THE IMPACT OF TOXIC LEADERSHIP ON INTENTION TO LEAVE OF EMPLOYEES

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ABSTRACT

In recent years, leadership related studies have been spreaded around the multi-disciplinary areas. New leadership models have been created. One of that model is called as toxic leadership. Adversely to positive leadership styles, toxic leadership is destructive and harmful for employees and organisations. The popularisation of dark leadership perspective triggered the development of toxic leadership model. In this study it is aimed to find the interaction between toxic leadership perception and intention to leave of employees. Firstly, it is mentioned about toxic leadership and intention to leave concepts. Thereafter, research method is described. The results of the statistical analysis show that there is a significant and positive relation between toxic leadership perception and intention to leave of employees

Keywords: Toxic leadership, destructive leadership, intention to leave, intention to quit.

INTRODUCTION

People are generally work together to achieve organisational goals. If there are more than two employee in a work environment, a managerial process is needed to accomplish tasks. In this process, managers or leaders direct and organise the employees to reach the desired targets of corporations. Leaders influence the followers (employee-subordinate) to obtain organisational aims. Leaders use their power to lead the subordinates. Interaction between leadership style and individual-organisational outcomes are generally studied in the literature. Even though positive structured leadership models(transformational, ethic, democratic, organic, servant, authentic leadership) are correlated with euphonic results, some of the leadership approaches have harmful impacts over employees and work environment. Harmful, unethical and ineffective leadership approaches for organisation and subordinates are called as negative and destructive leadership styles (Kellerman, 2004). Reference to the literature review, destructive and negative modified leadership models are listed as; abusive leadership, poor leadership, evil leadership, ineffective leadership, bad leadership, dark leadership, authoritarian leadership, ignorant leadership, toxic leadership, egotistic leadership and cruel leadership. These leadership models generally damage the followers, subordinates and employee's job outcomes. Toxic leadership decreases employee's motivation, creativity, satisfaction, productivity, commitment, performance while

increases intention to leave, health problems, stress and burn out (Lipman-Blumen, 2005; Kellerman, 2004; Liu, Liao& Loi, 2012; Aboyassin & Abood, 2013; İzgüden, Eroymak & Erdem, 2016; Burns, 2017). In this study it is aimed to determine the relationship between toxic leadership and intention to leave of employees. In this regard, toxic leadership and intention to leave concepts are explained in detailed the paragraphs below.

1. Toxic Leadership

Behaviours of leaders are decisive while identifying of leadership style. Frequency of negative behaviours and aspiration of leader while acting the behaviour are also related with perception of leadership model (Lipman-Blumen, 2005; Whicker, 1996). Toxic leaders provide control by using poisoned power to complex the organisational structure. Toxic leaders boost their egos and pay no mind else then themselves. They reduce employee's work fancy and productivity with their harmful behaviours and attitudes. They announce scapegoats for problems and blame others when the works go wrong in the organisation. Abusive, illegal, harmful behaviours are evaluated as toxic behaviours(Koys, 2001; Hitchcock, 2015).Pelletier (2010) headlined toxic leadership behaviours as; disenfranchising employee, ignoring ideas, marginalizing, harassment, emotional volatility, blaming others for self mistakes, treating employees job security, mocking lying, pitting group members, isolating out group members. Although toxic leadership concept looks like similar with some notions there are differences between them. Ash forth (1994; 1997) found out the concept of petty tyranny which means the tendency to dominate one's power over others. Petty tyranny model is comprised of behaviours as discouraging initiative, belittlement of others, self-aggrandisement, arbitrariness, lack of consideration, and unfair punishment. While toxic leaders usually display malicious wicked behaviours for others at work environment, petty trannies do not expose these conducts every time. Tepper (2000)explained abusive supervision as a regularly malicious verbal and nonverbal behaviours of leaders without physical contact. However abusive supervision behaviors generate an environment that construct walls and barriers for creativity, loyalty and well-being, they do not include the toxic leadership's features of narcissism or authoritarianism (Hitchcock, 2015).Einarsen, Aasland and Skogstad (2007) determined the destructive leadership as systematic and repeated behaviour of a leader, supervisor or manager that breake the rightful structure of the corporation by spoiling and damaging the organisation's aims, duties, productivity, and activity. They also exhibit physical harmful behaviours and sexual misconduct, which are not related with toxic leaders core behaviours(Pelletier, 2010; Schmidt, 2008).

