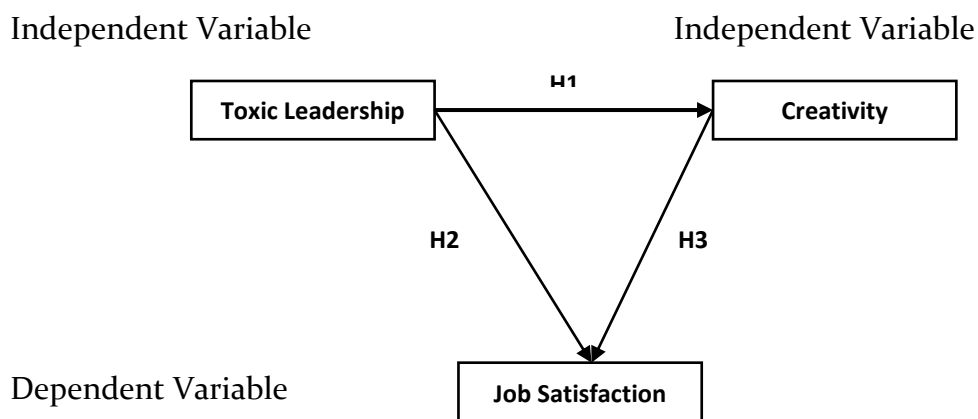


Figure 1 the hypothesized Model

Methodology

Measurement

The toxic leadership scale utilized in this study is derived from Schmidt's (2008) research findings. The creativity scale is based on the seminal work of George and Zhou (2001) and job satisfaction measurement has been adapted from the comprehensive study conducted by Warr, Cook, and Wall (1979). In order to compile data pertinent to this study, five distinct questionnaires were administered to both academic and industry experts. Subsequently, an extensive discussion was conducted with these experts, which resulted in valuable suggestions that were incorporated into the redesign of the aforementioned questionnaire.

Sampling and Data Collection Procedure

The study's statistical population consists of working professionals from both industry and academia in Bengaluru City, located in the Karnataka State of India. The sample size was determined using the Cochran formula with a 95% confidence level and a 5% precision. Participants were subsequently invited to complete a structured online questionnaire distributed via Facebook and LinkedIn. A total of 406 responses were obtained from the working professionals. 6 incomplete responses were excluded, leaving 400 usable responses for further inferential and descriptive analysis. The analysis was conducted using SPSS 23 software.

Analysis and Results

Reliability

For the purpose of assessing reliability, it is widely acknowledged that a Cronbach alpha value of 0.69, as proposed by Nunnally (1978), serves as an accepted threshold. A Cronbach's alpha score of 0.6 or higher indicates sufficient reliability for the construct under investigation (Hair et al., 2006). Reliability statistics is reported in Table 1.

Constructs	Cronbach's alpha
Creativity	0.617
Toxic Leadership	0.894
Job Satisfaction	0.702

Table 1: The Reliability Statistics of the Constructs.

Source: Primary Data

The present study examines the simultaneous assessment of all variables, which introduces the potential for common method bias (CMB) to influence the results. To mitigate this potential bias, Harman's single-factor test (Podsakoff, Mac Kenzie and Podsakoff, 2012) was conducted. The findings suggest that none of the factors accounted for more than 34.25% of the covariance among the variables, so ruling out the presence of a common method bias and affirming that the construct-irrelevant variance is not a concern in this research.

Demographic Results

Majority of the respondents (57%) were between the age-group 25-35 years with almost equal proportions of males (54%) and females (59%). It was observed that 85% of the respondents had no children and only 15% had children to support. Further, about 80% of respondents did not have dependents and only 20% had dependents to support.

A preliminary exploratory factor analysis of the study's variables was run with the exclusion of communalities below 0.50 and double loadings involving statements with factor loadings less than 0.3 being omitted. The factor analysis condensed the initial set of thirty statements of toxic leadership to eight factors, which collectively explained approximately 51.05% of the total variation. The factor analysis on the thirteen statements of creativity consolidated into six factors, accounting for roughly 79.45% of the overall variance. Further the eleven statements of job satisfaction combined into a singular factor accounting for 98% of the total variation. In the next regression analysis phase, job satisfaction is treated as the dependent variable, while the derived clustered factors are considered as independent variables. The literature-based model, validated through regression analysis, suggests that job satisfaction hinges on an employee's creativity, a trait that may be influenced by toxic leadership.

