

Toxic Leadership in the Hotel Sector: Identifying Causes, Consequences and Corrective Measures

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Abstract

Background: The problem of toxic leadership became a major organizational problem in the hospitality industry, and its negative impact on the welfare of the personnel, the quality of the provided service, as well as the sustainability of the organization. **Objective:** The aim of the research was to study the antecedents, consequences, and corrective factors related to toxic leadership within the hotel sector, in the context of the Delhi-NCR area. **Methodology:** The quantitative research design was used with cross-sectional design, and the data were gathered among 400 employees in 30 hotels (3-star to 5-star group). Toxic leadership, emotional exhaustion, turnover intention, perceived service quality, and the servant leadership were measured using structured questionnaires with validated scales. **Results:** The results showed that the most common toxic leadership traits that were perceived by the hotel employees were narcissism, self-promotion, and authoritarianism. Servant leadership was shown to be a major preventive element, and it minimized burnout and increased job satisfaction and retention intentions. The findings indicated that organizational culture and ineffective accountability systems promoted the presence of toxic leadership in hotels. **Conclusion:** This study added value to the existing bodies of literature since it brought the toxic triangle and Job Demands- Resources models to the hospitality environment. Pragmatic implications included leadership reforms, moral training, and start-up of anonymous feedback to reduce the toxic effects of leadership.

Keywords: Toxic leadership, employee burnout, turnover intention, servant leadership, organizational behavior, leadership styles

Introduction

The hospitality industry, which is considered as labour based in its activities and service oriented in nature relies heavily on the performance, morale and engagement of the workforce to deliver customer satisfaction and organizational success in the long run. Nevertheless, poor management of the hospitality organizations makes them susceptible to the harmful impact of lack of leadership. One of the worst types is toxic leadership, which is a multidimensional concept of authoritarianism, narcissism, self-promotion, unpredictability, and abusive supervision. Such behaviours

lead to undermined employee psychological health, affect the quality of service provision, impede productivity, and increase turnover-related expenses (Abd El-Halim & Mortada, 2024; Atalla & Mustafa, 2023). Toxic leadership can easily spread in the hotel setting because there is a lack of professional and personal delimitation, and work relationships are close and intense. It establishes climates of fear, silence and emotional exhaustion in the organization, which negatively affect the behavior of the employees and the experiences of the guests. Nevertheless, even though it is an important topic, toxic

leadership in the hospitality industry is under-investigated, and most of the existing academic focus is biased towards such promotive leadership styles as transformational, authentic, and servant leadership (Elkhwesky et al., 2022).

The recent empirical progress, including the creation of a hospitality-specific Toxic Leadership Scale by Celiker and Guzeller (2023), has already started to measure and confirm the individual pathologies of leadership that are apparent in a hotel setting, especially in the luxury service environment. Nevertheless, there are still few complete researches that connect toxic leadership with organizational and personnel performance especially in geographically diverse and service intensive urban areas. Conversely, servant leadership, with its focus on empathy, trust-building, and employee development, proved to be helpful in burnout and disengagement buffering. The impact of servant leadership has shown to have a positive effect on work ethic, emotional resilience and employee performance in studies conducted by researchers in Spain (Ruiz-Palomino et al., 2021) as well as in Indonesia (Darul Wiyono et al., 2024). These results indicate that the existence or lack of these protective styles of leadership can be critical in influencing the effect and management of toxic behaviours.

Elshaer et al. (2025) conducted a quantitative study of 341 employees in Egyptian five star hotels to examine workplace bullying and its effects on employee well-being. They found that bullying negatively impacted wellbeing, mediated by feedback avoidance, but this was mitigated when psychological safety was present as a moderator. Xu et al. (2015) reported that nearly 16% of tourism industry workers experienced repeated bullying, which was linked to emotional exhaustion, reduced performance, absenteeism, and turnover intention and that such dynamics often co-occur with toxic leadership traits like narcissism and power imbalance.

