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Toxic Behaviour of Employees and Performance of Private Sector Organizations in Pakistan: A Mixed Method Study

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Abstract: *This research article is based on a mixed-method study to find out the effect of toxic employees on the performance of private education sector organizations in Pakistan. The present study was focused on evaluating the impact of toxic employee behaviour (TE) on organizational performance (OP) in Pakistani private Education sector organizations as part of a quantitative Study, whereas interviews were conducted for the qualitative part through snowball sampling techniques and thematic analysis was done to verify the results as a sequential matrix of research design. A total of 348 responses were collected through convenience sampling. Data was processed and analysed by employing confirmatory factor analysis and structural equation modelling. The findings represented that TE negatively impacted OP in private-sector companies in Pakistan. Ten employees and leaders were interviewed for the qualitative part of the study. Furthermore, team harmony and OP had a significant association. TE was found to negatively impact TH. As for the indirect effects, the mediating role of TH was significant in the linkage between TE and OP, whereas it was revealed that managerial competence did not significantly moderate the association between TH and TE. The study provides significant theoretical and practical implications along with recommendations for future research.*

Key Words: Toxic Employee Behaviour, Team Harmony, Managerial Competence, Organizational Performance

Introduction

In the contemporary dynamic business environment, organizations are more concerned than ever to identify the ways and resources that can enhance their performance. Many scholars have brought forth the positive factors that can substantially enhance organizational performance; however, there are certainly other factors that are harmful to the performance of an organization as well (Pierce & Balasubramanian, 2015). In view of Housman and Minor (2015), the utmost damage brought to a firm is the engagement of its employees in such behaviours that adversely affect their fellows and the overall outcome of the company, and these types of workers are labelled as toxic. Al Mamari et al. (2019) believe that employee engagement is the illustration of their eagerness and association with their organization. There are three significant dimensions of employees' engagement with their organization: cognitive, emotional, and behavioural. The behavioural dimension refers to two types of behaviours: the positive behaviour of employees who are loyal and committed to their organization and toxic behaviour, which promotes negativity and disintegration of the workplace.

Accordingly, toxic employees are harmful to an organization which adversely impacts the firm's property and people. Toxic employees are not only difficult employees, but they are more harmful because their behaviour spreads to others and creates a highly stressful environment (DA, 2020). According to Xu and Luk (2020), toxic employees at any workplace become a nightmare for most as they drain the energy of their coworkers and hinder the efficient performance of an organization. Overall, toxic employees exert a heavy toll on a firm as they induce low morale within an organization and become the cause of the organization's poor performance. Having a toxic employee is costlier for firms than an inefficient

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employee. The behaviour of toxic employees impacts the entire workforce and prevents the productivity of the firm. According to Usman (2018), the common characteristics shared by toxic employees are their unaccountability and disorganization, lack of credibility, negative attitude, and aggressive behaviour.

Pakistan's financial system is one of the world's emerging economies, which is very much dependent on the growth and performance of its private sectors. Pakistan has experienced mixed results in the socio-economic growth of private sector organizations. This has not served the rising young population and efficient workforce to enhance human development (Ahmed & Qadir, 2018). In view of Khan (2021), If the private sector steps up and takes the initiative, Pakistan has the potential for swift and diverse economic growth. Only really effective private-sector organizations can make it happen. Even while Pakistan's private sector has shown signs of improvement, this has led to an extremely competitive workplace. As a result, employers are increasingly seeking workers who possess the necessary skills, training, and enthusiasm for the advancement of their particular companies (Warsi et al., 2009).

In terms of the effective performance of private sector organizations, Tien et al. (2021) believe that human resource management plays a key role in identifying and choosing the right employees at the right time with positive and effective behaviour that satisfies the business performance. The effectiveness of performance appraisal of private sector organizations has been dealt with from many perspectives in existing studies. However, exploring different areas of exploration of organizations' performance and distinguishing proof of variables that can hurt the adequacy of execution with regard to Pakistani confidential area associations was required. This study, therefore, tends to explore the impact of employees' toxic behaviour on team harmony and its ultimate impact on the performance of organizations.