Results

A correlation analysis performed to examine the association between the eight dimensions of toxic behavior and the six dimensions of creativity shows the results as reported in Table 1. A noteworthy inverse relationship between *Toxic_Demeanour*,

Micromanagement behavior, and Creative Improvements can be observed.

Factors		Creative Improvements	Creative _IN job	Creative Self Confidence	Creative Suggestions	Creative Risk	Creative Ideas
Toxic_Boss_Demeanour	Pearson Correlation	-.148**	-.019	-.018	.072	.051	.155**
	Sig. (2-tailed)	.003	.699	.720	.149	.311	.002
Toxic_Boss_Micromanage	Pearson Correlation	-.146**	-.063	.426	-.010	-.066	.049
	Sig. (2-tailed)	.004	.206	.400	.845	.190	.326
Toxic_Boss_Acoladesself	Pearson Correlation	-.042	.050	-.083	-.011	.055	-.066
	Sig. (2-tailed)	.403	.320	.097	.829	.268	.187
Toxic_Boss_InconsiderateNall	Pearson Correlation	-.066	-.017	.053	-.012	.006	-.070
	Sig. (2-tailed)	.189	.737	.290	.810	.905	.160
Toxic_Boss_Workplacecontrol	Pearson Correlation	-.078	-.047	-.091	-.021	.012	.089
	Sig. (2-tailed)	.121	.344	.070	.672	.817	.075
Toxic_Boss_Careerdestined	Pearson Correlation	-.033	-.041	-.020	.064	.029	.005
	Sig. (2-tailed)	.508	.413	.686	.204	.557	.926
Toxic_Boss_Selfintitlement	Pearson Correlation	.036	-.035	.033	.031	.023	.079
	Sig. (2-tailed)	.471	.490	.516	.537	.653	.113
Toxic_Boss_InfluenceEmotions	Pearson Correlation	.081	-.002	.007	.014	.138**	-.012
	Sig. (2-tailed)	.106	.962	.895	.786	.006	.807

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 Showing Correlations of Toxic Behaviour and Creativity

Source: Primary Data

Observe a strong and positive correlation between Toxic Boss Demeanor and Creative Ideas, as well as between Toxic Boss Influence on Emotions and Creative Risk. Employing a two-stage regression analysis, the initial step involves incorporating the first factor into the regression model. In the subsequent step, the inclusion of the second factor is assessed to determine its ability to predict significant variance beyond that accounted for by the first factor. The process was iteratively repeated until a highly effective predictor of creativity for the developed hypothesis was identified. The eight dimensions of toxic leadership are considered to be separate and autonomous constructs. A stepwise linear regression analysis is further performed to examine the influence of toxic leadership on creativity with an aim to analyze the impact of eight dimensions of toxic leadership on creative enhancements.

The result identified two statistically significant models when examining the relationship between toxic behavior dimensions and *Creative_Improvements*. Both models explain that the influences of the item Creative Improvement. Table 2

presents a summary of the regression analysis results. In Model 1, *Toxic_Boss Demeanor* was identified as the sole significant predictor of *Creative_Improvement* ($F(1,398) = 8.910, p < 0.01$), with all tolerance values being greater than zero. In the second model, the predictors for Creative Improvement were found to be *Toxic_Boss_Demeanor* and *Toxic_Boss_Micromanage* ($F(1, 387) = 8.785, p < 0.01$), leading to a more efficient model.

Explanatory Variable	Model 1	Model 2
	Slope Coefficient	Slope Coefficient
Constant	-1.525	-1.60
<i>Toxic_Boss_Demeanour</i>	-0.148	-0.148
<i>Toxic_Boss_Micromanage</i>	-	-0.146
Multiple R	0.148	0.043
R Square	0.022	0.070
Adjusted R2	0.019	0.038
F Value	8.19	8.785
Significance of F	0.003	0.003
Standard Error of the estimate	0.99	0.98

Table 2 - Regression of Toxic Dimensions on Creative_Improvement
Source: Primary Data

The R² value of 0.073 in Model 2 suggests that the influence of *Toxic_Boss_Demeanour* and *Toxic_Boss_Micromanage* on *Creativity Improvements* in the jobs of working professionals is limited to 7.3%. The remaining 92.75% can be ascribed to extraneous factors beyond the purview of our investigation. The F value of 8.785 indicates that the combined impact of *Toxic_Boss_Demeanour* and *Toxic_Boss_Micromanage* on *Creative_Improvement* initiatives accounts for 4% of the variance. A one percentage increase in these factors results in a four-percentage decline in employee creativity.