Toxic leadership style intoxicates employee's and organisation. Employees are disturbed for toxic leaders harmful behaviours (Koçel,2014). Toxic leaders knowingly and willfully adopt

deprecating and unfavourable attitudes over employees. Toxic leaders exhibit an hostile attitude over employees. Poisoned behaviour of toxic leaders feeds from managerial power. Toxical behaviours of leaders spread around the organisation and poison the employees and work climate. Perception of toxic leadership style bring about the employee deviance behaviour and damage the individual and organisational sustainable success (Gündüz & Dedekorkut, 2014; Reyhanoğlu & Akın, 2016).

Table 1:Literature Review of Toxic Leadership Concept

Mehta and Maheshwari (2014)	Egoist, self-centred, bad-tempered, aggressive, faithfulness characteristic features are at the forefront points of toxic leaders. They do not intend mentoring, coaching and traing the subordinates. They only care themselves and belittled the others.
Lipman-Blumen (2005, 2010)	Toxic leaders enact destructive behaviours for employees and organizations. They intend to exhibit harmful behaviours for subordinates. Toxic leaders drain their poisoned bearings to employees. Toxic leaders override the human rights in the organizations. Although they aimed to damage followers feelings and work atmosphere, they infest the organizational success actually.
Jowers (2015)	Attitudes and behaviours of toxic leaders have adverse impact over individual, departmental and organisational performance.
Norton (2016)	Demotivational behaviours of toxic leaders impress the followers morale and well being at work environment negatively.
Elle(2012)	Leaders behaviours harm the trust between sides.Leaders make a multifaceted work

	climate that they are perceived as poisonous.
Gallus et al. (2013)	Toxic leaders try to ruin the workgroup cohesions in organisations. Their poisoned behaivours result in individual deviances in workplace.
Wilson-Starks (2003)	It is a leadership model that damage the enthusiasm, autonomy, creativity and innovative in the work environment by toxicating over control.
Schmidt(2008,2014)	Toxic leaders generally belittle, berate, and bully the peers. They make out themselves very successful. They intend to show their self-image to others. They are deprive of empathy, sensitivity, humanistic and hopeless. Self promotion, abusive supervision, unpredictability, narcissism, authoritarian leadership are features of the toxic leadership model.

2.Intention To Leave

Employee's aspiration to leave his/her job in a short time is called as intention to leave in management, sociology and psychology literature. Employee is voluntary to leave the job when intend to this idea. Individual feelings for self displacement from the job with desire and ambitious create the intention to leave concept(Mobley, 1982). Intention to leave is consist of conscious and painful job resignation opinions of an employees (Tett and Meyer, 1993). According to reasoned behaviour theory, an individual's behaviour is expounded with his/her intention (Ajzen and Madden,1986). Mobley (1977) defines intention to leave as the last step before actually leaving the job. When intention of an employee is resulted with leaving the job organisational turnover volatility increases. Recruitment and employment of new staffs add incremental costs to organisations (Kumar, Ramendran &Yacob, 2012).In addition to that, intention to quit of qualified work force has negative impacts on the organisational performance.

Operational and financial losses ascend with the turnover activities (Leupold, Ellis & Valle, 2013). Therefore, it is required to reveal factors which tend employees to intention to leave. It is also expected to provide beneficial precautions to minimise intention to leave of employees(Tett & Meyer, 1993).

