



THE RELATIONSHIP BETWEEN TOXIC LEADERSHIP AND CAREERISM IN FOOD AND BEVERAGE BUSINESSES

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Abstract

In this study, it is aimed to determine whether there is a relationship between toxic leadership and careerism in food and beverage businesses. The research population consists of employees of tourism business certificates food and beverage establishments operating in Eskişehir. Data were obtained from 334 employees through the survey technique in June-July 2022. These data were analysed with SPSS software. As a result of the analyses, it was determined that there is a significant relationship between toxic leadership and narcissism, unpredictability, abusive supervision, self-promotion sub-dimensions of toxic leadership and careerism, but there is no statistically significant relationship between authoritarian leadership sub-dimension and careerism.

Keywords: Toxic Leadership, Careerism, Food and Beverage Business

Introduction

In food and beverage establishments in the service sector, since there is a great need for manpower in business and business processes, employee-employee relationship, manager-employee relationship and the attitudes of managers and employees are of great importance in terms of the sector. The leadership styles exhibited by managers are effective in food and beverage businesses to compete with other businesses, to maintain their productivity and survival. In this sense, the concept of toxic leadership, which is one of the subjects of the current study, has recently appeared in many studies (Dobbs and Do, 2019; Labrague, Nwafor, and Tsaras, 2020; Paltu and Brouwers, 2020; Abdurrezzak and Akkuş, 2023; Söyler, 2024; Şişman, 2024). Whicker (1996) describes toxic leadership as restless, maladaptive and even malicious, often behaving badly (Reyhanoğlu and Akin, 2016: 445). Toxic leaders are people who create serious and permanent toxic effects on the employees they lead due to their destructive behaviours and dysfunctional personal qualities (Lipman-Blumen, 2005: 29). Toxic leaders create a negative organizational climate by acting in their own interests without considering other employees (Çelebi, Güner and Yıldız, 2015; Yalçınsoy and Işık, 2018). In addition to the behaviours, attitudes and leadership styles of managers, employees have different motivations to fulfil their role duties. One of these is the concept of careerism which has a negative meaning. According to Feldman and Weitz (1991), careerism is ‘employees’ efforts to maintain their career progression in a non-performance-based manner’ (Üzüm and Şenol, 2021: 1342). Here, employees act with a focus on their own careers. They believe that in order to advance in their career quickly, it is necessary to establish the right relationships with the right people instead of doing their job right.

The study consists of four sections: literature review, methodology, findings, conclusion, discussion and recommendations. In the study, under the title of literature review, the concept of toxic leadership and careerism, which are research variables, are explained and then the relationship between these two concepts is revealed. As a result of the relationship between toxic leadership and careerism, research hypotheses were determined. Under the method title, which is another title, information about the research method, the scales used in the research and the analyses performed are given. In the findings section, the demographic characteristics of the sample and the results of correlation and regression analyses are given. In the conclusion,

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discussion and recommendations section, the results are discussed in the light of the literature and recommendations are made.

The current research aims to determine the relationship between toxic leadership and careerism in food and beverage businesses operating in Eskişehir. In this context, it is aimed to determine the effect of toxic leadership perceptions of employees in food and beverage businesses on careerism. It has been determined that the relationship between toxic leadership and careerism concepts, whose relationship with different variables has been investigated, has been examined only in the study of Şengüllendi, Şehitoğlu and Kurt (2020) and the sample consists of banking sector employees. In this sense, the current study is important in terms of being one of the first studies in Turkey in which these two concepts are studied together and being the first study conducted in food and beverage businesses. It also contributes to the literature in terms of determining the effect of toxic leadership on careerism in food and beverage businesses.

Conceptual Framework

This section focuses on the concepts of toxic leadership and careerism and the relationship between these two concepts.