Research Objectives

The main aim of this study is to analyse the impact of employees' toxic behaviour on the organizational performance of the private sector in Pakistan. To fulfil this aim, the factor of team harmony has also been analysed along with the moderating impact of managerial competence. Accordingly, this study formulates its research objectives as follows:

RO1: To investigate the impact of employees' toxic behaviour on the organizational performance of the private sector in Pakistan

RO2: To analyse the mediating impact of team harmony on the association of employees' toxic behaviour and organizational performance of the private sector in Pakistan

RO3: To explore the moderating impact of managerial competence on the association of employees' toxic behaviour and team harmony

Research Questions

Significant research questions have been formulated as a result of this study's proposed research objectives. Consequently, the exploration inquiries for this quantitative review have been contrived as follows:

RQ1: What is the impact of employees' toxic behaviour on the organizational performance of the private sector in Pakistan?

RQ2: How does team harmony mediate the association between employees' toxic behaviour and the organizational performance of the private sector in Pakistan?

RQ3: What is the moderating role of managerial competence in the association of employee toxic behaviour and team harmony?

Justification and Rationale of the Study

In business studies, the factors of organizational performance certainly stand out. Past studies enormously focused on the impacts of positive factors (Anwar & Abdullah, 2021; Sawaean & Ali, 2020) with little consideration of the negative behaviour of employees. Accordingly, the toxic behaviour of employees and its relevant impact has not gained much attention in literary studies. There is no such study in the context of Pakistan that investigated the performance of organizations from the perspective of the behaviour of its

employees. This study accordingly overcomes this limitation and provides empirical evidence regarding the relationship between the toxic behaviour of employees and the performance of organizations.

The rare past studies that identify the toxic behaviour of employees have highlighted the causes which led to the formulation of this toxicity, but no study considered the impact of this toxicity on other efficient employees, on team harmony, and on the overall performance of the company. In this accordance, this study deals with a significant dimension and promotes the implementation of strategies to identify employee behaviours and enhance competence through the effective usage of these strategies. Moreover, very few quantitative studies have been conducted in the context of employee toxicity and organizational performance. This study, therefore, is a significant attempt to provide necessary empirical evidence on the association of employee toxic behaviour with organizational performance along with mediation of team harmony and moderation of managerial competencies in the private sector of Pakistan.

Literature Review
Conceptual Background of Variables

Behaviour is defined as the way a person acts or portrays himself toward others, which has a strong impact on the people and the environment around that particular person. This is a variable that has a direct influence on the surroundings (Heidbreder et al., 2019). Moving toward employee behaviour, it can be quoted that the behaviour of employees plays a vital role in maintaining the environment of an organization as well as its reputation (Coldwell, 2021). Furthermore, we may define toxic behaviour as some behavioural changes in people that indulge them in negativity and also cause physical and mental harm to the people in their surroundings.

Toxic Employees may be defined as over-confident and egocentric people who always try to break the rules and regulations of the organization. The reason for their arrogant behaviour is that they always try to prioritize themselves first, do not show consistency in their work, and do not like to work with their coworkers or disrespect them. Ultimately, they are unable to work in a team.

Toxic leaders are defined as only self-interested people who show a lack of concern toward the business' accomplishments and ultimately impose a negative impact on the organization and its employees (Seeger et al., 2005). Besides this, it was also evidenced in a study (Naeem & Khurram, 2020) that the toxic behaviour of leaders imposes psychological negativity on the employees working under them.

Toxic Managers are a subgroup of toxic leaders (Kimura, 2003). They always disrespect their employees and destroy their morale by focusing on apparent accomplishments. They are habitual in taking credit for any accomplishment undertaken by their department and also blame their employees for their flaws. This attitude results in higher stress levels for the employees working under them (Labrague et al., 2020). *A toxic culture* is defined as the working environment of an organization that is prejudiced by the behaviours of the leaders, employees, and managers working in an organization. If these are self-centred and do not follow the rules and regulations of that particular organization, then eventually, they will result in a toxic culture (Steiner, 2004). A recent study (Tiwari & Jha, 2022) elaborated that toxic culture leads to deviant organizations. It can be concluded that the negative and toxic behaviour of not only the employees but also of the leaders and managers paves the way toward toxic organizations.

