



Research Article

The Effect of Destructive Leadership Behaviors on Employee Turnover in BPO Industry

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ABSTRACT

Leadership is an important facet of managing any type of business organization. The organization must be effectively and efficiently managed for the employees to be productive and satisfied with their jobs (Aquino, 2015). Employee turnover has been an issue in organizations due to destructive leadership behaviors (DLB). This quantitative correlational study was conducted to examine the effect of the DLB (namely tyrannical, derailed, supportive-disloyal, and laissez-faire leadership) on employee turnover in the BPO industry. A purposive sampling method of 138 BPO employees in companies located in the Southern Manila District was used as participants to complete the survey questionnaire via an online survey form. A standard multiple linear regression was used to examine the effect of DLB on employee turnover and identify the form/s of DLB that shows evidence of a significant effect with turnover. The results showed that DLB has a significant effect on employee turnover. Specifically, tyrannical, derailed and laissez-faire leadership were identified as significant predictors of employee turnover in the BPO industry.

INTRODUCTION

A. Background of the Study

Organizations operate through various work teams to produce effective outputs, generate creativeness, and face consequences. Conflicts arise as a daily challenge in different organizations and result in employees leaving their workplace. Turnover remains a major problem and a subject of debate within organizations. It is defined as the number of employees leaving an organization and replaced by new employees within specific timeframes (Shriar, 2018). High turnover in organizations brings destruction incurring both direct and indirect costs. It not only reduces the productivity of the organizations, but the profitability as well (Bhayo et al., 2017). Employee turnover is expensive as it may cost up to twice an employee's sal-

ary to recruit and hire a replacement. A certain level of employee turnover can be prevented, but too many employees leaving the organization at any given time is alarming, and can ruin the organization (Reh, 2019). Different factors such as job dissatisfaction (Bhayo et al., 2017) and employee disengagement (Shriar, 2018) have been identified to raise this problem in the organizations. Thus, previous studies have shown major factors such as wages, company benefits, employee attendance, and job performance, to have a significant role in employee turnover intentions in organizations (Bhayo et al., 2017).

There are four main reasons for high employee turnover. First, employees are motivated to do their job due to higher pay or better perks such as flexible





schedules, remote work privileges, and travel allowances. Employees appreciate rewards from doing their job. Once employees are presented with higher salary and better benefits package from another organization, they are likely to consider leaving their current company (Marcum, 2015). Lack of recognition can also influence their decision to leave the organization (Heathfield, 2019). Employees have chances of leaving the organization if their salaries do not increase. Thus, almost 25% of employees left their jobs for a 10% salary increase in another organization (Reynolds, 2019).

Second, employee engagement is an important strategy. Most employees seek out challenging work, training and development, and proactive sharing of ideas and solutions with colleagues. Leaders play a vital role in employee relations. They are responsible in creating opportunities and boosting engagement of their subordinates in the organization (Marcum, 2015). Employees feel a sense of pride, accomplishment, and self-confidence when they can use their significant skills and abilities in their workplace. Employees need to feel connected and part of an effort that is larger than their job in the organization (Heathfield, 2019).

Third, employees tend to leave their job because they feel bored. Employees seek professional growth and development in their current workplace. According to Reynolds (2019), 25% of employees would have ample opportunities for development within their organizations. An employee needs to know that he will be able to meet his career plans within the organization. Leaders should be able to discuss oppor-

tunities and growth to their subordinates; so that an employee may feel a challenge to work harder for his career (Marcum, 2015).

Lastly, one reason for turnover is poor leadership. Even if employees are fully committed to the business' goals and objectives, they might consider leaving if their immediate supervisor created an uncomfortable working environment (Marcum, 2015). Leaders should provide direction and feedback, spend time meeting subordinates, and connect the employees to the organization's mission and vision. Hence, a toxic relationship with leaders can undermine employee engagement, confidence, and commitment (Heathfield, 2019). In having positive and motivating work relationships with their immediate supervisor, employees can find satisfaction in their roles, even in situations involving average wages or highly stressful work (Marcum, 2015). Managers are more than being expert or performer, but they must possess an emotional intelligence for people management (Shriar, 2018). According to Mizne (2019), 50% of over 7,000 employees left their organization to get away from their immediate superior. Leaders with poor people skills could do damage to the culture and effectiveness of a company as stated by Wendy Duarte Duckrey, vice president for recruitment at JPMorgan Chase (Florentine, 2019).