Toxic Leadership

The concept of toxic leadership, which was first used by Whicker (1996) (Heppel, 2011: 244; Uzunbacak, Yıldız, Uzun, 2019: 212), is defined as the continuous and systematic behaviour of a leader at the managerial level in organisations, who ignores the goals, legitimate interests and resources of the organisation, weakens them and sabotages the motivation, job satisfaction and performance of the people he/she works with (Sezici, 2016: 107). In work environments dominated by toxic leadership, employees who think the same as the boss and say yes are rewarded by being promoted to leadership roles, while employees who think differently, critically and questioningly are punished by being excluded from decision-making positions and effective positions (Wilson-Starks, 2003: 2). In this sense, the application of toxic leadership behaviour for a long time can destroy the morale of the unit by weakening the will, initiative and potential of the employees (Erickson, Shaw, Murray and Branch, 2015:266). Permanent and serious problems occur in individuals, families, organisations and communities that have to work with toxic leaders. This is because toxic leaders create feelings of insecurity, fear, uncertainty, invisibility and threat in the people and organisations they influence (Heppell, 2011: 243). Toxic leader behaviours that cause great damage in organisations (Yılmaz, Bakan and Olucak, 2020: 559) are divided into five sub-dimensions: self-promotion, abusive supervision, unpredictability, narcissism and authoritarian leadership (Schmidt, 2008: 74).

Authoritarian Leadership: Toxic leaders exhibit the behaviour of taking decisions that should be taken jointly within the organisation on their own (Reyhanoğlu and Akın, 2016: 447). According to this behaviour, all decisions and work to be done within the organisation should be determined by the toxic leader. This situation can be approved in undeveloped or developing societies, but this is not the case in developed societies (Schmidt, 2014: 100).

Narcissism: Toxic leaders exhibit a narcissistic attitude in terms of emotions and behaviour. These leaders see themselves higher than everyone else in the organisation and believe that they know and can do everything (Lubit, 2004: 14-34). They behave in a careless and unworthy manner towards other employees in the organisation and expect their subordinates to follow the rules to the letter, while they do not take the rules seriously (Schmidt, 2008: 74).

Abusive Supervision: In abusive supervision, which is another dimension, individuals in the organisation are subjected to various bullying and scolding and are also assigned tasks outside their responsibilities. In this dimension, leaders see their subordinates as the source of the negative situations experienced in the organisation and make fun of the failures of the employees and behave in a condescending manner (Schmidt, 2014: 48-49, Reyhanoğlu and Akın, 2016: 447).

Unpredictability: In this dimension, leaders take unpredictable actions within the organisation and may exhibit inconsistent behaviours towards a situation over time (Lipman-Blumen, 2005: 2). In some periods, they may behave kindly and lovingly towards the employees, while in other periods they may behave aggressive and abrasive. This situation causes employees to be timid and have difficulty in making decisions (Schmidt, 2008: 10).

Self-promotion: While such leaders believe that they are the source of the successes achieved by the organisation (Reyhanoğlu and Akın, 2016: 448), they do not accept the negative situations in the organisation

and even believe that others are the source of these situations. They try to benefit their superiors by creating the image that there is no problem in the organisation and everything is fine (Schmidt, 2014: 49-50).

Toxic leadership is a concept that has been studied in sectors such as the education sector (Kırbaç, 2013; Green, 2014; Çetinkaya, 2017; Kahveci, Bahadır and Kandemir, 2019; Demirtaş and Küçük, 2019; Bozkurt, Çoban and Çolakoğlu, 2020; Tepe and Yılmaz, 2020), healthcare sector (İzğüden, Eroymak and Erdem, 2016; Çankaya and Çiftçi, 2020; Karakaya, 2021; Hamzah, 2023), banking sector (Eriş, 2019; Şengüllendi et al., 2020), tourism sector (Civilidag, 2014; Tepebaşı, 2021) aviation sector (Saeed, 2023) etc. It has been associated with the concepts of organizational silence (Demirtaş and Küçük, 2019), burnout (Civilidag, 2014; Çetinkaya, 2017), organizational commitment (Bozkurt et al., 2020; Eriş, 2019; Kahveci et al., 2019; Çankaya and Çiftçi, 2020; Denizli Polat, 2023), organizational trust (Bozkurt et al., 2020), school climate (Tepe and Yılmaz, 2020; Green, 2014), organizational cynicism (Çankaya and Çiftçi, 2020; Hamzah, 2023), job satisfaction (Civilidag, 2014; Eriş, 2019), nepotism (Saeed, 2023), careerism (Şengüllendi et al., 2020).