Organizational Performance

Organizational performance refers to the way an organization works to achieve its day-to-day goals and how it trains its employees to accomplish the task at hand. Recent studies (Schneider et al., 2018) that were based on the workforce engagement of the employees mentioned that An organization's capacity for achieving its goals and maximizing its monthly and annual outcomes is its performance, which is dependent on the steady working behaviour of its employees.

Moreover, organizational performance can be defined as the capability of an organization to achieve its goals no matter what changes or consequences it faces. Their main objective is to enhance their products while fixing all the problems faced by the organization during the fulfilment of the requirements. According to research (George et al., 2019), to achieve the best organizational performance, strategic planning is necessary and is the most popular approach for attaining high-quality performance in an

organization. It has also been demonstrated that strategic planning is particularly persuasive for enhancing organizational performance.

Theoretical Background

Behavioural changes in employees impose a significant impact on the performance of an organization, which means that toxic employee behaviour results in declining organizational performance. As mentioned above, in the context of the research (Coldwell, 2021), it can be stated that toxicity in employees' behaviour, managerial incompetence, and toxic leadership styles strongly impact organizational performance.

A theoretical model in this research is proposed in terms of the effect of employee toxic behaviour on the performance of the organization, according to which the toxic behaviour of the employees directly influences the organizational performance. The theoretical plan imposed by this research shows that employee toxic behaviour is an independent variable that directly impacts organizational performance, but managerial expertise and team harmony act as the mediators which moderate the toxic behaviour of the employees and are responsible for dampening the negativity in employees that will give a positive environment to the organization, promotes the loyalty of the employees and in turn flourish the organizational performance.

Research Methodology
Sampling Technique

This study's targeted audience is the employees working in different companies of the private sector within Pakistan. The selection of the required number of participants for the collection of adequate responses is done through a process which is termed a sampling design (Campbell et al., 2020). The sampling design of a study contains information about its selected unit of analysis and the approaches and techniques for collecting and analysing information. In the present study, the sampling design incorporates the most suited approach for data collection that is cost- and time-effective and feasible for the researcher. While conducting an online survey, this strategy is the most appropriate approach. The participants were selected based on their accessibility during convenient sampling. One of the qualities of convenient sampling is the fact that the target population is determined based on their involvement and accessibility, and this makes it an attractive choice in the current study (Stratton, 2021). Another significant feature is that the technique is cost-effective as it doesn't involve investing resources and extra time. Overall, the method is flexible and fast for getting maximum responses and results from the target population (Winton & Sabol, 2022). Snow ball sampling technique was used to collect data through interviews with leaders and employees.

Data Collection

The researcher has adopted a mixed methodology for conducting the study, which is why the suited approach for data collection was through a survey for the quantities part and snowball sampling for interviewing the leaders and employees for a qualitative part in sequential data collection mode. The study has adopted this method because it is the least costly method of conducting a survey and collecting the data for investigation. Moreover, this approach also saves a lot of researcher's time and effort because there is required much effort, money and time in the face-to-face interaction with the targeted audience, while they can easily be reached virtually (Nayak & Narayan, 2019). According to Sazu and Jahan (2022), when a researcher is seeking to investigate a larger sample and bigger dataset, a close-ended online survey is the most feasible strategy. The questionnaire was made with the help of Google Forms. It was divided into two sections. The first section contains questions regarding demographical variables, including respondent's gender, age, monthly income, marital status, etc., and the second section contains questions about the observed constructs of the study. The researcher tested the questionnaire's accuracy and reliability by adopting a pilot study. In the pilot study, there were six experts; three were currently enrolled PhD students, and the rest of the three were field experts.