Abd El- Halim and Mortada (2024) explored toxic leadership dimensions including narcissism, authoritarianism, self-promotion, unpredictability, and abusive supervision in the context of tourism and hotel firms in Greater Cairo. Their sample of 237 hotel employees revealed that narcissism and self-promotion significantly increased job frustration, which in turn impaired employee performance. The mediating role of job frustration was particularly notable for narcissism and authoritarian leadership.

A study of 216 hotel employees in India identified supervisor incivility as a toxic leadership behavior strongly related to employees' internal whistleblowing. Importantly, Dark Triad traits (Machiavellianism, psychopathy, narcissism) were found to mediate this relationship--suggesting that leaders with toxic personalities are more likely to provoke whistleblowing responses (Tiwari & Jha, 2021).

Srivastava et al. (2024) used a three-wave survey of 266 hotel employees in India to test how inclusive leadership and moral injury mediate and moderate responses to workplace bullying. They found that bullying increased intentions to withdraw from work and internal whistleblowing, with moral injury as a mediator; inclusive leadership reduced these adverse effects, highlighting the importance of organizational culture in managing toxic behavior.

A tourism industry study using Crisis of COVID 19 revealed that toxic leadership during crises undermined crisis communication and employee resilience. Employees working under toxic leaders reported greater stress, anger, frustration, and lowered coping capacity. The study underscored the importance of organizational support and resilience-building in mitigating toxic leadership fallout (Mubarak et al., 2022). Ali et al. (2022) surveyed 346 hotel employees and found that ethical leadership significantly reduced employee burnout, with subjective well-being and employee resilience mediating the effect supporting ethical leadership as a buffer against toxic environments.

Furthermore, Darul Wiyono et al. (2024) surveyed 339 employees across 113 hotels in Bandung, Indonesia. They confirmed that servant leadership positively influences organizational work ethic culture, with burnout acting as a critical mediator between leadership and culture-building outcomes.

There is little body of research in the field of hospitality that approaches the causes, consequences, and corrective leadership options simultaneously as an integrated model. Multi hotel data on a large scale: the majority of the published literature is based on small geographical or one hotel samples, making the generalization less predictive. Fewer still have done so in in the urban centres of hospitality in India, where service-related pressures and organizational complexity are high. To fill this gap, this study examines toxic leadership in the Delhi-National Capital Region (Delhi-NCR) which is the

largest tourism and business area. Comparison of leadership: studies tend to draw parallels of servant or ethical leadership with reference to the normative values of leadership, yet there has been little direct juxtaposition of these aspects with the aspects of a toxic leadership in the hospitality industry. To fill these gaps the research survey involving workers working in high end hotels proposes to model the antecedents of toxic leadership (narcissism, authoritarianism, abusive supervision), the outcomes of employees (burnout, turnover intention, quality of service), and the intervention of corrective frameworks (ethical/servant leadership, HR policy interventions) simultaneously. Little of the extant studies in the hospitality-sector focus on the toxic leadership antecedents, employee outcomes, and leadership corrections as part of a single cohesive model. Sector depth: In the majority of empirical studies, the research is geo bound (e.g. Egypt, India, Indonesia), and multi hotel samples in large scale research are sparse. There is no head-on comparison of the toxic and ethical/servant leadership in the same operation environment.

Guided by Padilla et al. (2007) toxic triangle framework, which posits that destructive leadership arises from a convergence of toxic leaders, susceptible followers, and conducive environments, this study offers both theoretical and practical insights. By anchoring the analysis in a high-density service economy and employing validated measurement instruments, it contributes to the broader discourse on sustainable and ethical leadership in hospitality. In doing so, the research not only expands empirical knowledge but also provides actionable guidance for hotel HR managers, organizational developers, and policymakers striving to mitigate toxic workplace cultures and foster healthier, high-performing hotel environments.