Leadership styles are an important area of study that focuses on the effects and behaviors of constructive leadership, such as transformational, ethical, or authentic leadership. These leadership styles are known to promote work-life balance, increase job satisfaction, and decrease turnover (Zwingmann et



al., 2014). This kind of leadership has a significant effect on organizations from different perspectives. Thus, it is important to understand and prevent destructive leadership behaviors (DLB) as important as understanding constructive leadership behavior (Isci & Karada, 2014). The negative interactions with a leader are recognized as more dissimilar from each other than that of positive interaction with a leader. This makes different effects of DLB hard to understand. Employees have different emotional reactions on DLB that might trigger distinct dynamics in the organizations (Schmid et al., 2018).

A literature examined the relationship between turnover and four individual forms of DLB in small and medium enterprise (SME) manufacturing companies in one city in the United States of America. These four forms, namely tyrannical, derailed, supportive-disloyal, and laissez-faire leadership behaviors, were derived from the constructive-destructive leadership model. Due to a lack of awareness of the management of leadership behaviors and their impact on employee turnover, the author had conducted the study to understand these four forms of DLB. Possibly, the study could offer positive social change by reducing turnover and influencing current and future business practices. The results showed that DLB correlates with employee turnover (Hyson, 2016).

A study showed that the psychological distress among workers is related to perceptions of DLB, and supportive climate, as a mediator, reduces the relationship between DLB and workers' psychological distress (Cacciatore, 2015). Another exploratory study analyzed the dark side of leadership behaviors

and its impact on turnover intentions followed by the mediating effect on job stress from the employees of call centers in Pakistan. The author stated call center work as an "emotional labor", and promoted a high level of stress, burnout, disengagement, and "intention to quit". Hence, certain leadership styles played a huge role in employee stress and turnover intentions. The author conducted a study to understand the effects of DLB in the call center working environment. The study showed that DLB has a positive and significant relation with turnover in the environment of telecommunication call centers (Anwar, 2017).

A qualitative study found that millennial workers choose to leave their companies due to DLB as it violates the legitimate interest of the workers' role and organizational commitment. This study raised concerns that future generation leaders, who have abusive tendencies, may become victims of DLB in their careers (Martin, 2014). Thus, DLB is not solely derived from personality traits but can be part of organizational culture (Nuzzolo, 2017). When not controlled, the frequency of DLB tends to increase over time, resulting in high turnover, lack of training, poor role modeling by senior management, and dysfunctional culture (Erickson et al., 2015).

The business process outsourcing (BPO) industry experiences an attrition rate of 30-45%, with many employees staying in their roles for a maximum of just one year, significantly lower than the U.S. national median of four years (Martin, 2022). According to the 2022 NICE WEM Global Survey, which surveyed 400 agents and managers in call centers across the U.S. and U.K., the average attrition rate for BPO



companies in 2021 stood at 42% (Coleman, 2023). In Southeast Asia, the Philippines ranks second in attrition rates with 18%, following closely behind Singapore at 19.6% (Employee Attrition Rates in the Philippines: Fast Facts and Stats, 2023).

In the Philippines, the BPO industry has experienced rapid growth. Based on the Philippine Statistics Authority statistical data issued last 2018, the BPO industry had 89% or 512,555 rank and file employees in the country (Zoleta, 2019). Like other industries, the BPO industry has faced several challenges, such as inadequate supply of skilled workers, difficulty in retaining talent, and high turnover. According to IB-PAP, the BPO industry had an average yearly turnover of 38% in 2009, which decreased to 19% in the year 2015. Nevertheless, it remained high compared to industry standards (Errighi et al., 2016). Additionally, 31% of 1,000 employees reported quitting within their first six months, and 50% of voluntary turnover occurred within the first two years of employment (Cullimore, 2018). The attrition rate, especially in the Philippines' BPO industry, is a significant concern for employers.