In order to check the accuracy and improve the data collection instrument, they were requested to check the questionnaire, and based on their feedback and suggestions, the survey was modified and corrected. For the actual collection of data for the targeted audience, the researcher has sent them a survey

through their emails. First, the researcher sent them an initial email to inform them about the purpose of conducting the study and research objectives and asked them for their consent to participate in data collection. The email was sent to 520 employees working in different companies in the private sector within Pakistan. In the education sector, 400 employees replied to the email along with their consent to fill out the survey. In the second email, the researcher sent them the questionnaire. The response rate was 93.75%. Out of 400, a total of 375 surveys were received. After careful analysis, only 348 responses were kept for future analysis. The rest of the responses were taken out either because they were inaccurate or incomplete. Ten respondents were also interviewed by open-ended questionnaire through a ball sampling approach in the sequential design of the research.

Measurement Scales

In the present research investigation, primary data was collected. For this purpose, a questionnaire was built to quantify each variable. To collect the response, each question item has five options to answer. A "5-point Likert scale" has the following options: "1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree" (Taherdoost, 2019). The researcher has adopted measurement scales from past studies after conducting extensive research. The researcher then made further variations and modifications to the adopted scales. Thematic analyses will be done for data collected through interviews.

Data Analysis

For the analysis of gathered data, the researcher has made use of the statistical software AMOS. In the preliminary testing phase, descriptive analysis tests were carried out to ensure the data was free from any missing value and was accurate. To ensure that the dataset is reliable, the researcher has performed a reliability test, which has shown that observed constructs are reliable. In addition, the researcher has performed a factor analysis test, which ensures that there is consistency in the question items of each variable. In addition to testing the adequacy of the sample, the KMO test was performed, and to ensure internal consistency, the researcher calculated Cronbach's alpha coefficient. Overall, the researcher has made use of structural equation modelling to test the hypotheses of the study.

Table
Descriptive Study

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
TH	348	1.00	5.00	3.5244	1.04532	–.404	.261
MC	348	1.00	5.00	3.5063	1.06095	–.437	.261
TE	348	1.00	5.00	3.4774	.50987	–.877	.261
OP	348	1.00	5.00	3.3606	.95356	–.688	.261
Valid N (listwise)	348						

TH= Team harmony, MC= Managerial competence, TE= Toxic employee behaviour, OP= Organizational performance

For factor analysis, it is essential to first establish the suitability of data and the sufficiency of the sample collected in the data collection process. The table below represents Kaiser-Meyer-Olkin (KMO) and Bartlett's test, which were applied to test the sample adequacy and suitability of data for factor analysis (Taherdoost et al., 2022). The cut-off value for KMO lies between 0.6 and 1.0, where values above 0.9 are considered excellent (Tabachnick & Fidell, 2007). As per the table below, the KMO value is 0.926. The value is within the required range, thereby indicating that reliability is established. Furthermore, the suitability for factor analysis was confirmed with a significance level <0.01 for Bartlett's Test.

Table

KMO and Bartlett's Test

Kaiser–Meyer–Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity	
.926	Approx. Chi-Square	5578.959
	Df	276
	Sig.	.000
	Approx. Chi-Square	5578.959

For the qualitative part of the study, themes were created manually, and the common themes were coded and then recorded to find out the results and conclusions of the qualitative part of the study to verify the results already generated through the quantitative part of the study. MAXQDA was used for thematic analysis.

Results & Discussion

Results

The researcher conducted the data analysis through various statistical steps. Initially, the preliminary analysis was carried out, which comprised the descriptive analysis followed by establishing the sampling adequacy and suitability of data for factor analysis. The convergent and Discriminant validity was established using appropriate criteria, which were followed by estimating the attack of the extended model to evaluate how well the model fits and adjusts to the example gathered. The CFA revealed that the model is fit and reliable. The researcher adopted SEM to test the hypotheses proposed, as SEM provides reliable results (Hair et al., 2010; Thakkar, 2020). Establishing reasons for rejecting or accepting a model is crucial in structural equation modelling. The direct and indirect associations were tested. As per the results, it was concluded that the toxic behaviour of employees negatively impacts organizational performance in private organizations. The result supported the hypothesis. The direct effect of the toxic behaviour of employees on team harmony was negative. Team harmony significantly influenced organizational performance. However, team harmony positively impacted organizational performance. The moderating effect of managerial competence was insignificant; however, team harmony significantly mediated the association between the toxic behaviour of employees and organizational performance. Therefore, we conclude that in the present research, the fit indices and statistical tests have been adequate.