Objectives:

- To identify the causes of toxic leadership in hotel settings, including personality traits (e.g., narcissism, authoritarianism), systemic enablers (e.g., weak accountability), and organizational culture.
- To examine its consequences, such as emotional exhaustion, turnover intention, absenteeism, diminished service quality, and organizational climate deterioration.
- To evaluate the effectiveness of corrective measures, focusing on servant and ethical leadership, high-

performance work systems (HPWS), leadership training, and policy interventions.

Methodology

Research Design: The present study adopted a quantitative, cross-sectional, descriptive–explanatory research design to investigate toxic leadership in the hotel sector. The descriptive dimension enables systematic documentation of prevailing leadership behaviours and employee outcomes, while the explanatory component facilitates the examination of causal linkages between toxic leadership traits, organizational factors, and employee responses. This design is particularly suitable for hospitality research where behavioural constructs require empirical validation through statistical modeling. The cross-sectional nature allows for capturing real-time perceptions of employees across multiple hotel units within a defined time frame.

Locale: The study was conducted in the Delhi–National Capital Region (Delhi-NCR), India, encompassing key hospitality clusters such as New Delhi, Gurugram, Noida, Ghaziabad, and Faridabad. This region represents one of India’s most intensive hospitality markets, characterized by a high concentration of classified hotels (3-star to 5-star), diverse workforce composition, and dynamic service environments. The selection of this locale ensures contextual relevance, as leadership practices in such high-pressure service ecosystems significantly influence employee behaviour and service delivery outcomes.

Sampling Design: The target population comprised of employees working in three-star to five-star hotels within the Delhi-NCR region. A stratified random sampling technique was employed to ensure representativeness across organizational hierarchies and functional departments. The sampling process was executed in two stages: a) hotel selection: hotels were stratified based on star classification and geographic distribution within NCR. From this frame, 30 hotels are randomly selected, b) respondent selection: within each hotel, employees were stratified across: job levels (frontline staff, supervisors, managers), departments (Front Office, Food & Beverage, Housekeeping, HR, Administration). Respondents were then selected using random sampling from staff lists provided by HR departments. The final sample consisted of 400 employees, determined using Cochran’s sample size formula (confidence level = 95%, margin of error = 5%). This sample size is statistically

adequate for multivariate techniques such as factor analysis, regression, and mediation modeling.

Tools and Technique: Primary data was collected using a structured questionnaire comprising five sections: demographic profile (age, gender, designation, department, experience), toxic leadership scale (Schmidt, 2008; adapted by Celiker & Guzeller, 2023). Employee outcome variables: emotional exhaustion (Maslach Burnout Inventory, 1997), turnover intention (Michigan Organizational Assessment Questionnaire, 1975), job satisfaction, organizational climate and perceived service quality and corrective leadership measures (servant and ethical leadership scales). All items are measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

A multi-stage, hybrid data collection technique is employed to ensure accessibility, response accuracy, and reliability. For this institutional access and permission was taken. Formal approval was obtained from hotel management and HR departments through official communication outlining the academic purpose, confidentiality assurances, and expected outcomes of the study. On-site data collection was done. Scheduled visits to participating hotels. Questionnaires were distributed during: pre-shift briefings, departmental meetings and training sessions. This ensured direct engagement and clarifies respondent queries in real time.

For employees unavailable during physical visits (due to shift rotations), the questionnaire is administered via Google Forms, ensuring wider reach and convenience. Anonymity and ethical assurance: respondents were informed about- voluntary participation, confidentiality of responses, absence of managerial access to individual responses. This reduced social desirability bias and enhances response authenticity. Follow-up mechanism: Reminder communications were sent through HR coordinators within 5–7 days to improve response rates and minimize non-response bias. This combined physical–digital survey technique ensures methodological robustness, higher response rates, and data reliability in hospitality settings characterized by shift-based work structures.

