Dynamics of Toxic Leadership and Sustainability of Selected Artisanal Mining Sector in Mashonaland West Province in Zimbabwe

By

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Abstract
Toxicity in an organization is an intense energy-sapping negative emotion of employees which disconnects them from their job, colleagues and organization. There is dearth of literature on how toxic leadership impact on performance of the alluvial gold mining sector in Zimbabwe. This study however sought to evaluate the efficacy of leadership toxicity and sustainability of alluvial gold mining sector in Zimbabwe. Positivism research philosophy guided this research study. A quantitative approach was employed in this study within a case study research design. Purposive sampling was used to collect data from managerial respondents taken from a population of twenty gold mining managers in Hurungwe District under Mashonaland West Province. Quantitative data was obtained through structured questionnaires and analysed using descriptive statistics. The findings show that organizations as well as their employees suffer from the effects of toxins that are present within the organization. They also suffer from psychological effects, such as; impaired judgment, irritability, anxiety, anger, an inability to concentrate and memory loss. The study found out that leaders with increased exposure to other toxic leadership impact negatively on sustainability of the gold mining sector in Zimbabwe. Study results also indicate that leaders job position affect the level of toxicity and negatively affect productivity of the alluvial gold mining sector in Zimbabwe. The study recommends training and development on leadership to manage their business. Longitudinal study need to be done in the mining sector to assess the level of toxicity and how it impact on mining productivity in Zimbabwe.

Key Words: Toxic Leadership, Sustainability, Artisinal Mining, Mashonaland West Province, Zimbabwe

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Introduction and Background of the Study

Organizations are created and managed by their employees. Toxicity in an organisation is a strong unpleasant feeling that saps workers' vitality and causes them to feel disconnected from their job, colleagues, and company. Toxicity in workers is simply a psychological characteristic that changes according to the workplace culture and environment and/or is linked to their personal problems. Toxic workers may cause damage to the company either intentionally or unintentionally as a result of their own psychological characteristics or purposeful activities. Employees' bad behaviour has a detrimental effect on the company as a whole, as well as on other efficient workers. As a result, it is critical to recognise such individuals based on their daily attitude and dedication to the task at hand.

Due of the subject's significance in organisational management, management experts and researchers have focused on organisational toxicity. According to Gallo (2016), toxicity leadership is a kind of suffering that depletes people's self-esteem and isolates them from their job. According to Frank and Obloj (2014), toxicity may be identified by the poisons present inside an organisation that contribute to its toxic state. A more technical definition of a toxic worker is: an employee who participates in behaviour that is detrimental to the company, its property, or its people (Gallo, 2016). Gibbons and Robert (2014) stated that toxic individuals have a detrimental effect on the organization's productivity by demoting and irritating the remaining excellent employees and raising co-worker frustration. Toxicity is disseminated across companies at different levels, including toxic leaders, toxic managers, toxic employees, and toxic culture. These words are increasingly more often used in business management, leadership, and related literature to denote the poisons that contribute to an organization's poisonous nature (Roberts and Gibbons (2019).

A toxic employee is more expensive to a company than a poor employee. Their behaviour has a detrimental effect on the whole staff and inhibits the company from recruiting individuals who are a better match. In general, toxic workers exhibit characteristics such as negative attitudes, lack of responsibility and organisation, lack of trustworthiness, resistance to assignment changes, and aggressive and extremely defensive behaviour. Thus, it can be concluded that employee toxicity is entirely determined by their dedication to their work and company; regardless of whether they are competent or not, they are destructive. Toxic behaviour is described as the involuntary termination of an employee owing to a flagrant breach of corporate rules. Sexual harassment, workplace assault, document falsification, fraud, and general workplace misbehaviour are examples. A self-centred attitude increases the likelihood of being terminated due to toxicity. If a self-regarding worker is not dismissed for toxicity during the first year, their probability of being terminated

for toxicity is more comparable to that of the typical worker. It is possible that employees who are self-centred and also participate in toxicity are substantially removed from the labour pool.