Organisational commitment, job satisfaction, burn out, leadership style are impressive on the intention to leave behaviour (Basak et al, 2013). Intention to leave can result in two options. When an employee leave the organisation he/she may start to work in a same job position at another corporation. In the second alternative, employee will leave the organisation and available career and may start to work in a new job area at another corporation (Omar &Noordin, 2014).

Intention to leave opinions will appear for unhappy and dissatisfied employees in the organisations. These employees start to look for a new job and benchmark the alternative and available job conditions to make a final decide. At the end of the employee's evaluation process he/she will stay or leave the job. Therefore it should be noticed that intention to leave is a significant evaluation process for employees(Mobley,1977). Factors related with intention to live in the work environment are line up as, workload, role coflict, long working hours, shift systems, leader behaviours(Coomber & Barriball, 2007).

3. The Relationship between Toxic Leadership and Intention to Leave

Toxic leadership is negatively related with motivation and commitment of employees while it is positively correlated with high turnover and intention to leave behaviours of employees(Reed & Bullis,2009). Health problems of employees increase with toxic leaders behaviours even as their performance, job satisfaction and organisational commitment tend to decrease (Schmindt,2008,2014).Anxiety, irateness, unhappiness, loss of motivation, stress, distractibility, desperateness, isolation, deviation, alienation, lack of confidence and compunction are some of the psychosocial impacts of bad/destructive/toxic/harmful/dark leadership styles over employees-subordinates-follower-peers. Sleeplessness, weakness, nuisance, fatigue, inappetency, dermatological and ergonomic health problems are also related with toxic leadership behaviours(Başar, Sığrı & Basım, 2016).

Table 2: Literature Review for Hypothesis Development

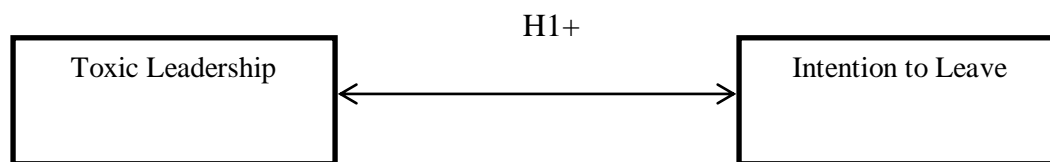|	
Hadadien and Zarei(2016)	They found positive and significant relationship between toxic leadership and employee stress.
Aboyassin and Abood(2013)	It is found that ineffective leadership has negative impact over the employee's and organisation's performance.
Weaver and Yancey(2010)	The results of the study show that dark leadership has a significant and positive relationship between intention to leave while negative with organisational commitment.
İzgüden, Eroymak and Erdem(2016)	The perception of toxic leadership is lowand differentiate into the demographic groups of the research's sample.
Akman(2016)	According to the results there is a positive and significant relationship between toxic leadership and employee's burnout.
Schmidt(2008,2014)	It is found positive and significant relationship between toxic leadership and intention to leave while adverse with satisfaction, commitment and trust.
Roche et al, (2015)	Negative leadership styles increase the turnover.
Lavoie-Tremblay et al, (2015)	The results show that there is a positive and significant relationship between abusive leadership and intention to quit.

4.Research Methodology

In this study it is aimed to determine the impact of toxic leadership perception on intention to leave of employees at a private company. In this context, SPSS 21.0 program was used to

analyse the datas. Factor analyses had used and than regression analyses was applied. In factor analyses results, it was seen that scale's features are complied with the original ones. And then, assumptions of regression analyses were examined. Finally regression analysis was used to test the research's hypothesis. Measures, hypothesis and research model which were used for this study is as shown below.

Toxic Leadership Scale: It was used Schmidt's(2014) short form of toxic leadership questionnaire. Scale is comprised of five dimensions. There are three items for each dimension. Self-promotion, abusive supervision, unpredictability, narcissism and authoritarianism are the sub-scales of toxic leadership scale.