Careerism

Careerism is defined as the tendency of employees to pursue their career progression with methods and procedures far from legal methods. Careerism-prone employees have a tendency to appear to be successful rather than providing the necessary performance for career advancement and to establish good relationships with both their colleagues and managers and to use these relationships as a tool for career advancement. Such employees exhibit low job performance and high turnover which harm the overall performance of the organisation (Feldman and Weitz, 1991: 237-243). Because, instead of focusing on contextual and task performances, these employees may tend to engage in behaviours that are not related to them and are solely for their own benefit (Chiaburu, Diaz and De Vos, 2012: 7-8). Another situation experienced by careerism-prone employees is that they stay between their personal goals and the goals of the organisation and experience inconsistency (Chay and Aryee, 1999: 614; Chibauru et al., 2012: 6). In addition, it has been observed that employees exhibit a careerist tendency in working conditions where their job security decreases and they do not know what kind of attitude and behaviour the management will show to them (Chay and Aryee, 1999: 614). In this context, there are some reasons that lead employees towards careerism and these are as follows (Feldman and Weitz (1991: 248-250):

- It is difficult to advance alone in organisations.
- In order to progress, it is necessary to establish social relationships with friends, colleagues and senior managers.
- It is important to create a perception of success in the minds of others. This perception is as important a tool for advancement as competence.
- It may be necessary to engage in deceptive behaviour for promotions that are thought to be deserved.
- It is important to be aware that in the long run the interests of the individual and the interests of the organisation may not be compatible. In the end, everyone is in it for himself/herself.
- In order to advance, it is sometimes necessary to take actions that promote personal advancement rather than what is important to the organisation.
- Loyalty to the employer is unfortunately not rewarded.

Careerism is a concept that has been studied in sectors such as the banking sector (Yıldız and Arda, 2018; Şengüllendi et al., 2020; Erdem, 2021), public sector (Yıldız, Yıldız and Alpkan, 2015; Ağırbaş, 2019; Doğan, 2019; Liman, Elçi and Murat, 2019; Attah, Kyari and Oguh, 2022), healthcare sector (Girdap, 2019), service sector (Chiaburu et al., 2012; Jain and Sullivan, 2020; Gizlier and Yıldız, 2021), hospitality sector (Dülger and Cinnioğlu, 2021; Söylemez, Eryılmaz and Cinnioğlu, 2024), etc. It has been associated with the concepts of counterproductive work behavior (Şengüllendi et al., 2020), type A personality trait and moral disengagement tendency (Erdem, 2021), compulsory citizenship behaviors (Yıldız and Arda, 2018), ethical leadership (Liman et al., 2019; Dülger and Cinnioğlu, 2021), deviant workplace behaviors (Yıldız et al., 2015), neurotic personality trait (Ağırbaş, 2019), abusive management and compulsory citizenship behavior (Doğan, 2019), work-life balance (Girdap, 2019), perceived overqualification (Gizlier and Yıldız, 2021), organizational performance (Liman et al., 2019; Jain and Sullivan, 2020), employee performance (Dülger and Cinnioğlu, 2021), alienation (Chiaburu et al., 2012), organizational commitment (Jain and Sullivan, 2020), job commitment (Söylemez et al., 2024).

The Relationship between Toxic Leadership and Careerism

Toxic leaders imply that they are more useful than other employees by acting in line with their own interests (Appelbaum and Roy-Girard, 2007: 18-19; Schmidt, 2014: 49-50). Employees with a perception of careerism, on the other hand, act focused on their personal interests and disregard the goals of the company (Feldman and Weitz, 1991:239-240). In the literature review, it was determined that only one study examined the relationship between these two concepts and different concepts and examined their relationships with each other. In this sense, Uzunbacak et al. (2019) and Çetinkaya (2017) determined that toxic leadership has a direct effect on burnout. In other words, they stated that the burnout levels of employees will increase in environments with toxic leaders. Çankaya and Çiftçi (2020) and Söyler (2024) stated a direct relationship between toxic leadership and organizational cynicism. In other words, organizational cynicism will increase as toxic leadership behaviors increase. Demirtaş and Küçük (2019) stated that toxic leadership will cause organizational silence in some cases and organizational voice in some cases. Dülger and Cinnioğlu (2021) stated that ethical leadership affects careerism in the opposite direction, in other words, ethical leadership behaviors reduce careerism. Erdem (2021) determined that the type A personality trait has a significant and direct effect on careerism tendency. Şengüllendi et al. (2020), the only study examining the relationship between toxic leadership and careerism, found that toxic leadership behavior of bank employees will cause an increase in careerism tendency. In light of this information, the hypotheses of the research are as follows:

H1: Toxic leadership affects careerism in the right direction.