Qualitative Part of the Study

Participants Ten base and middle-level managers from major national organizations were first reached by phone, and seven of them approved the interview procedure. Following each interview, the participants were asked whether they could suggest other people who would be interested in the same interview and who would be equally qualified. In this way, the group grew by five members. Thus, we were able to interview ten individuals by employing the snowball sampling technique. Tool: Each willing participant in the qualitative study was interviewed one-on-one using semi-structured questions. The in-person interviews lasted between forty-five and sixty minutes. The same ten questions were used in every interview.

The participants were given a handout that included our definition of toxic behaviour, which was covered in the final section of the introduction. Next, they were given the step-by-step questions mentioned below. 1. Do you concur that the manual's description of harmful behaviour is accurate? If you were describing an aggressive individual, how would you change it? 2. Have you worked with, seen, or experienced toxic behaviour at work? Could you give instances to illustrate your experience? 3. Was your encounter with toxic behaviour minor, moderate, or major? 4. Do you think that the toxic behaviour within the company has the potential to spread? Could the toxic behaviour control the entire organization? 5. Is this kind of behaviour accepted within the company? If so, could you please explain? 6. How does toxic behaviour at work affect the recipients, and how does it manifest itself in their behaviour? Are they viewed as favourable or negative? Have you got any examples? 7. Do you think that toxic behaviour affects other members of the team? If "yes," are they favourable or unfavourable? Could you provide any examples? 8. What do you think are the primary reasons why toxic behaviour occurs in the workplace? Could you elaborate on how you arrived at this conclusion? 9. Do you have any recommendations for how to prevent

passive toxic behaviour from occurring and from spreading? 10. In your opinion, how should the business handle toxic behaviour in the workplace? A debriefing was held following the interviews. We dispatched each participant to receive a copy of the transcripts of the interviews, and we requested their input.

Analysis and Results of the Qualitative Part of Study

The following five stages were used to analyze the data. Reading the transcripts of the interviews a few times over to gain a quick comprehension is the first step. Code numbers are issued to each participant to facilitate comprehension and allow for additional analysis. Finding the essential answers to each question was the next stage. Making a Microsoft Excel spreadsheet for every question was the next stage. The important responses were input horizontally, while the participant numbers were entered vertically. Finding the emergent themes was the fourth phase. We tallied the instances in which the respondents provided the same response for this purpose. We referred to a subject as emerging when seven out of ten respondents shared the same viewpoint on it. The alleged fifth step. Outcomes Managers at the base or middle level participated in this study. Each of them stated that both at their past jobs and their present ones, they had encountered toxic behaviour to a moderate or major degree. According to the majority of participants, toxic behaviour has the potential to permeate an entire organization and even come to dominate it. In most parts of the corporation, toxic behaviour is accepted and occasionally even promoted. It is typical for other workers to imitate an admired behaviour in this circumstance. Toxic behaviour has a detrimental impact on the organization as a whole and has the potential to spread. The organization is negatively impacted by toxic behaviour, which hinders work completion and goal achievement. Additionally, Additionally, it lowers item morale. The workplace turns into a poisonous place to work, which depresses the valued staff members who wish to leave and seek other employment possibilities. Positive consequences for the offenders are possible, provided that their actions are not only accepted but also reinterpreted.

Discussions about Qualitative Study Results

As we covered in part 2 of this study, endogenous factors create an ideal environment for toxic behaviour in the workplace, but exogenous factors also contribute to toxic behaviour. Furthermore, certain modifications also lead to harmful reactions in the work environment; these modifications may pertain to: – the number of women employed; – their standing within the organization; – the number of workers; – the employees; – the communication patterns – the kind of organizational structure (formal or informal); Whatever the reasons, it is imperative to put an end to toxic behaviour before it spreads throughout the entire firm. Here are a few strategies for ending toxic behaviour: React with conviction and have faith in your own emotions. Express that you find the messages you are receiving to be unclear.