Employee toxicity is associated with behavioural problems caused by external influences affecting the workers' psychological characteristics. These problems may be connected to unpleasant emotions that are an inescapable part of corporate life or, to a lesser degree, personal / family concerns. When these issues are not addressed, these individuals (toxic workers) become toxic to the company, resulting in a general decrease in performance. Toxic individuals have a detrimental effect on the organization's productivity by demoting and irritating the organization's remaining excellent employees and escalating co-worker dissatisfaction. Toxicity is disseminated across an organisation at different levels; for example, toxic leaders, toxic managers, toxic employees, and toxic culture are all possible. Harvard Business School has performed a study of over 60,000 workers and discovered that employing a "superstar performer" (quadrant IV in figure 1.1) who exemplifies desired values and provides consistent performance saves a company more than $5,300. However, a hazardous hiring costs the company $12,500. According to the research, the cost of incivility may reach the millions, since workers exposed to incivility in the workplace develop poor connections with their job. Almost half of these workers reduced (their) job effort and deliberately worked fewer hours. Additionally, the research discovered that 38% of them purposefully lowered the quality of their job, and 25% of workers who had been treated uncivilly confessed to venting their emotions on customers, resulting in potential client loss. Additionally, it was shown that 13% of toxins quit their employment because to uncivil treatment (Refer to Figure 1.1)
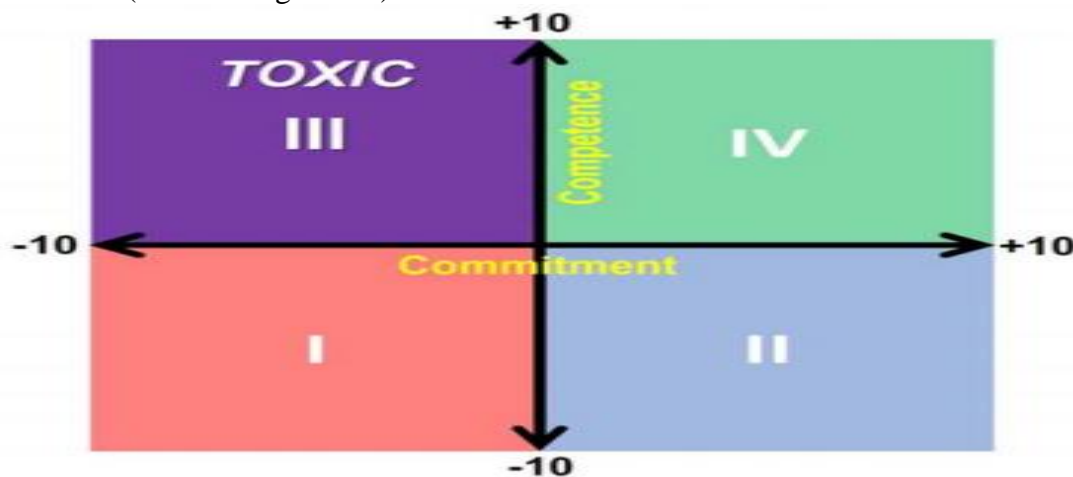
1.1 Figure. A diagrammatic representation of toxic workers, demonstrating that hazardous employees in a company are those with a low (negative) commitment level but a high degree of skill (positive).

Office gossip is a part of everyday office life, which can lead to a significant decrease in a team's productivity, if it is not healthy. Gossiping culprit can be spotted everywhere in the office: they would probably be chatting at the lunch, in corridors, in co-worker's office, at the tea. They usually share office news in an unproductive, rather demoralizing way. Also, they try to indulge in co-worker's personal life. They usually enter in colleagues' office without knocking on the door, simply to ask about their vacation plans, kids, everyday news, politics, religion etc. They are usually full of gossip stories about everything. Besides, excessive

gossip and ungrounded rumors about office management and activities, they can turn the regular effective office environment into office politics and create drama among the employees. These are their usual tactics to waste precious office time.