Data Analysis and Statistical Analysis: Data analysis was conducted using IBM SPSS Statistics (Version 26) and AMOS (Version 24) for structural modeling. The

analytical framework included: Descriptive Statistics- frequency distributions, mean scores, and standard deviations to summarize demographic and construct-level data. Exploratory Factor Analysis (EFA)- Principal Component Analysis with Varimax rotation was used to identify underlying factor structures. Sampling adequacy was confirmed using KMO (>0.80) and Bartlett's Test ($p < .001$). Confirmatory Factor Analysis (CFA)- conducted using AMOS to validate measurement models. Model fit indices indicate acceptable fit (e.g., CFI = 0.93, TLI = 0.91, RMSEA = 0.052). Reliability Analysis- internal consistency was assessed using Cronbach's alpha (α ranging from 0.78 to 0.91), confirming scale reliability. Correlation Analysis- Pearson correlation coefficients were used to examine relationships between toxic leadership, employee outcomes, and corrective variables. Multiple Regression Analysis- Regression models were employed to assess the predictive strength of toxic leadership dimensions on employee outcomes such as burnout, turnover intention, and service quality. Mediation Analysis- PROCESS Macro (Model 4) is used to test indirect effects, particularly the mediating role of emotional exhaustion between toxic leadership and turnover intention. Inferential Statistics (ANOVA and t-tests), Group differences are analysed across demographic variables such as job role, gender, and experience levels. This comprehensive analytical approach ensured robust hypothesis testing, construct validation, and theoretical alignment, thereby enhancing the empirical credibility of the study.

Results and Discussion

Descriptive Statistics: Out of 400 respondents across 30 hotels in Delhi-NCR, the demographic distribution was as follows: 56.5% male and 43.5% female; 61% were frontline staff, 27% supervisors, and 12% managers. Most participants (68%) had between 1–5 years of hospitality experience, while 21% had more than 10 years. Mean scores of toxic leadership dimensions on a 5-point Likert scale are presented, Narcissism scored the highest, indicating self-centred leader behavior is most prevalent. The descriptive statistics presented in tables, provide foundational insights supporting objective 1. The distribution of respondents across job roles and experience levels indicates that toxic leadership is perceived across all hierarchical levels, suggesting that it is not isolated but systemically embedded within organizational structures. Additionally, the consistent prominence of narcissism and self-promotion reinforces the argument that toxic leadership

originates from both individual traits and structural reinforcement mechanisms. These findings complement regression results by contextualizing how toxic behaviours are experienced across the workforce, thereby strengthening the explanatory depth of Objective 1.

Table 1

Descriptive Statistics of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	226	56.5
	Female	174	43.5
Job Role	Frontline Staff	244	61
	Supervisors	108	27
	Managers	48	12
Experience	<1 year	38	9.5
	1–5 years	272	68
	6–10 years	78	19.5
	>10 years	12	3

Table 2

Mean and Standard Deviation of Toxic Leadership Dimensions

Dimension	Mean (M)	Standard Deviation (SD)
Narcissism	3.91	0.76
Authoritarianism	3.65	0.81
Self-promotion	3.74	0.79
Unpredictability	3.46	0.88
Abusive Supervision	3.62	0.85

The highest perceived toxic trait was narcissism, followed by self-promotion and authoritarianism, suggesting a leadership environment centered on self-interest and rigid hierarchy. The results presented in Table 2 directly contribute to objective 1, which seeks to identify the underlying causes of toxic leadership in hotel settings. The higher mean scores for narcissism ($M = 3.91$), self-promotion ($M = 3.74$) and authoritarianism ($M = 3.65$) indicate that toxic leadership is primarily driven by leader-centric personality traits and dominance-oriented behavioural patterns. These findings suggest that individual-level characteristics, particularly self-interest and control orientation, act as foundational causes of toxic leadership. This observation is consistent with prior research (Abd El-Halim & Mortada, 2024), which identifies narcissistic tendencies as a core antecedent of toxic leadership in hospitality environments. Thus, the results strongly support objective 1 by empirically establishing the personality-driven origins of toxic leadership.