According to a Personio survey, 38% of workers plan to switch jobs in 2021 or when the economy improves, hinting at a potential rise in employee turnover. Employee attrition is often linked to limited career growth, low pay, inadequate benefits, poor leadership, and work-life balance issues. Projections also suggest an upcoming increase in turnover rates in the Philippines in 2023. This highlights the urgent need for companies to prioritize effective retention strategies, fostering an engaging work environment

that boosts employee satisfaction, growth, and development (Employee Attrition Rates in the Philippines: Fast Facts and Stats, 2023).

Destructive leadership has garnered global attention (Isci & Karada, 2014). Empirical evidence in the field of DLB is scarce due to insufficient comparative research (Schmid et al., 2018). Consequently, comprehensive research on DLB in the Philippines, specifically its impact on employee turnover in organizations, is lacking. This study aims to examine the effect of the four forms of DLB (tyrannical, derailed, supportive-disloyal, and laissez-faire) on turnover in BPO companies in the Southern Manila District of the Philippines.

B. Research Frameworks

This study utilized C.M. Hyson's quantitative correlational study entitled, "Relationship Between Destructive Leadership Behaviors and Employee Turnover." The literature aimed to examine the effect between the dependent variable (employee turnover) and the independent variables (identified as the four forms of DLB) in SME manufacturing industries at a county located in the US state of New Jersey.

These four forms of DLB were characterized as tyrannical, derailed, supportive-disloyal, and laissez-faire leadership behaviors. The author used a quantitative method to support the strength of the relationship of the dependent and independent variables using numerical measurements, and a correlational design to describe and support the relationship of the variables without active mediation. Destructive



leadership scale, multifactor leadership questionnaire, and the turnover intention scale were used to assess the dependent and independent variables. As a result, the author concluded that tyrannical and laissez-faire leadership behaviors were significantly correlated with turnover, even when controlling for the other independent variables of derailed and supportive-disloyal leadership behaviors. Hence, the null hypothesis was rejected by the author.

The framework of the literature was adapted from the Constructive-Destructive Leadership Model by Aasland et al. which includes the leadership behaviors, and their pro-organizational, anti-organizational, pro-subordinate, and/or anti-subordinate stance (Hyson, 2016). This is illustrated in figure 1.

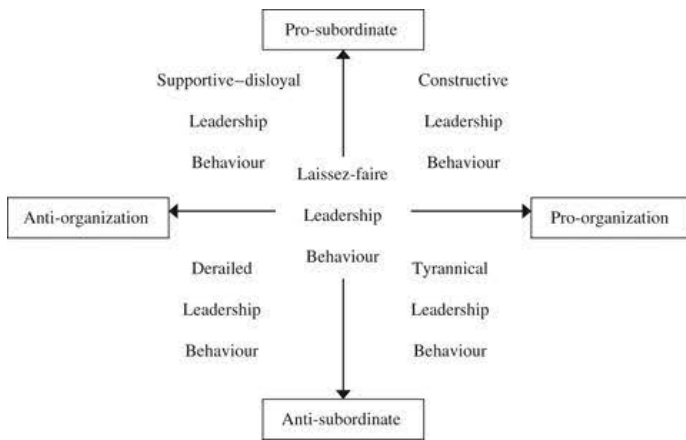


Figure 1. Conceptual Framework

Source: A model of constructive-destructive leadership behavior (Hyson, 2016)

Tyrannical leadership behavior is defined as leaders who systematically humiliate, bully, and control his subordinates to finish their jobs (Hyson, 2016). Also, tyrannical leadership behavior is called abusive leadership in which leaders are involved in a sustained display of hostile verbal and nonverbal contact to their subordinates. This includes repeatedly intim-

idating and belittling followers (Schmid et al., 2018).

Laissez-faire leadership behavior is passive behavior and associated as non-influential leaders (Skogstad et al., 2014). This type of leadership behavior is also known as “delegative leadership” in which leaders are hands-off and allow subordinates to make the decisions within the group. It is identified as the least effective leadership style and considered as the main culprit of role conflict (Al-Malki & Juan, 2018) and particularly destructive for organizations pursuing a foster learning environment (Yan et al., 2014). These leaders have poor involvement within the group, lack of role awareness, low accountability, and passivity and avoidance (Cherry, 2019).