Additionally, toxic individuals separate their co-workers and team members, affecting the organization's performance directly. Additionally, the Harvard research discovered that 80% of such workers missed work time due to their concern about the offending employee's disrespectful behaviour. 78 percent reported a decrease in their commitment to the company as a result of toxic behaviour, while 66% reported a drop in performance. Almost often, there are individuals inside an organisation who are disliked for their behaviour or other personal traits. As a consequence, they get complaints from a number of individuals (say three or more). Such personnel are often troublemakers, unless there is an element of envy among his co-workers as a result of his exceptional performance. Smoke is often followed by fire. Thus, it is critical to identify such an individual. The behaviour of this kind of employee reveals the source of such poison. Individuals with bad tempers occur throughout society, but they wreak havoc on the working environment and negatively impact the lives of others. They often vent their frustrations on subordinates, co-workers, and customers. This kind of behaviour by such individuals contributes negativity to the company, which becomes poisonous once it reaches a certain point. This kind of person has the potential to frighten both consumers and top performers. These individuals lack self-control and are incapable of adapting their behaviour to the circumstances. This kind of employee is easily identifiable by their actions.

Toxicity occurs at many levels within a company, but the primary cause of toxicity is toxic workers that exhibit bad behaviour and a negligent attitude about their jobs. In humans, toxicity refers to their psychological reaction to certain circumstances resulting from environmental and personal factors. Toxic individuals who are mentally disturbed significantly impair the effectiveness of organisations, thus jeopardising their success. They have an effect on the company as a whole, but also on individual employees and, therefore, on performance.

1.2 Statement of the Problem

Employees and their management are becoming more essential in the present competitive global economic climate in which businesses operate. Throughout history, the mining sector has relied on a vast pool of labour to accomplish organisational goals. The mining industry is not as sustainable or productive as the Sustainable Development Goals (SDGs), particularly SDG 8 (promote inclusive and sustainable economic growth, employment, and decent work) and SDG 9 (improve sustainable industrialisation and foster innovation), which are all difficult to achieve. This need has become even greater as companies deal with the difficulties posed by an increasingly globalised, fast-paced, highly dynamic market. This strange scenario has left human resource managers in Zimbabwe's mining sector scrambling to find the best ways for retaining talented employees. Thus, this research aims to determine the effect of hazardous workers on the performance of employees in the Zimbabwe mining sector in order to promote sustainable industrialisation.

Research Objectives
1. **The effects of toxic leadership on employee performance in Zimbabwe Artisanal mining sector**

Methodology
This study was driven by the pragmatist philosophy of research. This study included a qualitative method into a case study research design. Six management respondents were chosen at random from a population of twenty gold mining managers in Mashonaland West Province. Data were collected using purposive sampling. Structured interviews were used to elicit qualitative data, which were then analysed thematically.

Theoretical Framework
This research was based on Alvarado's (2016) triangle model of workplace toxicity. Alvarado proposed this three-part model to explain the relationships between toxic workplaces, toxic subordinates, and toxic leadership. Fraher (2016) used the term "toxic triangle" to refer to this concept, while Alvarado (2016) created a scale to quantify workplace toxicity using this model. The author dubbed this scale the Work Environment Toxicity Scale (AWEST). Alvarado (2016) questioned 280 individuals who have worked in a physical workplace for at least two years to provide qualitative information to the creation of the AWEST. Alvarado identified four contributors to workplace toxicity: perceived danger, favouritism, bullying, and the general corporate environment. Alvarado determined which variables affected toxicity by analysing the responses of survey participants and then utilised these elements to improve the AWEST. According to Alvarado (2016), the triangle toxicity model accounted for the complexity associated with destructive leadership. The research utilised this model to provide a viewpoint on why, even after a single action, such as removing an abusive boss, terminating workers with attitude issues, or addressing harmful elements of corporate culture, workplace toxicity may persist. The research investigated all four components of the triangle model when toxicity in the workplace was detected using Alvarado's (2016) results. A toxic work environment is defined as one that is characterised by negative events that have a negative impact on workers (Anjum et al., 2018).

According to Anjum et al. (2018), toxic workplace practises may result in increased costs, decreased company spirit, low retention rates, poor work-life balance, deteriorating health, frequent call-outs, and overall poorer productivity. Participants shared their experiences with addressing the condition of toxic working settings, as well as their previous experiences outside of the present work environment, which was also addressed. By measuring all three points of the toxic triangle (Alvarado, 2016), the AWEST could help other researchers more accurately determine workplace toxicity, and the four factors could easily account for leader and follower behaviour and toxicity, as well as the overall toxicity of the corporate culture. The scale may be used to better quantify the interaction of these variables and the toxic triangle in order to ascertain if, where, and how problems could emerge and, in turn, be reduced in the future (Alvarado, 2016). For instance, if a business scored highly on follower toxicity, it was probable that leadership and culture were directly or indirectly responsible for the toxicity. Those wishing to address the issue could then approach it from both a follower and leadership and culture perspective, for example, by training followers not to bully their co-workers, but also from a leadership and culture

perspective, for example, by training leaders to better deal with co-worker abuses or concerns, thereby establishing a healthier culture where bullying is not tolerated.