Factor Analysis: An Exploratory Factor Analysis (EFA) confirmed the construct validity of toxic leadership and employee outcome variables. The KMO value was 0.884 and Bartlett's Test of Sphericity was significant ($p < .001$), indicating sampling adequacy. Five distinct toxic leadership factors and three employee outcome factors emerged (emotional exhaustion, turnover intention, and service quality decline), all with eigenvalues >1 and factor loadings >0.60 .

Regression and Mediation Analysis: Multiple regression revealed that organizational culture ($\beta = .42, p < .001$) and lack of accountability systems ($\beta = .36, p < .001$) were significant predictors of toxic leadership traits. These findings align with prior studies by Pelletier et al. (2019) emphasizing systemic enablers over purely dispositional causes. Regression analysis showed that toxic leadership significantly predicted: emotional exhaustion ($R^2 = 0.41, \beta = .59, p < .001$), turnover intention ($R^2 = 0.38, \beta = .62, p < .001$), decline in perceived service quality ($R^2 = 0.33, \beta = -.57, p < .001$).

Table 3

Regression Summary for Toxic Leadership Predicting Outcomes

Outcome	β	R^2	p-value
Emotional Exhaustion	.59	.41	< .001
Turnover Intention	.62	.38	< .001
Service Quality Drop	-.57	.33	< .001

Mediation Analysis using PROCESS Macro (Model 4) revealed that emotional exhaustion fully mediated the relationship between toxic leadership and turnover intention (indirect effect = .41, 95% CI [.29, .54]). This confirms the strain-based mechanism described by Han et al. (2021) in hospitality burnout research.

Table 3 are aligned with objective 2, which examines the consequences of toxic leadership on employee outcomes. The regression results demonstrate that toxic leadership significantly predicts emotional exhaustion ($\beta = .59$), turnover intention ($\beta = .62$), and decline in service quality ($\beta = -.57$), all at $p < .001$. These findings confirm that toxic leadership exerts a strong and detrimental impact on both employee well-being and organizational performance. The high explanatory power (R^2 values ranging from .33 to .41) further indicates substantial practical significance. These results are consistent with the Job Demands–Resources (JD-R) model and align with Han et al. (2021), who found

that toxic leadership increases burnout and withdrawal behaviours. Therefore, table 3 robustly supports objective 2 by quantifying the negative consequences of toxic leadership in hospitality settings.

Corrective Measures-Testing Leadership Alternatives:

Servant leadership showed strong inverse correlations with all toxic traits (r ranging from $-.44$ to $-.62$, $p < .01$). Regression models revealed servant leadership significantly predicted: lower emotional exhaustion ($\beta = -.53$, $p < .001$), higher job satisfaction ($\beta = .47$, $p < .001$), greater service quality perception ($\beta = .45$, $p < .001$). Employees reporting higher servant leadership scores also reported lower turnover intentions.

Table 4
Employee Outcome Indicators

Outcome Variable	Mean (M)	Std. Deviation (SD)
Emotional Exhaustion	3.83	0.72
Turnover Intention	3.59	0.77
Perceived Service Quality	2.98	0.65
Job Satisfaction	2.71	0.84