A correlation analysis conducted to examine the relationship between toxic behavior and job satisfaction are shown in Table 3. All dimensions of toxic behavior are significantly and negatively correlated with job satisfaction at a significance level of 0.01.

Dimensions of Toxic	Correlations	Sig. (2-tailed)
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Behaviour	Coefficients(N=400)		
<i>Toxic_Boss_Micromanage</i>	Pearson Correlation	-.205**	0
<i>Toxic_Boss_Acoladesself</i>	Pearson Correlation	-.187**	0
<i>Toxic_Boss_InconsiderateINall</i>	Pearson Correlation	-.206**	0
<i>Toxic_Boss_Workplacecontrol</i>	Pearson Correlation	-0.036	0.467
<i>Toxic_Boss_Careerdestined</i>	Pearson Correlation	-0.09	0.071
<i>Toxic_Boss_Selfentitlement</i>	Pearson Correlation	-.111*	0.026
<i>Toxic_Boss_InfluenceEmotions</i>	Pearson Correlation	-0.046	0.363

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Table 3 Correlation Analysis of Toxic Behavior and Job Satisfaction

Source: Primary Data

A step-wise multiple linear regression analysis is next performed to examine the association between toxic behavior and job satisfaction. All relevant assumptions were met, as evidenced by the F value. Table 4 displays the results of the step-wise regression analysis. Two models in the analysis show negative coefficients on the predictors.

Explanatory Variable	Model 1	Model 2
	Slope Coefficient	Slope Coefficient
Constant	-1.525	-1.60
<i>Toxic_Boss_Demeanour</i>	-0.148	-0.148
<i>Toxic_Boss_Micromanage</i>	-	-0.146
Multiple R	0.148	0.043
R Square	0.022	0.070
Adjusted R ²	0.019	0.038
F Value	8.19	8.785
Significance of F	0.003	0.003
Standard Error of the estimate	0.99	0.98

Table 4- Regression of Toxic dimension on Job satisfaction

Source- Primary Data

In Model 1, the variable *Toxic_Demeanour* emerges as a robust predictor for Job Satisfaction among employed individuals. The F-value of 08.19 exceeds the threshold F-Ratio yield of 1, indicating a statistically significant and efficient model. In contrast, Model 2 suggests that the combination of *Toxic_Demeanour* and *Toxic_Boss_Micromanage* explains 4% of *Job Satisfaction*, as indicated by an F-ratio value of 8.785. Table 4 demonstrates that out of the eight dimensions of toxic behavior, only *Toxic_Demeanor* and *Toxic_Boss_Micromanage* are found to be statistically significant indicators of *Job Satisfaction*.

A mediation analysis was performed to evaluate the relationship between toxic behavior and job satisfaction, with creative improvement serving as the mediating factor. Three regression models are used to validate the four conditions, a four-step approach is employed for this purpose. In the mediation model-figure 2, the path "a" represent the regression coefficients between X (Toxic Behaviour) and M (Creative Improvement), path "b" between M (Creative Improvement)-Y (Job Satisfaction) regression coefficients, and path "c" between X (Toxic Behaviour) -Y (Job Satisfaction) regression coefficients respectively. The coefficient "c" reflects X's (Toxic Behaviour) direct effect on Y (Job Satisfaction), whereas the coefficients "a" and "b" convey X's (Toxic Behaviour) indirect effect on Y (Job Satisfaction). The total effect of X (Toxic Behaviour) on Y (Job Satisfaction) is equal to "c + a*b". If either "a" or "b" is zero in this figure, the relationship between X and Y is said to be direct, and the total effect equals "c" (when c=0, the total effect = c + a*b = c + 0 = c). The ratio of the indirect effect (a*b) and total effect (a*b + c) represents the property of mediation. The Sobel test is performed to assess the indirect effect of the independent variable -Toxic Behavior on the dependent Variable- Job satisfaction through the mediator variable-Creative Improvement. This is further confirmed by using bootstrapping techniques recommended by Hayes (2014) using PROCESS Macro, Model 4 with 5000 bootstrap samples.