Alvarado (2016) demonstrated how the triangle toxicity model may account for the complexity associated with destructive leadership. This model may also help to explain why, even after a single action such as replacing an abusive leader, terminating employees with attitude problems, or addressing detrimental aspects of company culture, workplace toxicity may persist, due to the models' elucidation of the interconnected nature or triangularity of workplace toxicity.

Review of Related Literature
2. The effects of toxic leadership on employee performance in Zimbabwe Artisinal mining sector.

Researchers have shown that leaders may have an impact on employee well-being and workplace conditions (Mathieu et al., 2014; Sun, Gergen, Avila, & Green, 2016; Tse & Chiu, 2014). Based on their findings, Hadadian and Zarei (2016) concluded that toxic leadership was directly associated with higher levels of work stress among employees. Furthermore, Mehta and Maheshwari (2014) stated that toxic leadership was associated with poor employee and total business productivity. Tse and Chiu (2014), as well as Pradhan and Pradhan (2015), found that nontoxic, transformative, or positive leadership may result in higher levels of employee satisfaction and well-being, lower levels of employee and leadership stress, and overall more successful organisations.

Researchers have shown how hazardous work conditions are often cyclical in nature (Field, 2014; Padilla, Hogan, & Kaiser, 2007). Negative leadership may result in demotivated and anxious employees, who could then feed into the negativity by reducing the company's performance, causing the cycle to repeat itself and spread further (Erickson, Shaw, Murray, & Branch, 2017; Padilla et al., 2007). Fraher (2016) investigated this kind of cycle and found what is known as the toxic triangle. Fraher found that employees, leaders, and the general work environment all interacted with one another via the idea of the toxic triangle, with toxic or nontoxic behaviours flowing down from the top leader down, and then between components. Nontoxic leadership must be prioritised by leaders in order to create nontoxic work environments (Breevaart et al., 2014). Leaders who find themselves in a toxic environment as a result of a predecessor's negative approaches or other factors may need to employ nontoxic leadership strategies in order to improve or counteract the toxic leanings of their employees and the general environment. Nontoxic leadership strategies include: (Erickson et al., 2017).

According to Field (2014), workplace toxicity occurs as a result of persistent negativity. Employees and/or leaders may experience conflict as a result of unmet expectations, which may result in negativity (Field, 2014). It is inevitable that such lapses in concentration or disappointments would occur when various people share space and interactions, as is the case in the workplace (Jain & Kaur, 2014). If leaders handle negative behaviour in a timely and efficient manner, they may be able to reduce workplace toxicity while also improving organisational performance (Day, Fleenor, Atwater, Sturm, & McKee, 2014). The longer it takes for leaders to handle a specific issue, or the less successful they are at doing so, the more probable it is that workers will adopt negative attitudes, gossip, and other toxic behaviours (Burns, 2017; Woestman & Wasonga, 2015). This negativity will then spread, and more people will become susceptible to bad behaviours and attitudes, thus

perpetuating the cycle of toxicity in the workplace and in society (Burns, 2017; Woestman & Wasonga, 2015). Leadership styles and behaviours should be positive, with clear and effective issue resolution being implemented to reduce the possibility of toxicity forming in the workplace and thus affecting the welfare and productivity of employees (Field, 2014). Cotton (2016) examined employee coping mechanisms for hazardous work situations. Cotton identified a current vacuum in the research on whether and how good leadership may mitigate toxic work settings, particularly from the viewpoint of the leader. When negative leaders have an adverse effect on the work environment, the work atmosphere becomes unfavourable, resulting in reduced productivity and other issues, such as low staff retention. Field (2014) identified toxicity as an issue in hazardous work settings. Tse and Chiu (2014), Day et al. (2014), and Padilla et al. (2007) revealed that leadership may have a positive or negative effect on workplace toxicity.