In order to determine the relationship between the sub-dimensions of toxic leadership and careerism, the following sub-hypotheses were determined.

H1a: Authoritarian leadership affects careerism in the right direction.

H1b: Narcissism affects careerism in the right direction.

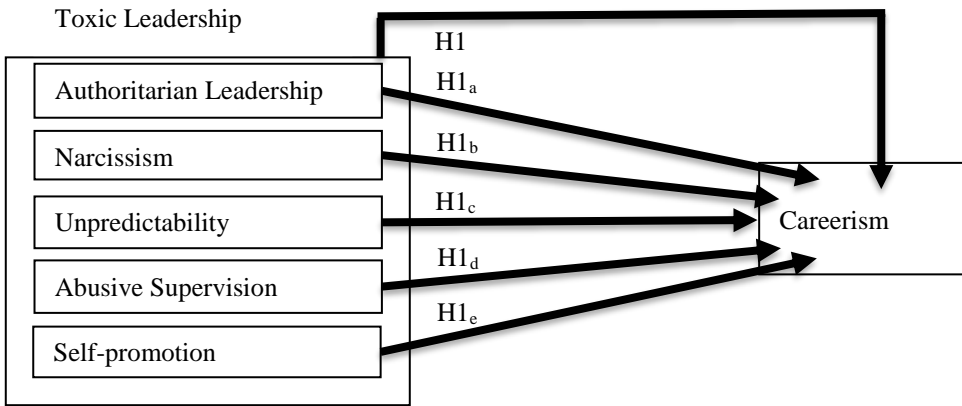
H1c: Unpredictability affects careerism in the right direction.

H1d: Abusive supervision affects careerism in the right direction.

H1e: Self-promotion affects careerism in the right direction.

The research model developed in line with the hypotheses is given in Figure 1.

Figure 1: Research Model



Method

This section includes the research method, scales used in the research, and analysis of the data.

Research Method

For the scale permission to be applied, ethics committee permission was obtained (Kutahya Dumlupınar University Social and Human Sciences Scientific Research and Publication Ethics Committee dated 18.05.2022 and numbered 2022/05). The research was conducted between June and July 2022 for employees of food and beverage establishments serving in Eskişehir province. According to the official website of the Eskişehir Provincial Directorate of Culture and Tourism of the Ministry of Culture and Tourism of the Republic of Turkey, it was determined that the number of facilities with Tourism Business Certificate in 2019 was seventeen (Turizm İşletmesi Belgesi Tesisler, 2019).

In the study, the convenience sampling method was used, which allows the data to be collected from the main mass in the easiest, fastest and most economical way (Haşiloğlu, Baran and Aydın, 2015); and the survey was used as the data collection technique. The survey technique method was used in this study for reasons such as the fact that the survey technique is the most economical data collection technique and allows very intensive data to be obtained at once, as well as the collection of information about the intellectual and perceptual characteristics of the employees (Yazıcıoğlu and Erdoğan, 2007: 75). The researchers met with the managers of the businesses and asked their employees to fill out the survey file. A total of 450 surveys were distributed to the businesses and the completed surveys were collected by going to the businesses. 346 of the 450 surveys distributed to the businesses were returned filled out. Since 12 surveys were not included in the analysis due to incomplete and incorrect data entry, the number of surveys subject to analysis was 334.

Scales Used in the Research

In the study, a scale consisting of 27 statements and 5 dimensions developed by Schmidt (2008) and used in Çeliker (2021) was used to measure toxic leadership (Cronbach's alpha: .947). The scale consists of statements such as "My manager always treats employees in a commanding manner" and "My manager thinks he is more talented than everyone else." A scale consisting of 7 statements and a single dimension developed by Feldman and Weitz (1991) and used in Liman et al. (2019) was used to measure careerism (Cronbach's alpha: .746). The scale consists of statements such as "Appearing to be successful is much more beneficial than being talented in terms of getting promoted" and "Being loyal to the employer is not effective in career development." The scales used in the study were prepared in a 5-point Likert type and each item was rated between 1 and 5 (1 = Strongly disagree and 5 = Strongly agree).