The process results (figure 2) show a statistically significant negative direct path c (b=-1492, s.e=0.417, p<0.05) and a negative statistically significant direct effect path (a) from toxic behavior to creative improvement (b=-.1455, s.e=0.496, p<0.05). The direct effect of creative improvement on job satisfaction is significant & positive (b=.1896, s.e=.0417, p<0.01). The Table 5 presents the results of the mediation analysis. The results shows a significant mediation effect in the indirect effect of -0.0276 (boot S.E= .0121) as well as a 95% confidence interval excluding zero (-.0541 to -.0070) while controlling for the effect of Toxicity, based on 5000 bootstrap samples.

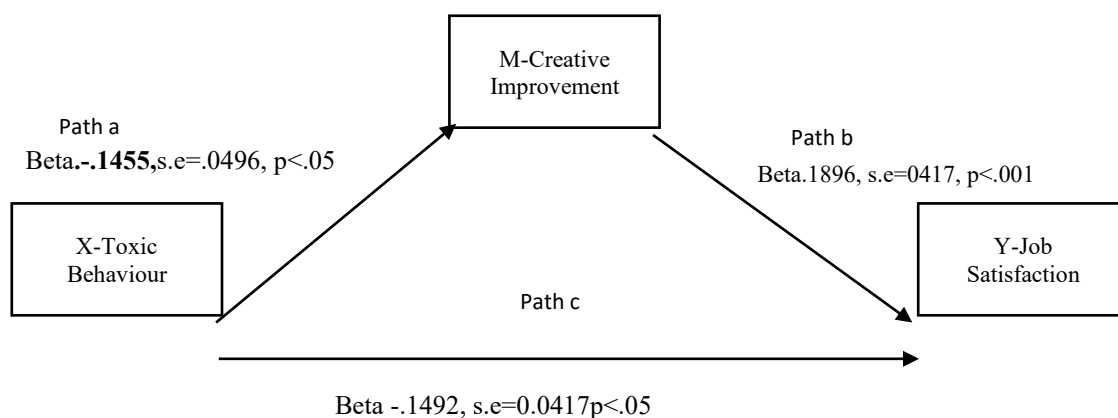


Figure 2-The Mediation Model

The ratio of the indirect effect (-0.0275868) and total effect (-0.1767868) represents the property of mediation.

Total Effect of X on Y (Toxic behaviour on Job Satisfaction)					
EFFECT	SE	T	P	LLCI	ULCI
-0.1455	0.496	-2.9343	0.0035	-0.2333	-0.0662

Direct Effect of X on Y (Toxic behaviour on Job Satisfaction)					
effect	se	t	p	LLCI	ULCI
-0.1492	0.0417	-3.5813	0.0004	-0.2312	-0.0673

Indirect effect(s) of X on Y (Toxic behaviour on Job Satisfaction)			
effect	Boot SE	Boot LLCI	Boot ULCI
-.0276	0.0121	-0.0541	-.0070

Table 5 showing the indirect effect using PROCESS Macro Source- Primary Data

The mediation analysis results have shown that the relationship between toxic behavior and job satisfaction is proved to be mediated by creative improvement.

A bivariate analysis of correlation was run to test the influence of demographics on the perceived job satisfaction, which confirmed an insignificant correlation between gender, age, years of occupation, number of children, and spouse in a career with job satisfaction. The correlations results show a positive moderate significant correlation of both current employment status and the type of industry/ sector the working professional with job satisfaction. Table 6 summarizes the demographic influence on the *Job Satisfaction* of the working professionals in Bengaluru City.