According to Anjum, Ming, Siddiqi, and Rasool (2018), 80% of problems affecting employee productivity in the mining industry were linked to the work environment in which these workers performed their daily tasks. Understanding how leaders chose successful workplace behaviours and approaches and how they reduced workplace toxicity was critical for understanding how other workplace leaders might minimise workplace toxicity. Eliminating workplace toxicity is critical for maintaining the pleasure, well-being, and safety of workers in any organisation, making it a critical area of research (Bell, 2017).

Toxic leaders may have a detrimental impact on an employee's capacity to think critically or solve problems efficiently (Bell, 2017). Toxic leaders who do not care about their followers' well-being or make an effort to resolve conflicts in a healthy, productive way cannot model such good conduct for their employees to emulate (Fischbacher-Smith, 2015; Jha & Jha, 2015). Workers exposed to toxic leadership may become fearful of expressing their views or solutions for fear of retaliation from their toxic boss.

Toxic workers alter the working environment in the mining industry by bringing dissatisfaction, stress, and distraction in a world where innovation generates the greatest economic value. These changes have a significant impact on cooperation, risk-taking, and creativity; in extreme instances, toxic behaviours may even remove all invention. If the toxic workers work in a business unit or team that is responsible for a substantial portion of the organization's innovation, the lost innovation costs will be greater.

According to Alvarado (2016), employees who encountered bullying, whether from leaders or co-workers, were also more likely to perceive their workplace as toxic. If management failed to address toxic behaviour, or if leaders actively participated in or encouraged such behaviour, the workplace culture or general atmosphere of the workplace would become poisonous. In other words, if leaders accepted bad characteristics like discrimination or bullying as "just the way things are," or if employees did not believe leaders took their complaints about toxic components seriously, a toxic culture would emerge in the workplace (Alvarado, 2016).

Within the workplace, the toxic triangle is composed of toxic leaders, toxic work conditions, and toxic followers (Padilla et al., 2007). The authors highlight that each component inside the triangle has the potential to initiate or maintain toxicity in all three dimensions (Fraher, 2016; Leonard, 2014; Padilla et al., 2007). In other words, if leaders exhibit toxic leadership behaviours and styles in the workplace, their toxicity may be transferred to unhappy or toxic employees, resulting in a toxic work environment where employees and leaders are unhappy, nervous, and less productive (Fraher, 2016).

Boddy (2015) discovered that when a psychopathic CEO is in control, negative workplace effects such as employee withdrawal, increased turnover rates, and bullying occur. Such staff withdrawal or turnover may result in a decrease in a company's creativity, productivity, and innovation, adversely affecting the company's profitability and competitiveness in its industry (Boddy, 2015; Tsai et al., 2015). Additionally, studies have linked employee disengagement and turnover to the heightened stress that employees often face when they work with a toxic boss (Hadadian & Zarei, 2016). To alleviate the anxiety created by their leader's unpredictable behaviour or the necessity to work harder as a result of inept leaders, employees may either quit their present job completely or cease doing their best work in order to avoid further exposure to their leader (Cotton, 2016; Hadadian & Zarei, 2016).

Toxic leadership may manifest itself in a variety of ways. Hadadian and Zarei (2016), Green (2014), and Mathieu et al. (2014) discovered that narcissistic CEOs may cause workplace toxicity. Any leader who either exploits their position for self-promotion in order to rescue the business (via the overt or latent belief that their superior knowledge or skills are the only way a firm can thrive) or undermines others or the organisation may create a toxic work environment (Bell, 2017; Boddy, 2014; Cotton, 2016). While narcissism and self-promotion may not be intrinsically stressful, they are often coupled with unpredictability, authoritarian leadership styles, and abusive monitoring, all of which may contribute to stress and anxiety, resulting in a toxic work environment. Leaders may be toxic if they are inept or unsuitable for their position or function as a leader (Green, 2014). Workers who perceive their leaders' shortcomings may lose respect for them, weakening not just their leaders but also the organisational structure (Fischbacher-Smith, 2015). Workers may be irritated by having to work under a toxic boss (Mathieu et al., 2014). Continued worker hostility against their leaders may foster a poisonous work environment and can spread to employees' families and social circles if they are unable to vent their displeasure constructively at work (Jha & Jha, 2015; Mathieu et al., 2014). Toxic leadership has been defined by researchers as unethical transactions, a loss of trust between leaders and employees, and a failure to address worker welfare or concerns (Eisenbeiß & Brodbeck, 2013; Maxwell, 2015; Mehta & Maheshwari, 2014).