Analysis of Data

SPSS 26 package program was used in the analysis of the data, and the kurtosis and skewness values were examined to determine whether the data were normally distributed. Kurtosis and skewness values between -1.5 and +1.5 indicate that the data were normally distributed (Tabachnick and Fidell, 2013). Kurtosis (.079) and skewness (.788) were calculated for toxic leadership, and kurtosis (.700) and skewness (.769) were calculated for careerism.

As a result of the factor analysis conducted for toxic leadership, since the KMO test was $0.919 > 0.50$ and the Bartlett test value (Sig. .000) was found significant. Since the KMO test was $0.572 > 0.50$ for careerism and the Bartlett test value (Sig. .000) was found significant. In this sense, it was determined that the data set was suitable for performing factor analysis (Kalaycı, 2014: 327). Confirmatory factor analysis revealed a five-factor structure for toxic leadership (authoritarian leadership, narcissism, unpredictability, abusive management, self-promotion) and a single-factor structure for careerism.

After factor analysis, reliability analysis was performed. Alpha model was used for reliability analysis. Cronbach's alpha value of toxic leadership was 0.937; dimensions of toxic leadership were authoritarian leadership Cronbach's alpha value was 0.685; narcissism Cronbach's alpha value was 0.864; unpredictability Cronbach's alpha value was 0.820; abusive supervision Cronbach's alpha value was 0.792; self-promotion Cronbach's alpha value was 0.826; and careerism Cronbach's alpha value was 0.546 and Cronbach's alpha values of the scales were found to be at an acceptable level (George and Mallery, 2003, as cited in Kaçay, 2020: 85).

Findings

Information on the demographic characteristics of the employees participating in the research is provided in Table 1.

Table 1. Demographic Characteristics of Employees Participating in the Survey

Variable		f	%	Variable		f	%
Gender	Woman	123	36,8	Marital status	Single	220	65,9
	Man	210	62,9		Married	110	32,9
	Missing value	1	,3		Missing value	4	1,2
Tourism education	Yes	110	32,9	Age status	18-25	116	34,7
	No	219	65,6		26-35	103	30,8
	Missing value	5	1,5		36-45	74	22,2
Education al status	Primary education	30	9,0		46-55	23	6,9
	High school and equivalent	127	38,0		56 or more	15	4,5

	Associate degree	70	21,0		Missing value	3	,9
	Undergraduate	100	29,9	Working time in industry	1 year or less	74	22,2
	Postgraduate	-	-		2-5 years	108	32,3
	Missing Value	7	2,1		6-9 years	82	24,6
Working time in business	1 year or less	155	46,4		10-13 years	39	11,7
	2-5 years	116	34,7		14 years or more	28	8,4
	6-9 years	39	11,7		Missing value	3	,9
	10-13 years	12	3,6		Department	Kitchen staff	109
	14 years or more	7	2,1	Service staff		145	43,4
Missing value	5	1,5	Cleaning staff	23		6,9	
Staff level	Department manager	6	1,8	Accounting		15	4,5
	Asst. department manager	6	1,8	Other		38	11,4
	Section Chief / Assistant	93	27,8	Missing value	4	1,2	
	Staff member	210	62,9	Income level	Min. wage or less	89	26,6
	Other	13	3,9		4254-5000 TL	75	22,5
Missing value	6	1,8	5001-5500 TL		61	18,3	
Staff status	Permanent	250	74,9		5501-6000 TL	38	11,4
	Seasonal	79	23,7		6001 or more	65	19,5
	Missing value	5	1,5	Missing value	6	1,8	
Total		334	100	Total		334	100

According to Table 1, 36.8 per cent of the study consists of female employees and 62.9 per cent of the study consists of male employees. While 65.9% of these employees are single, 32.9% are married. 9,0% of the participants are primary school graduates, 38,0% are high school and equivalent graduates, 21,0% are associate degree graduates, 29,9% are undergraduate graduates. There is no one who participated in the research within the scope of postgraduate programme. While the rate of those who have tourism education among the participants is 32.9%, the rate of those who do not have tourism education is 65.6%. When the age status of the participants is analysed, from the lowest age group to the highest age group, 34.7 percent of the participants aged 18-25, 30.8 percent of the participants aged 26-35, 22.2 percent of the participants aged 36-45, 6.9 percent of the participants aged 46-55, and 4.5 percent of the participants aged 56 or more. The percentage of the respondents who have been working in the sector for 2-5 years has the highest rate with 32.3%. The percentage of those who have been working in the organisation for 1 year or less has the highest rate of participation with 46.4%. When the staff level is analysed, the highest number of staff member participated with a rate of 62.9%. The service personnel was the department unit with the highest number of participants with a rate of 43.4%. The kitchen personnel was the department unit with the second highest number of participants with a rate of 32.6%. While 74.9% of the research participants are permanent staff, 23.7% of them are seasonal staff. 26.6% of the participants have an income level of minimum wage or less.