Derailed leadership behavior is associated with anti-subordinate and anti-organization. It is defined simply as a leader who lacks interpersonal relationship, inability to handle and lead the team, inability to adapt to changes, and failure to meet business’ goals and objectives (Kirbac, 2017). Thus, these leaders are bully, manipulative, and deceitful. They tend to engage in anti-organization behaviors such as absenteeism, fraud, or taking advantage of the resources from the organization (Hyson, 2016).

Supportive-disloyal leaders lack strategic competence and tactical proficiency, but are capable to establish good relationships with their subordinates (Haider et al., 2018). However, this good relationship with subordinates involves employees to take advantage of the organization’s resources and rules, such as tardiness, giving perks or bonuses that are not acceptable or justifiable with the organizational standards



(Leonard, 2014).

The operational framework is developed to guide this research study. The four forms of DLB is derived from the constructive-destructive leadership behavior model used by Hyson (2016) in his literature. DLB initiates unethical and uncaring attributes (Shek et al., 2018). Tyrannical, derailed, and supportive-disloyal are considered as the active forms of DLB, while laissez-faire is identified as the passive form of DLB (Hol Fosse et al., 2019). Tyrannical leadership threatens the motivation, well-being, or job satisfaction of the employees without necessarily being destructive to the organization. Derailed leadership shows both anti-subordinate and anti-organizational behaviors. Supportive-disloyal leadership displays concern of subordinate's welfare while violating the legitimate organizational interests (Shaw et al., 2015). Laissez-faire leadership is passive, non-influential, and has poor involvement within the group (Cherry, 2019).

A leader's behavior and the level of hostility serve as differentiating factors among various types of DLB. Thus, these factors are likely to have differing effects on how employees react and their inclination towards turnover intention (Schmid et al., 2018). Therefore, the researcher assumed that such behaviors might exhibit varying strengths of impact on employee turnover within the organization. Consequently, all four forms of DLB were not of the same strength of effect and were categorized as the independent variables, while employee turnover was considered as the dependent variable.

The expected variables between DLB and its ef-

fect on employee turnover is illustrated in figure 2.

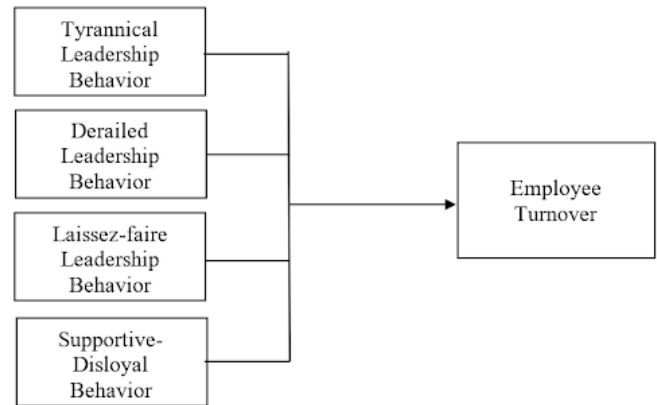


Figure 2. Operational Framework

This research aims to explore how the four forms of DLB differ in terms of their impact on employee turnover and which among them exhibits a significant effect leading to employee turnover in the BPO industry. Consequently, the following research objectives were formulated:

1. To examine the effect of DLB on employee turnover in the BPO industry; and
2. To identify the form/s of DLB that shows evidence of a significant effect with turnover in the BPO industry.

To address the need of the study, the following hypotheses were developed:

- H_{01} : Tyrannical leadership behavior has no significant effect on employee turnover
- H_{02} : Derailed leadership behavior has no significant effect on employee turnover
- H_{03} : Laissez-faire leadership behavior has no significant effect on employee turnover
- H_{04} : Supportive-disloyal leadership behavior has



no significant effect on employee turnover

MATERIALS AND METHODS

This study employed a quantitative approach, emphasizing objective measurements, and the statistical analysis of data collected from surveys, questionnaires, and/or polls. It focused on collecting numerical data and generalizing it to explain a particular situation or circumstance (Organizing Your Social Sciences Research Paper: Quantitative Methods, 2019). The design of this study utilized a correlational research design, which measures, interprets, and assesses the statistical relationship between the variables with no influence on an extraneous variable. This correlation was represented through a correlation coefficient, which indicates whether there is a positive, negative or no correlation between variables (Bhat, n.d.). Therefore, the overall research design employed the quantitative correlational approach, which is suitable for examining the effect between the dependent and independent variables using the numerical data collected through the research instrument.