According to Leonard (2014), the interaction between leaders and their followers is important in the toxicity of a work environment. Leaders with negative connections with their followers would maintain a poisonous atmosphere, while leaders with good ties with their followers would perpetuate happier and healthier surroundings (Fischbacher-Smith, 2015; Leonard, 2014; Tse & Chiu, 2014). While unfavourable dynamics may begin with employees, leaders who do not strive to correct worker hostility will contribute to the poisonous atmosphere (Cotton, 2016; Moore et al., 2015).

According to the toxic triangle literature, toxic leaders, toxic surroundings, and toxic followers all have an interconnected role in the creation, continuance, and counteraction of workplace toxicity (Erickson et al., 2017; Padilla et al., 2007). Leaders have a significant impact on workplace toxicity. Leaders not only shape the climate of the workplace via their leadership style (for example, authoritarian vs transformational), but they also inform their employees about what is acceptable and undesirable in their departments or the broader company (Fraher, 2016; Starr-Glass, 2017). In other words, if leaders act unethically, commit micro aggressions, show favouritism, or exhibit any other behaviour or attitude, their followers will either begin to exhibit the same traits and attitudes, or they will experience

increased stress as a result of the need to counteract such negatives (Alvarado, 2016; Eisenbeiß & Brodbeck, 2013; Mehta & Maheshwari, 2014).

Leaders who fail to handle toxic circumstances effectively, even if they are not toxic leaders, contribute to a poisonous atmosphere (Cotton, 2016; Field, 2014; Fischbacher-Smith, 2015). Leaders may lose their workers' confidence if they do not deal with a toxic person, address employee complaints about problems such as discrimination, or handle issues in a reactive rather than preventive manner. Leaders may allow poison to fester, making it more difficult to reverse and contributing to the toxic atmosphere (Cotton, 2016; Field, 2014; Fischbacher-Smith, 2015). To counteract the toxic triangle and the resulting toxic work environment, leaders must grasp what defines nontoxic leadership and how to apply it.

Leaders seem to downplay their involvement in creating a certain culture, particularly when it comes to extracurricular activities that may affect their leadership (Davidson, Dey, & Smith, 2015). For example, Davidson et al. (2015) discovered that CEOs who were cautious with their personal money tended to be prudent with corporate money as well. They also extended this vigilance to their employees, resulting in a culture of responsibility about corporate money (Davidson et al., 2015)..

Conversely, managers and executives who are less frugal with their own money are more likely to be corrupt, while managers and executives who have previously committed legal infractions are more likely to be less frugal with company money, more lackadaisical toward subordinates' money handling, and more likely to commit fraud, thereby creating a culture of increased financial risk (Campbell and Göritz, 2014; Davidson et al., 2015). Aside from this, leaders who were predisposed to corruption exhibited tendencies toward rationalising corrupt activities, manipulating corporate cultures that were focused on teamwork, and achieving goals that were aligned with the culture that allowed them to engage in corrupt practises (Campbell & Göritz, 2014). The failure to put in place effective mechanisms to deal with subversive forces inside a company may result in poisonous corporate cultures, even when the culture is good (Fischbacher-Smith, 2015).

Results and Discussion
Response Rate Analysis
Only 20 of the total 30 questionnaires given were correctly completed and usable, resulting in a response rate of 67 percent. Similarly, Saunders et al. (2007) claim that in a study, a response rate of 50% is acceptable, 60% is good, and 70% or more is extremely acceptable. As a result, the study's 67 percent response rate was extremely acceptable, and the findings from such a high threshold were not only reliable, but also formed a broad foundation on which to make conclusions.