Table 2. Correlation Analysis

	Art. avg.	Std. error	1	2	3	4	5	6	7
Authoritarian Leadership	2,4152	,94128	1						
Narcissism	2,1910	,97256	,586**	1					
Unpredictability	2,3803	,98673	,562**	,701**	1				
Abusive Supervision	2,0421	,84086	,494**	,702**	,691**	1			
Self-promotion	2,4317	1,01113	,471**	,679**	,659**	,640**	1		
Toxic Leadership	2,2745	,80025	,706**	,890**	,880**	,853**	,830**	1	
Careerism	2,3495	,85399	,087	,282**	,174**	,265**	,282**	,269**	1

As a result of the correlation analysis conducted to analyze the existence, direction and level of the relationship between toxic leadership and its sub-dimensions authoritarian leadership, narcissism, unpredictability, abusive supervision, self-promotion and careerism, as seen in the correlation analysis between variables in Table 2,

there is a direct and weak relationship between toxic leadership and careerism ($r=.269$; $p<0.05$). When considered in terms of the dimensions of toxic leadership, no significant relationship was found between authoritarian leadership and careerism ($r=.087$; $p>0.05$). There is a direct and weak relationship between narcissism and careerism ($r=.282$; $p<0.05$). There is a direct and very weak relationship between unpredictability and careerism ($r=.174$; $p<0.05$). There is a direct and weak relationship between abusive supervision and careerism ($r=.265$; $p<0.05$). There is a direct and weak relationship between self-promotion and careerism ($r=.282$; $p<0.05$).

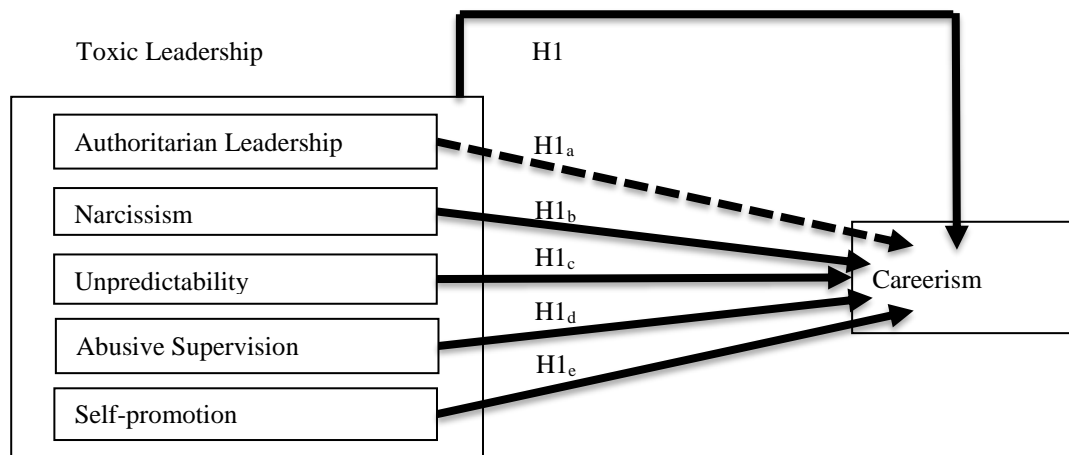
Table 3. Simple Linear Regression Analysis of the Effects of Toxic Leadership and its Dimensions on Careerism

Dependent variable	Independent variable	β	B	Std. error	t	R^2	ΔR^2	F
Careerism	Toxic leadership	,269**	,287	,056	5,081	,072	,069	25,818**
	Authoritarian leadership	,087	,079	,050	1,583	,007	,005	2,507
	Narcissism	,282**	,247	,046	5,352	,079	,077	28,646**
	Unpredictability	,174**	,151	,047	3,227	,030	,027	10,411**
	Abusive supervision	,265**	,269	,054	5,013	,070	,068	25,132**
	Self-promotion	,282**	,238	,044	5,346	,079	,076	28,578**