The study population consisted of employees from BPO companies in business districts located in the Southern Manila District who had a direct relationship with their supervisors or managers. BPO, a subset of outsourcing, involves contracting third-party service providers for various business-related operations. BPO can be categorized into three types based on the location of the service provider: (1) offshore outsourcing, where providers are in foreign countries, (2) onshore outsourcing, where providers are located within the same geographic borders as the company but possibly in a different city or state, and (3) near-

shore outsourcing, where providers are in neighboring countries to that of the mother company. Additionally, the BPO industry encompasses three main categories, namely knowledge process outsourcing (KPO), legal process outsourcing (LPO), and research process outsourcing (RPO) (Digneo, n.d.). Consequently, participants falling under these BPO types and categories who had a direct relationship with supervisors or managers qualified for this study.

The Philippines have eight business districts, namely Makati City, Ortigas Center, Bonifacio Global City (BGC), Eastwood City, Triangle Park, Filinvest Corporate City, Cebu Business Park, and Downtown Davao. Makati City, Ortigas Center, BGC, Eastwood City, and Filinvest Corporate City are the business districts in Metro Manila with the most BPO companies (Chan, 2017). Recently, the Earth Shaker Philippines, a local organization, shared a map of Metro Manila showing the official administrative districts based on the records of the Philippine Statistics Authority. The Southern Manila District is composed of Makati, Pasay, Pateros, Taguig, Parañaque, Las Piñas, and Muntinlupa (Madarang, 2019). Thus, Makati, BGC, and Filinvest Corporate City are the business districts located in the Southern Manila District. Therefore, the final criteria for selecting participants and locale of the study encompassed BPO employees with a direct relationship with their supervisors or managers and working in BPO companies located in Makati City, BGC, and Filinvest Corporate City.

This study employed a purposive sampling method. When samples are rare and costly to obtain, the convenience sampling method may be used (Singh,



2018). Purposive sampling, also known as judgmental, selective, or subjective sampling, selects participants based on the nature of the population and the study’s purpose. This method is advantageous when a researcher needs to quickly reach a specific sample (Crossman, 2019). Findings from purposive sampling do not always need to be statistically representative of the larger population, but are qualitatively generalizable (Foley, 2018).

This study used G*Power 3.1.9 power analysis software to measure the required sample size to generalize the findings from the population. Power analysis for a multiple regression with four predictors was conducted to regulate the acceptable sample size using an alpha of 0.05, a power of 0.95, and a large effect size ($f^2 = 0.15$). Based on these assumptions, the desired sample size was minimum of 129 respondents.

Data collection occurred through Microsoft Forms, an online, self-administered survey tool. Respondents selected to participate received an invitation with an informed consent form and a link to the online survey via email. Those who agreed to participate opened the link attached in the email, and by opening and completing the survey, they implied their consent. The online survey comprised three parts: (1) destructive leadership scale, (2) multifactor leadership questionnaire, and (3) turnover intention scale. The completion time for the survey with a total of 22 items was estimated to be 20 minutes. This estimated completion time was based on estimates provided by the study conducted by Hyson (2016). There was no need to conduct a pre-study on the instrument as it had already been tested for reliability and validity. Table 1

provides the questionnaire specification.

Table 1. Questionnaire Specification

| Part | Variable | Item No. |
|------|---|-------------|
| I. | Tyrannical Leadership Behavior | DLS 1 to 4 |
| II. | Derailed Leadership Behavior | DLS 5 to 8 |
| III. | Supportive-disloyal Leadership Behavior | DLS 9 to 12 |
| IV. | Laissez-faire Leadership Behavior | MLQ |
| V. | Employee Turnover | TIS - 6 |

The first part of the instrument was the Destructive Leadership Scale (DLS). This instrument consisted of 12 items, with four items each measuring the participant’s experience with their leader as tyrannical, derailed, and supportive-disloyal, respectively. It utilized a four-position Likert-style scale in which higher scores indicated a higher level of DLB, and lower scores indicated a lower level of DLB. The scale demonstrated a median Cronbach’s alpha score of $\alpha=0.75$ (Hyson, 2016).