Descriptive Statistics
There are descriptive statistical findings in this section, including arithmetic means (M) and standard deviations (SD), for the factors that contribute to workplace toxicity in Zimbabwe's mining sector, the impact of toxic employees on the performance of the mining sector in Zimbabwe, and the challenges associated with identifying toxic employees while on the job in Zimbabwe's mining sector. The standard deviation (SD) reflects the degree to which responses are consistent, or the dispersion of responses around the mean. When the mean and standard deviation are used together, the interpretation of data is more accurate and reliable. The following were the response points on the scale that was utilised in the study: 1. to a

great extent, 2. to a certain extent, 3. to a lesser extent To display the maximum and lowest values, as well as the standard deviation and mean of both the dependent variable and the independent variable, descriptive analysis is employed. The maximum value of the sample is represented by the highest value, and the minimum value is represented by the lowest value of the sample. The standard deviation of data indicates how far away it is from its mean value, while the mean value indicates where the data are located.

Factors that contribute to workplace toxicity in Zimbabwe's mining sector

Table 1.1 Push factors for toxicity at workplace

Factor	Response	Frequency	%response	Mean , μ	Standard Deviation , σ
Incompetence	Extreme extent	16	80		
	Certain extent	3	15		
	Lesser extent	1	5	3.2110	0.23332
	Total	**20**	**100**		
Organisational change	Very large extent	10	50		
	Large extent	8	40	4.43221	0.31456
	Less extent	2	10		
	Total	**20**	**100**		
Organisational culture which tolerate negative behaviour	Very large extent	17	85		
	Large extent	1	5	4.5467	1.3473
	Less extent	2	10		
	Total	**20**	**100**		
Abusive management	Very large extent	6	30	4.4589	0.12342
	Large extent	12	60		
	Less extent	2	10		
	Total	20	100		
Role differences	Very large extent	16	80	4.3789	0.67321
	Large extent	3	15		
	Less extent	1	5		
	Total	20	100		
weaknesses in institutional communication	Very large extent	14	70	4.32456	0.54321
	Large extent	3	15		
	Less extent	3	15		
	Total	20	100		

Source: Survey (2021)

In accordance with the findings of the study, organisational factors contribute to employee toxic behaviour, as evidenced by the Mean (M) of 3.2110 and Standard Deviation (SD) of 0.23332. Employees who work in an environment that tolerates bad behaviour are more likely to be toxic, as demonstrated by the mean () of 4.5467 and the standard deviation () of 1.34730. Employee toxicity in the mining industry, as demonstrated by the mean () of 4.4589

and the standard deviation () of 0.12341 in the study, can be ascribed to abusive management practises in the mining industry. Employees in the mining sector in Zimbabwe exhibit toxic behaviour as evidenced by a mean () of 4.3789 and a standard deviation () of 0.67321. Role differences and inadequate institutional communication are other factors contributing to toxic behaviour. According to research, organisational toxicity is caused by the effects of organisational factors such as organisational changes, organisation policies, traumas, crises and intrusion into the organisation; incompetence in ensuring adherence to institutional objectives and values; negative comments related to gender/race; verbal/physical threads; employee abstinence; and incompetence in ensuring adherence to institutional objectives and values Individual variables such as toxic employee/leader behaviours and personality traits, in addition to organisational factors, can be successful in influencing outcomes (Appelbaum & Roy-Girard, 2007; Carlock, 2013; Friedman, 2005; Frost, 2003; Lipman-Blumen, 2005; Musacco, 2009; Pelletier, 2009; Pelletier, 2012).

Descriptive Statistics for impact of toxic employees on the mining sector's performance

Item Code	Item Description	Mean score	Mean response	SD
DBC1	A dramatic reduction in innovation	3.77	Agree	0.714
DBC2	Measurably lower team productivity	3.42	Agree	0.567
DBC3	An increase in corporate theft	3.88	Agree	0.963
DBC4	Increased error rates and lower product quality	4.16	Agree	0.873
	Overall	3.84	Agree	0.476

Source: Survey (2021)

The mean answers varied from 3.42, SD = 0.567 (item DBC2) to 4.16, SD = 0.873 (item DBC3). (item DBC4). Out of a possible score of 5, the mean score was calculated and averaged (total mean = 3.84; SD = 0.476). (Strongly Agree). This indicates that respondents agreed that toxic workplace behaviour had a detrimental influence on the organization's performance.

Descriptive Statistics for identifying toxic employees on the job in the mining sector in Zimbabwe

Respondents were asked to assess how much they agreed or disagreed with statements that were used to identify hazardous individuals on the job in Zimbabwe's mining industry.