* $p<0,05$; ** $p<0,01$

When the regression analysis results are examined, it is seen that toxic leadership affects careerism in the positive direction ($\beta= .269$; $p \text{ value}= .000<0.01$). In addition, it is seen that the concept of toxic leadership explains careerism at a rate of 6.9%. Accordingly, H1 is supported. It is seen that authoritarian leadership does not have a significant effect on careerism ($p \text{ value}= .114>0.05$). Accordingly, H1a is not supported. It is seen that narcissism affects careerism in the positive direction ($\beta= .282$; $p \text{ value}= .000<0.01$). In addition, it is seen that the narcissism dimension explains careerism at a rate of 7.7%. Accordingly, H1b is supported. It is seen that unpredictability affects careerism in the positive direction ($\beta= .174$; $p \text{ value}= .001<0.01$). In addition, it is seen that the unpredictability dimension explains careerism at a rate of 2.7%. Accordingly, H1c is supported. It is seen that abusive supervision affects careerism in the right direction ($\beta= .265$; $p \text{ value}= .000<0.01$). In addition, it was seen that the abusive supervision dimension explained careerism by 6.8%. Accordingly, H1d was supported. It was seen that self-promotion affected careerism in the right direction ($\beta= .282$; $p \text{ value}= .000<0.01$). It was also seen that the self-promotion dimension explained careerism by 7.6%. Accordingly, H1e was supported.

Figure 2: Summary of Findings from Regression Analysis



* Solid lines (—) represent supported hypotheses, while dashed lines (----) represent unsupported hypotheses.

Conclusion, Discussion and Recommendations

Toxic leadership, which is one of the reasons for the failure of the organization, is defined as a manager who shouts, threatens and bullies (Zengin, 2019: 2756). Toxic leaders mistreat their employees, insult them and

negatively affect the organizational climate. Careerism, on the other hand, refers to employees acting in line with their own interests and wanting to climb the career ladder through bilateral relations. The current study aims to reveal the relationship between toxic leadership and careerism.

As a result of the research, similar to the study of Şengüllendi et al. (2020), a direct relationship was found between toxic leadership and careerism. An increase in toxic leadership in food and beverage businesses will lead to an increase in careerism. When evaluated in terms of dimensions, no significant relationship was found between the authoritarian leadership dimension and careerism, while a direct relationship was found between the dimensions of narcissism, unpredictability, abusive supervision, self-promotion and careerism. It is thought that the reason why a relationship could not be found between authoritarian leadership and careerism is the Turkish culture in which it is lived. Although Turkish society has a high sensitivity to hierarchy (Sargut, 2010, as cited in Erol, Turhan and Erdoğan, 2019: 117), it has been determined that cultural characteristics such as authority-based centralization and being prone to subordinate-superior hierarchy are effective in the formation of managerial values (Çağlar, 2001; Erol et al., 2019). In this sense, authority is seen as a characteristic that a manager should have and may not have been seen as a dimension of toxic leadership, and therefore it is thought to have no relationship with careerism.

The finding that careerism will increase with the display of narcissism, unpredictability, abusive supervision, and self-promotion dimensions supports the statement by Liman et al. (2019) and Dülger and Cinnioğlu (2021) that ethical leadership behaviors reduce careerism. Because ethical leadership, which is a positive concept, reduces careerism, while toxic leadership, which is a negative concept, increases careerism. In this sense, in order to prevent the concept of careerism, which negatively affects the efficiency of the organization, toxic leaders should be identified and more constructive leadership styles should be implemented instead.

Limitations and Future Studies

There are some limitations in the data collection process of the study. First of all, some of the food and beverage businesses in the survey study did not approve the completion of the survey in their organization. Secondly, the fact that toxic leadership, one of the concepts included in the study, is a negative concept, has been effective in some employees not wanting to fill out the survey. Finally, since the application was only applied to employees of food and beverage businesses with tourism business certificates in Eskişehir, it is not appropriate to generalize it to other food and beverage businesses in Turkey.

In the future studies, it is suggested that the concepts of toxic leadership and careerism, which are the subject of the current study, should be studied with different concepts such as organizational citizenship behavior, organizational commitment, organizational silence, personality traits, performance, cynicism, etc. in the sample of hospitality, food and beverage, entertainment and travel businesses serving in the tourism sector.

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