Inquire about the true meaning of their actions. Take note of the discrepancy between their actions and statements. Focus on the outcomes rather than the assurances. Keep an optimistic attitude. Demonstrate your composure and understanding of the message. If you don't agree, gently reject their recommendations while emphasizing that it's okay to have disagreements occasionally. But as soon as it enters an organization, a solution needs to be discovered. Here are some recommendations: Verify whether a "yes" response always indicates "yes"! Toxic people say "yes" when they really mean "no." Instead of communicating indirectly, communicate face-to-face! Short notes are appropriate sometimes, but not always! Present the truth to someone who is toxic! He or she ought to be aware that you comprehend the situation. Inform the toxic coworker that you have seen their actions and talk about why they are troubling. Invite your staff members to provide you with feedback! Give the staff members a chance to voice their ideas! Employees who disagree with you shouldn't be disciplined because doing so will make your subordinates more toxic people. Ensure that the staff members are aware of your expectations! A confusing message creates space for harmful behaviour. Maintain consistency! Avoid making snap decisions! Make sure that one or two toxic individuals do not negatively impact other employees or the organization as a whole by periodically evaluating the culture of your company. Get rid of the people who are acting toxically! In this manner, you convey to your staff that such behaviour will not be accepted. Establish a culture of integrity, honesty, loyalty, and respect within your company! You have to be able to take pride in the culture in which you operate.

Conclusion & Recommendations
Conclusions

With the increasing complexity of the external business environments, the internal organizational processes and management confronted multiple challenges on the authority's and employee's part that can shape the future direction of the business success. Managing and dealing with negative employee behaviours remained a matter of concern since the global progression of the business areas. As the employees are the valuable assets of the company, it is observed that the same employees also have the negative capabilities to disturb the harmony of the organizational environment. The negativity and the behavioural pessimism disrupt the normal operations of the organization and, therefore, raise hindrances to the organization's future success. The present study took a critical stance on the role of toxic employee behaviours on the performance of private sector organizations in Pakistan. The findings of the study demonstrated that the employee's negative perceptions and toxic attitudes raise serious challenges for the company's operations and performance. These employees are not only harmful to the organization, but they also disrupt the peaceful work culture and adversely impact the other employees.

The study examined its relationship with organizational performance in terms of team management and work. The presence of these employees in projects, groups, and teamwork creates an extremely stressful environment, which is alarming for private organizations. The lack of accountability, aggressive behaviours, and controlling attitudes of the employees in private working spaces are quite common in Pakistan. Negligence of these behaviours can result in serious rule deterioration that cannot be managed easily. As private organizations play a key role in determining the economies of the country, the performance of the private sector therefore crucial in maintaining the efficient state of the country's business. Pakistan's private sectors, in our study's context, are confronting numerous cases of employee toxicity and mismanagement in internal operations. The under-examination factors, therefore, are justified and supported in context with the previous relevant research in this respective field. Besides, the need for skilled, committed, trained, and professional employees in the private sector is the need of the hour. Keen attention is paid to the negative factors and their impact instead of taking into account the potential boosters of the organizational performance of private sectors.

Conclusion of Qualitative Study Portion

This paper examines a negative component that has significant implications for both the organization and the beneficiaries, as examined both theoretically and practically. The majority of participants who voiced their opinions believed that toxic behaviours existed in their workplaces. Nevertheless, we concluded that, in general, the organization is the ideal setting for these kinds of behaviours. The organization is the setting in which the behaviour elicits responses that promote its dissemination across the organization. The participants also believed that those who engage in this behaviour frequently get away with it and even change their words. We emphasize that this behaviour should never be permitted, yet it may be, and that the organization needs to be proactive in identifying strategies to put an end to it. Regrettably, this occurs somewhat frequently. Many times, CEOs are passive-aggressive and report on things that are not true, or managers are overworked and disconnected from reality. In this case, managers need to keep a close eye on the behaviour of those who report to them and make sure that all staff members feel free to express any concerns they may have without fear of retaliation. In relation to this matter, the respondents said that occasionally, this behaviour is not identified and discouraged but rather is rephrased to benefit the offender. However, each and every one of them asserted that the company as a whole may be destroyed due to the harmful impacts of these dishonest behaviours.