The second part was the multifactor leadership questionnaire (MLQ), a widely-used tool for assessing leadership styles and the associated traits and characteristics that influence followers’ actions and behaviors (Chancy, 2017). Developed by Bass and Avolio (Hyson, 2016), the questionnaire comprises 45 items describing three distinct leadership styles, namely transformational, transactional, and passive-avoidant. The MLQ was employed to effectively measure passive-avoidant leadership style or laissez-faire leadership behavior (Pahi et al., 2015). The MLQ used a Likert-style scale characterizing 0 “not at all”, 1 “once in a while”, 2 “sometimes”, 3 “fairly often”, and 4 “frequently, if not always”. A total score of 16 indicated a high level of laissez-faire leadership behavior, while a score of zero indicated a low level. The reliability of the MLQ was established with a Cronbach’s



alpha score of $\alpha=0.74$ (Hyson, 2016).

The final part of the questionnaire was the Turnover Intention Scale (TIS-6), which consisted of six items quantifying the turnover intentions of the participants. Turnover intention is a strong indicator of employee turnover. It utilized a five-position Likert-style scale from 1 indicating “never, highly unlikely, or to no extent” to 5 indicating “always, highly likely, or to a very large extent”. Higher scores indicated a higher level of turnover intention. The instrument demonstrated reliability with a Cronbach’s alpha score of $\alpha=0.80$ (Hyson, 2016).

In this study, the instrument demonstrated an acceptable Cronbach’s alpha reliability coefficient. The alpha values fell within various ranges, indicating different levels of reliability: excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70–0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), moderate (0.61–0.65), satisfactory (0.58–0.97), acceptable (0.45–0.98), sufficient (0.45–0.96), not satisfactory (0.4–0.55) and low (0.11) (Taber, 2018). Table 2 presents the Cronbach alpha findings.

Table 2. Cronbach Alpha Findings

| Part | Variable | Cronbach Alpha |
|------|---|----------------|
| I. | Tyrannical Leadership Behavior | 0.75 |
| II. | Derailed Leadership Behavior | 0.75 |
| III. | Supportive-disloyal Leadership Behavior | 0.75 |
| IV. | Laissez-faire Leadership Behavior | 0.74 |
| V. | Employee Turnover | 0.80 |

This study employed multiple linear regression to test the hypotheses. Multiple linear regression is a statistical technique that utilizes various explanatory var-

iables to predict the outcome of a response variable. The primary aim of this analysis was to establish the linear relationship between the independent variables and the dependent variable (Kenton, 2019). Additionally, the Pearson correlation coefficient was used to quantify the strength of the relationship between two variables. The Pearson correlation coefficient is represented numerically, ranging from -1 to +1. A value of +1 indicates a perfect positive relationship between two or more variables, while a value of -1 represents a perfect negative relationship. A value of zero signifies no correlation between variables (Kenton, 2018). Therefore, this study utilized multiple linear regression and the Pearson correlation to assess the ability of DLB to predict employee turnover.

RESULTS AND DISCUSSION

This section contained the presentation of the findings and analyses performed with the data using the appropriate statistical tools. This quantitative correlational study examined the effect of four forms of DLB on employee turnover in the BPO industry.

The author received 138 completed and usable surveys. Table 3 shows descriptive statistics of the variables including the mean and standard deviation of the four forms of DLB and employee turnover.

Table 3. Descriptive Statistics

| Variable | Mean | Std. dev. |
|---|--------|-----------|
| Tyrannical Leadership Behavior | 2.533 | 1.0366 |
| Derailed Leadership Behavior | 2.455 | 0.98466 |
| Supportive-Disloyal Leadership Behavior | 1.8080 | 0.6385 |
| Laissez-faire Leadership Behavior | 3.18 | 1.44899 |
| Employee Turnover | 3.666 | 0.78522 |





Tyrannical, derailed and supportive-disloyal leadership had a mean of 2.533, 2.455, and 1.8080, respectively, on a four-position Likert-scale with a standard deviation of 1.0366, 0.98466, and 0.6385, respectively. Laissez-faire leadership had a mean of 3.18 on a five-position Likert-scale with a standard deviation of 1.4489. Employee turnover had a mean of 3.666 on a five-position Likert-scale with a standard deviation of 0.78522. The small standard deviation relative to the value of the means indicated that the data points are close to the mean.