Demographics	Correlations
Gender	o
Age	o
Years of Occupation	o
No of Children	o
Spouse in Career	o
Current Employment Status	X
Industry/Sector	X

Table 6 Summary of Findings of Descriptive Statistics

Source: Primary Data

Discussions

Employees' psychological states and behavior can be negatively impacted by abusive supervision. Emotional trauma, anxiety, emotional burnout, aggression, workplace deviant behavior, opposition, and retention are all possible outcomes (Martinko et al., 2013). Similar findings were reported (Raza, 2021) on teachers' creativity. Our study indicates that toxic leaders exert a significant emotional and manipulative impact on employees, resulting in heightened levels of creative ideation and risk-taking as a strategic reaction.

Upon closer analysis, it was found that the variables with the greatest impact on the eight dimensions of toxic behavior were demeanor of the toxic leader and his micromanagement. We found a strong and positive correlation between Toxic Boss Demeanor and Creative Ideas, as well as between Toxic Boss Influence on Emotions and Creative Risk, corroborating with findings by Mergen & Ozbilgin (2020) and Morris (2019).

From the correlation analysis of toxic behavior and job satisfaction it can be inferred that micromanagement, self-praise, and inconsiderate leadership behavior negatively affect job satisfaction among working professionals. There is an inverse relationship between the level of job satisfaction and the toxicity of behavior. Similar findings were reported by many researchers. In the study of nurses where toxic leadership existed, job satisfaction and intention to leave the profession were mentioned by the nurses. Toxic leaderships have a significant influence on the job satisfaction of the working professionals (Perkins, Bamgbade, and Bourdeanu, 2020; Mehta and Maheshwar, 2013,2014).

From the Sobel test which assessed the indirect effect of the independent variable, it is interestingly found that the latent variable creative improvement is a likely influencer of job satisfaction. The study found a significant association between the independent variable of toxic behavior and job satisfaction. Moreover, there was a

significant correlation between the independent variable, toxic behavior, and the mediator, creative improvement. Likewise, a significant correlation was observed between the mediator, creative improvement, and the dependent variable, job satisfaction. The inclusion of the mediator, creative improvement, in the model led to a non-significant relationship between the independent and dependent variables, indicating either full mediation or partial mediation. Further findings also indicate that creative improvement does have a mediation effect on job satisfaction in a toxic leadership scenario. Organizations that wish to survive the new normal in the post-pandemic world must invariably embrace creativity and innovation for which leaders must focus on nurturing leadership styles that promote employee creativity and organizational innovation (Semuel, Siagian, and Octavia (2017)).

The demographic and organizational correlation tests yielded interesting results suggesting a lack of association. One potential reason for the absence of a correlation between demographics and organizational factors could be that an individual's job commitment and sense of belongingness to their workplace are primarily influenced by the nature of the job and the overall work environment. The factors encompass conditions pertaining to leaders, supervisors, colleagues, compensation, and opportunities for advancement (Smith and Shields, 2013). This supports claim of Locke(1976) that job satisfaction arises from multiple factors, including work, salary, promotion, recognition, benefits, working conditions, supervision, coworkers, company, and management.

Limitations and Future Research

The current investigation necessitates the acknowledgement of three limitations. The study employed a convenience sample strategy, hence limiting the generalizability of the findings to different employee demographics. Moreover, it is essential to acknowledge that the conclusions derived from the observed correlations should not be interpreted as suggesting a causative relationship. Finally, the use of the instruments in our study does not demonstrate its suitability in all geographical and cultural contexts, nor does it conclusively include all expressions of employee creativity inside the organization.

Directions for Future Research

Future research can aim to examine the relationship between toxic leadership and the type of organization across sectors. The direct and indirect influence of motivation, creativity and self-efficacy can be studied in the context of toxic environments. Additional factors such as work environment, peer dynamics and resources may be studied. A study on individual's personality trait and its impact on creativity and satisfaction under toxic leadership would bring up interesting observations.

Conclusion

Through self-leadership, the empowering leadership can exert a favorable influence on psychological empowerment. The research reported in this article offers several insights concerning creativity among professionals working in Bengaluru City. Specifically, the research revealed demographics' influence on job satisfaction. The major insights gained through the research suggest creativity can be maintained in toxic leadership organization if the professionals are intrinsically motivated. The conceptual theoretical mode will hopefully spawn further academic interest and serve as a framework for further empirical research in this important area.

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