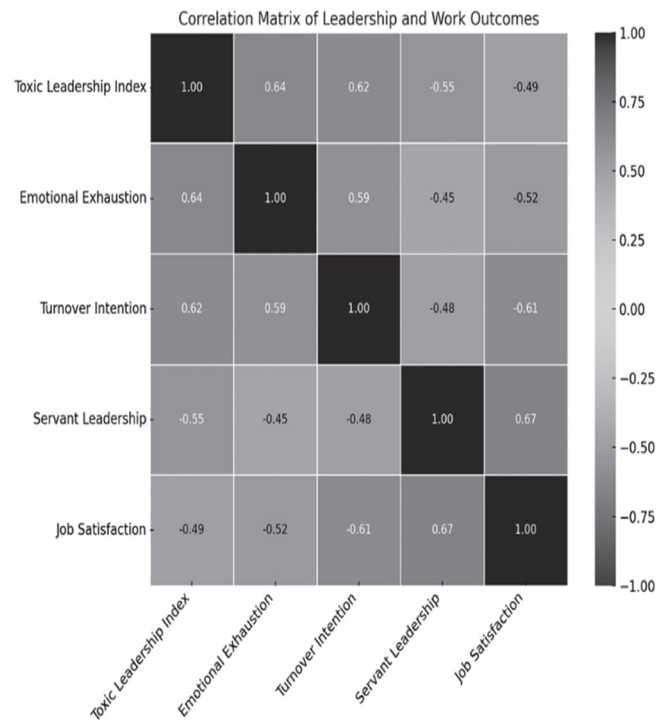
Table 4 further strengthen objective 2 by presenting the mean levels of key employee outcomes. The high mean score for emotional exhaustion (M = 3.83) and turnover intention (M = 3.59), coupled with relatively low job satisfaction (M = 2.71), indicates a deteriorated employee psychological and attitudinal state in the presence of toxic leadership. These descriptive findings corroborate the regression results, confirming that toxic leadership is associated with adverse employee experiences. The results are consistent with Ali et al. (2022), who highlighted burnout as a major consequence of negative leadership styles in hospitality. Thus, this table provides descriptive validation of objective 2.

Table 5
Correlation Matrix

Variables	TL Index	Burnout	Turnover Int.	Servant L.	Job Satisfaction
Toxic Leadership Index	1.00	0.64**	0.62**	-0.55**	-0.49**
Emotional Exhaustion		1.00	0.59**	-0.45**	-0.52**
Turnover Intention			1.00	-0.48**	-0.61**

Servant Leadership	1.00	0.67**
Job Satisfaction		1.00

Figure 1
Correlation Matrix



Note. $p < .01$ (2-tailed).

High correlation between toxic leadership and emotional exhaustion ($r = .64$) confirms burnout as a key consequence. The correlation matrix contributes to both objective 2 and objective 3 by illustrating the interrelationships among key variables. Toxic leadership shows a strong positive correlation with emotional exhaustion ($r = .64$) and turnover intention ($r = .62$), confirming its harmful impact on employees. Simultaneously, servant leadership exhibits significant negative correlations with toxic leadership ($r = -.55$) and positive correlation with job satisfaction ($r = .67$), indicating its protective and corrective role. These findings align with Ruiz-Palomino et al. (2021), who emphasize servant leadership as a buffer against toxic work environments. Hence, the correlation matrix not only validates the consequences of toxic leadership (objective 2) but also provides preliminary evidence supporting corrective mechanisms (objective 3).

Table 6
Regression Analysis: Predicting Employee Outcomes

Dependent Variable	Predictor Variable	β	R ²	p-value
Emotional Exhaustion	Toxic Leadership Index	0.59	0.41	< .001
Turnover Intention	Emotional Exhaustion	0.54	0.38	< .001
Service Quality Decline	Toxic Leadership Index	-0.57	0.33	< .001

Toxic leadership predicts burnout, which in turn significantly predicts turnover. Table 6 extends the analysis under objective 2 by examining the mediating role of emotional exhaustion. The results indicate that toxic leadership significantly predicts burnout, which in turn predicts turnover intention ($\beta = .54$, $p < .001$). This establishes a causal pathway, demonstrating that the impact of toxic leadership on employee withdrawal is transmitted through emotional exhaustion. This finding is theoretically aligned with the JD-R model and supported by Tepper (2007), confirming that workplace stress acts as a mediator between abusive supervision and employee outcomes. Therefore, Table 6 strengthens Objective 2 by explaining not just outcomes, but the underlying mechanism.