The Durbin-Watson test resulted in an independence value of 1.872. This value indicated a positive autocorrelation as defined by Kenton (2019). Table 4 shows the Pearson’s correlation coefficients for the variables.

Table 4. Pearson’s Correlation Coefficient Analysis

Table with 6 columns: Variable, Pearson Correlation, N, Tyrannical Leadership, Derailed Leadership, Supportive-disloyal Leadership, Laissez-faire Leadership, Employee Turnover. Rows include correlations for each variable against the others.

Notes: ** Correlation is significant at the 0.01 level (2-tailed).

The correlation shows that there was a significant positive strong correlation between tyrannical leadership and employee turnover with r = 0.826, derailed leadership and employee turnover with r = 0.799, and laissez-faire leadership and employee turnover with r = 0.800; and significant positive medium correlation between supportive-disloyal and employee turnover r = 0.568.

This study found a significant effect of DLB on employee turnover in the BPO industry. These find-

ings align with various studies, including Martin’s (2014) qualitative study on the consequences of DLB, which explored the experiences of millennial followers. The results confirmed that DLB leads to negative consequences, violating the legitimate interests of the followers and their commitment to the organization. Consequently, many millennial followers choose to leave their companies due to DLB. Erickson (2015) also discussed that if DLB is not effectively controlled within the organization, it tends to increase over time, resulting in high turnover, inadequate training, poor role modeling by senior management, and dysfunctional culture.

A standard multiple linear regression, alpha = 0.01 (two-tailed) was conducted to examine the effect of DLB on employee turnover and identify the form/s of DLB that demonstrated a significant effect on turnover. The results indicated that DLB significantly predicted employee turnover, with F (4,133) = 89.791, p-value of 0.000, resulting in an R2 = 0.730. The R2 (0.730) value suggests that approximately 73% of the variation in responses regarding employee turnover can be attributed to DLB. Table 5 conveys the model summary of regression analysis.

Table 5. Regression Analysis Summary for Predictor Variables

Table with 7 columns: Model, Unstandardized Coefficients (beta, Std. Error), Standardized Coefficients (beta, T), p-value, Interpretation. Rows list predictors: Constant, Tyrannical Leadership Behavior, Derailed Leadership Behavior, Supportive-disloyal Leadership Behavior, Laissez-faire Leadership Behavior.

a. Dependent Variable: Employee Turnover





The results indicate that tyrannical, derailed and laissez-faire leadership behaviors were the forms of DLB that showed statistically significant predictors of employee turnover. Tyrannical leadership behavior ($\beta = 0.279$, $p = 0.001$) made the highest contribution to the model. The positive slope for tyrannical leadership behavior as a predictor of employee turnover suggests an approximate 0.279 increase in employee turnover for each point increase in tyrannical leadership behavior. Laissez-faire leadership behavior ($\beta = 0.14646$, $p = 0.004$) followed closely in contributing to the model. The positive slope for laissez-faire leadership behavior as a predictor of employee turnover suggests an approximate 0.146146 increase in employee turnover for each point increase in derailed leadership behavior.

Schmid (2018) classified DLB into follower-directed behaviors (tyranny) and organization-directed behaviors (derailed) and examined their differential impact on emotional reactions and turnover intention. The study found that all forms of DLB had a positive relationship with turnover intention, with tyrannical leadership showing the strongest association among the DLB. The current study identified both tyrannical and derailed leadership behaviors as significant predictors of turnover, with tyrannical behavior contributing the most to the model.

Cacciatore (2015) found a relationship between psychological distress among workers and their perceptions of DLB. It was discovered that a supportive climate, acting as a mediator, reduced the relationship between DLB and subordinates' psychological distress. However, when controlling this mediator, a

highly significant association remained between DLB and subordinates' psychological distress. Stress increases the risk of actual turnover (Kachi et al., 2020) caused by leaders. This finding is supported by Anwar (2017) who observed that abusive leadership behavior and derailed leadership behavior are significantly and positively related to turnover in the industry of telecommunication call centers. The study also indicated that job stress partially mediates the relationship between abusive leadership and turnover intention, while the relationship between derailed leadership and turnover intention is fully mediated by job stress.