Descriptive statistics for identifying toxic employees on the job in the mining sector in Zimbabwe

Item Code	Item Description	Mean score	Mean response	SD
DBC1	Rude behaviours are displayed	3.60	Agree	0.725
DBC2	Uncourteous attitudes are displayed.	3.40	Agree	0.540
DBC3	Offensive words are expressed	3.90	Agree	0.830
DBC4	Sarcastic statements are used	3.89	Agree	0.920
	Overall	3.84	Agree	0.560

Source: Survey (2021)

In this study, the dependent variable is perceived organisational toxicity sub-scales. Using this variable, one type of technique was used: cluster analysis yielded two new categories of this metric variable. The findings of this study provide numerous descriptive statistics for identifying hazardous individuals at work in Zimbabwe's mining sector. The findings identified toxic employees as those that displayed unpleasant behaviour, uncourteous attitudes, and offensive language, as evidenced by a Mean Score of 3.40, Standard Deviation of 0.540 and 3.90, and st of 0.830. Toxic employees make more mistakes at work than the average employee. Because of the distractions and stress that they generate, other employees may make more production errors, resulting in a lot of expensive rework and a lower-quality product. Because of the stress they generate, frequent employee absence is likely to rise, leading to the employment of replacement temps with an even greater mistake rate. Toxic employees make more mistakes at work than the average employee. Because of the distractions and stress that they generate, other employees may make more production errors, resulting in a lot of expensive rework and a lower-quality product. Because of the stress they generate, frequent employee absence is likely to rise, leading to the employment of replacement temps with an even greater mistake rate.

Conclusions

The study's findings revealed several variables, including incompetence, flaws in institutional communication, organisational transformation, a culture that tolerates poor behaviour, abusive management, role inequalities, and weaknesses in institutional communication. This indicates that respondents agreed that toxic workplace behaviour had a negative influence on organisational performance. Employees who are toxic usually often cause disturbance and tensions in work place. As a result, project deadlines for a team are frequently missed across the board. Individual factor classifications can be found in the appropriate literature. . Results

revealed that toxic workers contribute to significant loss in creativity, substantially reduced team productivity, rise in corporate theft and increased mistake rate and poor product quality. Employees showing unpleasant behaviour, uncourteous attitudes, and offensive behaviour were recognised as difficulties since these behaviours can be shown by any employee experiencing work fatigue but are signs of employee toxicity.Toxicity is an inherent characteristic of all organisations; yet, not all organisations are poisonous. Typically, toxic companies are described as being mostly unproductive and harmful to their personnel. Workplace climates that make employees feel uncomfortable and result in litigation or worker's compensation claims may cost the organisation substantial sums to preserve the business's reputation, but they may not necessarily eliminate the source of a toxic environment or continuous dispute. A more poisonous organisation will almost certainly do worse than a less toxic company. However, these underperforming businesses should not place whole blame on their CEO. Because the CEO is the most prominent person in the business, this does not indicate that he or she leads and directly impacts these behaviours and bad consequences, as conventional literature frequently implies with few scientific data to back it up. In Zimbabwe's mining business, toxic personnel have a negative impact on performance.

Recommendations
Encouraging employees to discuss their problems, including them in decision-making processes, and realigning a strong, healthy commitment to the business is a first step toward removing toxic attitude and behaviour, and should typically be handled by the human resource department. Corporate leaders who see the problem's implications are fostering corporate cultures that value, recognise, and demonstrate emotional intelligence, while also promoting physical and psychological safety. A less toxic organisation can avoid significant damage by quickly recognising problematic personality traits, placing difficult managers in positions where their behaviour will cause the least amount of harm, coaching those who are capable of change, and identifying which managers are time bombs that need to be replaced. To begin preventing toxins from "climbing the ladder" inside the organisation, it is necessary to detect and identify who and what the poisons are, as well as their locations. Once the toxins are identified, steps must be made to remove them or to seek to alter their behaviour and effect. This is where more study is required to ascertain how the employee's views, perceptions, and personality interact. Without a clear connection, it would be extremely difficult to comprehend how to regulate the employees' aberrant behaviour.

Future Research
There is a need for longitudinal research on the effect toxic leadership has on performance in Zimbabwe's mining industry, so that a solution may be discovered to enhance performance.

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