Implications of the Study

The findings of the study were significant in analysing the relationship between toxic employee attitudes and organizational performance of the private sector. Besides, the indirect impact of managerial competencies and team harmony concerning the employees' behaviour is also examined. In light of its basic discoveries, the review has huge hypothetical, functional, social, and strategy-related ramifications, which are talked about in everyday terms of hypothetical and reasonable ramifications.

Theoretical Implications

On hypothetical grounds, the review is critical in contributing related information to HRM and business scholastics. By giving novel information connected with representative conduct in a confidential association, the review contributed momentous realities and data to the past writing bodies on an association inside the administration. This study broadened the writing by adding the meaning of the relationship between those factors. The concentrate, because of its assorted nature, will add to the enhancing range of business the executives in Pakistan. Moreover, by satisfying the exploration holes, the review can be taken as a critical expansion to the original examination of worker poisonousness in personal business areas. The extensive research study's empirical data also contribute to the theoretical significance.

Practical Implications

Practically, the research also holds significant implications in the connected fields. The findings of the study would be helpful to the internal authorities of the private sector to assess the challenges and opportunities that can be provided by tackling toxic employee behaviour in an efficient manner. Furthermore, it will give them a strong group of examination elements to assess the ongoing places of their inside administration and how it tends to be demonstrated by dealing with workers' perspectives in a superior manner. The concentrate additionally has strategy suggestions as it will help the private sector policymakers analyse the issues of these organizations. By formulating suitable policies, the work culture and climate can be maintained effectively. By providing the root cause and core problem, the review would give an unmistakable directing bearing for the private sector's strategy-making process. The study also provides managerial implications which can be applied by the managers and authorities of private sectors to overlook the performance, attitude, and behaviours of employees within the organizations. Furthermore, it also provides a layout from the research perspective on dealing with the employees' negative behaviours and the steps that need to be taken to eliminate them.

Recommendations

The findings of the study could be used by policymakers, managers and top leaders to make some policies for better control and understanding of the impact of employees' toxic behaviour on the organizational performance of the private sector in Pakistan. It helps create the mediating impact of team harmony on the association of employees' toxic behaviour and organizational performance of the private sector in Pakistan. This study also contributes to exploring the moderating impact of managerial competence on the association of employees' toxic behaviour and team harmony.

Despite covering multiple factors in a critical research format, the review has a couple of impediments. The study used mixed research methods. Seeing the critical nature of the selected variables, the involvement of subjective responses on employees' and managerial behalf can add an additional and personal perspective of the working actors in the private sectors. Besides, the issue of private organizations is not the only one under investigation. Since the study only looked at private companies, it only looked at issues with employees and how well they run their businesses. The original perception on this matter draws consideration to the issues that are consistently disrupting the organizational environment of government and semi-government organizations. The variables of the study, therefore, have a limitation of empirical data only of the private sector.

Additionally, the study is restricted geographically. Despite the fact that the speculation of the issues under assessment furnishes us with an adequate edge to assess the difficulties in any territorial setting, the predetermined idea of discoveries won't assist with evaluating these difficulties. The particular Pakistani setting of the nation delimits its discoveries to the confidential areas of Pakistan. The exploration of geographic fixation on a solitary territory makes it trying to sum up the discoveries and direct future investigation into the diverse assessment. Dissecting similar issues in various social and territorial settings would get out a variety of central explanations behind these issues.

The study has a time limit in addition to the regional nature of the data that was analysed. The aspects of the study that haven't been looked at are of varying nature and change over time. In order to determine whether the findings would be valuable for the period beyond specification, a longitudinal study may be helpful in such a manner. Our findings suggest that it also be that the factors, i.e., reasons for employees'

toxic behaviours, the impact of work culture, the role of supportive employees, and the other team management challenges, can be studied in relation to the organizational performance of the private sectors. These variables can add additional value to the assessment of the internal organizational management of business organizations. Besides, special attention should be paid to the strategies and solutions that would help manage employees' behavioural crises and challenges.

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