Intention to Leave Scale: It was used Rosin and Korabick's (1995) scale for intention to leave variable. Scale has one dimension and comprised of four items.

H1+

Toxic Leadership		Intention to Leave

Figure 1: Research Model

H1: There is a positive and significant relationship between perceived of toxic leadership and intention to leave.

Questionnaire form is composed of 23 items. There are four demographic questions in the 3rd part of the questionnaire form. Toxic leadership and intention to leave scales were designed with Likert Scale Format. The population of this study was generated from the sampling formulation. There are 1547 workers in the whole company. Consideringly error margin and confidence interval, it was found to have suitable277 forms. Convenience sampling method was prefered to provide cost and time effectiveness. 300 questionnaire form was dispensed and 291 of the valid form was collected from the participants at the end of two weeks. 282 valid form was used for statistical analyses.

5. Research Results

In this study to provide regression analysis assumptions, the normality and correlation analysis tests were investigated. In the normality tests, diagrams and Skewness-Kurtosis values; it was accepted that the datas demonstrates normal distribution. With reference to the correlation tests it was seen that there is a positive an middle level correlation between toxic leadership and intention to leave variables. Correlation between variables is 0,613*(significant) at the level of 0.01.

Table 3:Descriptive Statistics for Research Variables

Variable	Mean	Max	Min	Skewness	Kurtosis	Std. Deviation
Toxic Leadership	3,77	5,00	2,60	-0,645 0,264	-0,805 0,332	0,493
Intention to Leave	3,46	4,67	1,10	-0,715 0,342	-0,581 0,472	0,765

Table 4:Regression Analyses Model Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,613[a]	0,481	0,423	0,63217	0219	176,811	1	290	0	1,446

Regression analyses model table values can show some critical features of the research hypothesis. In accordance with this table's results, %42 of the variance in the intention to leave can be explained by the toxic leadership perception. Anova table results also indicates that research model is meaningfulness.

Table 5:Regression Analyses Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-0,712	0,308		-3,286	0,022					
	Toxic Leadership _ Mean	1,248	0,128	0,613	18,911	0,000	0,613	0,613	0,613	1	1

Reference to the regression analyse results, research hypothesis is supported. By evaluating the results, it is admitted that there is a positive and significant relationship between toxic leadership perception and intenton to leave. Furthermore, positive impact factor(Beta) of toxic leadership on intention to leave is 0,613.

Table 6: Demographic Variables

Variables	Features	Numbers	%
Age Group	20-30	45	16
	31-40	101	36
	41-50	83	29
	51-60	27	10
	61+	26	9
Gender	Female	145	51
	Male	137	49
Marital Status	Single	110	40

	Married	172	60
Educational Status	Associate Degree	10	4
	Bachelor's Degree	231	82
	Master Degree	38	13
	Doctoral Degree	3	1

According to demographic variables results, women and men employment in the company is similar. A great majority of respondents have at least bachelor's degree.There is also an accumulation between 31 and 50 age range. Considering to discrimination tests between groups, perceived toxic leadership average is higher at women employees while intention to leave average is superior at single ones.

CONCLUSION

Aasland and colleaques(2010) reported that approximately %61 of the Norwegian workers is composed with destructive leaders. A similar result was found in Sezici's (2016) study in Turkey where most of the participants reported that they are exposed to leaders harmful behaviours in their workplace. With reference to literature, it was aimed to determine the impact of toxic leadership perception on intention to leave of employees in this study. In this context, toxic leadership and intention to leave notions were explained and then structured model was tested with statistical analyses. Results of the study supported the research's hypothesis and it was found that there is a significant and positive relationship between toxic leadership and intention to leave. Accordance to the results, it is advised to intervent toxic leadership behaviours in organisations to minimise intention to leave and leave. Next researches will focus on relationship between dimensions of toxic leadership with job outcomes.

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