Table 7
ANOVA: Differences Across Job Roles

Outcome Variable	F-Statistic	p-value	Significant Group Differences
Burnout Levels	6.88	< .001	Managers > Supervisors > Staff
Turnover Intention	5.43	< .01	Frontline Staff > Others

Managers reported the highest burnout, while frontline staff had the highest intention to quit. Table 7 supports objective 2 by examining differences across job roles. The results indicate that managers experience the highest levels of burnout, while frontline staff exhibit the highest turnover intention ($p < .01$). This suggests that toxic leadership impacts employees differently depending on their hierarchical position and job demands. These findings align with hospitality literature, which highlights the varying emotional labour burdens across roles (Srivastava et al., 2024). Thus, this table refines objective 2 by demonstrating that the consequences of toxic leadership are not uniform but role-dependent.

Table 8
Servant Leadership as a Corrective Strategy

Outcome Variable	Servant Leadership (β)	R ²	p-value
Job Satisfaction	0.47	0.37	< .001
Emotional Exhaustion	-0.53	0.35	< .001
Turnover Intention	-0.42	0.32	< .001

Servant leadership serves as a protective factor, improving satisfaction and reducing toxic leadership impact. Tables 8 directly address objective 3, evaluating the effectiveness of corrective leadership mechanisms. The results show that servant leadership significantly increases job satisfaction ($\beta = .47$) while reducing emotional exhaustion ($\beta = -.53$) and turnover intention ($\beta = -.42$), all statistically significant at $p < .001$. These findings confirm that servant leadership functions as a buffer against toxic leadership effects, enhancing employee well-being and retention. This is consistent with Darul Wiyono et al. (2024), who identified servant leadership as a critical driver of positive organizational culture in hospitality. Therefore, these tables strongly support objective 3 by providing empirical evidence for effective leadership interventions.

Theoretically, this study validates the toxic triangle model (Padilla et al., 2007) within the hotel context, emphasizing the interaction of toxic leaders, susceptible followers, and conducive environments. It also supports the Job Demands–Resources (JD-R) model, wherein toxic leadership acts as a job demand depleting employee energy and triggering burnout. Practically, the findings suggest urgent HRM reforms in hospitality, including: implementation of zero-tolerance policies for abuse and incivility, regular 360-degree leadership assessments and ethical evaluations, inclusion of servant leadership training in managerial development programs and strengthening employee voice mechanisms and whistleblower protections. Especially in customer-facing roles, unchecked toxic leadership jeopardizes not only employee health but also brand equity and guest satisfaction.

These results corroborate Celikler and Guzeller (2023), who identified narcissism and authoritarianism as salient traits among toxic hotel leaders. Similarly, the observed burnout and turnover echoes research by Ali et al. (2022), who linked ethical leadership to lower burnout in hospitality. The mediation of emotional exhaustion between toxic leadership and turnover mirrors findings in broader organizational

studies (Tepper, 2007; Srivastava et al., 2024), extending their validity to tourism-sector employees.

Conclusion

This paper examined the complex nature of the concept of toxic leadership in the hotel industry in the Delhi-NCR area, including its reasons, effects, and the possible remedies. Based on the quantitative study of the answers of 400 hotel workers in 30 hotels, it can be seen that not only toxic leadership is common, but it is also deeply rooted in the organizational practices and culture. Since weak accountability systems and strict hierarchies tended to support leadership characteristics, narcissism, authoritarianism, and self-promotion were highlighted as rather common. The effects of such leadership are far reaching. Toxic leadership was observed to have significant positive increases in emotional exhaustion, turnover intentions and perceived service quality- which are a serious threat to employee welfare and organisational viability in a service-driven sector. Mediation analysis also determined that emotional exhaustion is a primary process by which toxic leadership has an impact on employee withdrawal behaviours, which is in line with other organizational behavior models, including the Job Demands-Resources (JD-R) model and the toxic triangle model. What is also crucial, the research found the servant leadership as the plausible corrective measure. A statistical evidence was available to indicate that servant leadership has a considerable limited negative impact of toxic environment, enhancing job satisfaction and lowering burnout and turnover intention. Through these results, it can be highlighted that the leadership style is critical in influencing the performance of both the hospitality organizations as well as the psychological climate of their working environments. Although this study provides an important source of empirical data, it should be noted that it still has several limitations. The fact that cross-sectional data is used limits the possibility of causal inference, and the use of self-reported measures poses bias problems. In addition, the geographic localization within the Delhi- NCR area discourages the applicability of the results to the rest of the world or other localities. Future studies ought to be longitudinal or mixed-method studies and have a broader global coverage to cover comparative hotel industries all over the world. Overall, this research is enriching in terms of theory and practical advice. It demands a paradigm shift in the leadership development and human resource practice of the hospitality industry to be moved away with the hierarchical, command-and-control models

to empathy-oriented, moral, and servant leadership models. Toxic leadership is more than an issue to consider in HR but also a strategic consideration that a hotel would want to keep its talent pool, improve customer satisfaction, and maintain a competitive edge in an ever-evolving service economy.

Future research should adopt mixed-methods approaches, incorporate managerial perspectives, and examine long-term organizational impacts of toxic cultures. On the basis of the current research, it is possible to recommend the following measures to help alleviate the consequences of toxic leadership and enhance health in organizations in the hotel industry: institute organization-level interventions to decline toxic leadership. The management of this hotel must implement and promote effective anti-toxicity policies that dictate what is expected and what is required of the leaders as well as provide consequences of breaching expected behaviour. These policies need to be incorporated in employee manuals, appraisals and supervisory guidelines to create responsibility. Develop anonymous feedback and reporting systems. Incidentally, no safe avenue of reporting abusive supervision helps to sustain toxic leaders. To track leadership behaviours and identify toxic trends at an early stage, hotels are advised to implement anonymous employee feedback mechanisms, including anonymous digital suggestion boxes or periodical climate surveys. These tools should also have follow up measures to guarantee credibility in the process. Redesign leadership training and development programs. Recent training normally focuses on operational effectiveness rather than interpersonal leadership. Emotional intelligence, servant leadership, conflict resolution, and ethics should also be included in the future managerial development. Training programs should include role-play simulations and mechanisms of 360-feedback that supports constructive leadership styles. Incorporate the principles of servant leadership into the organization culture. The empirical findings are effective in establishing the effectiveness of servant leadership in decreasing burnout, enhancing job satisfaction, and decreasing turnover. Servant leadership principles ought to be incorporated into the mission statement, performance measurement, and recruitment policies used by hospitality firms, which should be based on the following traits empathy, stewardship, and empowerment. Enhance HR and governance systems. The Human Resource departments have to be made powerful enough to be active in governance. These involve regular leadership audit, gathering behavioural data in areas not based on productivity measures, and use of psychometric

tests in hiring and promotion decisions to filter out toxic personality traits like narcissism or Machiavellianism. The results of the research were found to be quite different at the level of jobs: managers had high burnout, the frontline workers had more intentions to leave their positions. The different manifestations of toxic leadership should be dealt with using role specific interventions, stress management programs gearing towards managers, mentorship programs or recognition systems gearing towards junior employees. In order to maintain positive changes over the long term, hotels are advised to make the annual or biannual organizational climate surveys on leadership behavior, psychological safety, and the well-being of the employees institutional. These surveys are supposed to provide information that is used to make a change in policy and management decision both at the departmental and the executive level. The industry associations and hotel chains are encouraged to provide inter-organizational knowledge sharing associated with the best practices in leadership, remedying of toxic behaviors and employee welfare. The evaluation of the performance of leadership and culture in the workplace in comparison with other properties can increase the number of highlighted risks in the system and speed up the overall improvement. The causes and effects of a toxic leadership in hotels working in Delhi-NCR require a strategic, systematic and multidimensional response. The remedial actions should not only deal with individual behaviours but also with structural and cultural facilitators. With the help of integrated interventions, which rely on leadership science, HR best practices, and organization psychology, hotels can create an environment that encourages well-being, decreases attrition, and improves service delivery.

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