The results also revealed a positive slope for laissez-faire leadership behavior ($\beta = 0.146$, $p = 0.004$) as a predictor of employee turnover, indicating an approximate 0.146 increase in employee turnover for each point increase in laissez-faire leadership behavior. Fleming (2017) identified laissez-faire leadership behavior as significant predictor of workplace bullying, encompassing physical intimidation, work-related bullying, and person-related bullying. As per Yan (2014), negligent leadership is destructive for organizations pursuing a foster learning environment. Consequently, laissez-faire leadership exhibited the strongest and most negative impact on employees' learning behaviors.

Dalluay and Jalagat (2016) found that laissez-faire leadership had the lowest correlation with job satisfaction and performance in selected small-scale businesses in the Philippines. Laissez-faire leadership is considered the least effective leadership style and a major contributor to role conflict, as confirmed by Al-Malki and Juan (2018), who established a positive



relationship between laissez-faire leadership and role ambiguity. Cabaluna and Mbaw (2021) also supported the findings that laissez-faire leadership does not have an impact on work satisfaction in BPO industry. Consequently, several researchers have identified laissez-faire leadership as a significant predictor with a negative effect on employees. In the current study, laissez-faire leadership was one of the forms of DLB that significantly influenced employees to leave their jobs.

The results indicate that supportive-disloyal leadership behavior ($\beta = 0.045$, $p = 0.537$) did not predict any significant variation in employee turnover. Consequently, the data supported the rejection of H_{01} , H_{02} , H_{03} while H_{04} was not rejected.

In the leader's perspective, a full range of leadership styles is used to promote work-life balance, increase job satisfaction, and reduce turnover intentions among employees. Leaders who embody both transformational and transactional leadership styles tend to have healthier employees, as described by Zwingmann (2014). Similarly, leaders who incorporate these leadership approaches experience increased job satisfaction, reduced leader burnout, and the promotion of a healthy work-life balance. Leadership styles impact both leaders and employees (Griffith-Echito, 2019). Nuzzolo (2017) revealed that DLB is not solely a product of personality traits but can also be influenced by organizational culture. Tran (2014) noted that DLB serves as an important antecedent to workplace loyalty, voice behavior, and neglect within the organization. Therefore, organizations should be mindful of the impact of DLB and its effect on subordinates' be-

havior mechanisms to create a healthy and productive work environment. This current study contributes to the existing knowledge on DLB and its relationship with employee turnover.

CONCLUSION AND RECOMMENDATIONS

This quantitative correlational study sought to examine the effect of DLB on employee turnover in the BPO industry. The objectives of the study were to determine the effect of DLB on employee turnover and identify the predictors of employee turnover among the four forms of DLB. The study gathered 138 completed and usable surveys from online which are distributed among employees in the BPO industry located in the Southern Manila District.

The Pearson's correlation coefficient showed that there is a significant positive strong correlation between tyrannical leadership and employee turnover with $r = 0.826$, derailed leadership and employee turnover with $r = 0.799$, and laissez-faire leadership and employee turnover with $r = 0.800$; and a significant positive medium correlation between supportive-disloyal leadership and employee turnover with $r = 0.568$. A standard multiple linear regression, $\alpha = 0.01$ (two-tailed) was used to examine the effect of DLB on employee turnover and identify the form/s of DLB that shows evidence of a significant effect with turnover. The results indicated that DLB significantly predicts employee turnover, $F(4, 133) = 89.791$, p -value of 0.000 , $R^2 = 0.730$. The $R^2(0.730)$ value showed approximately 73% in the variation of the responses on employee turnover was accounted for by the DLB. Thus, tyrannical ($\beta = 0.279$, $p = 0.001$), derailed ($\beta = 0.189$, $p = 0.014$) and laissez-faire leadership ($\beta =$



0.146, $p = 0.004$) were identified as significant predictors of employee turnover in the BPO industry. The data provided evidence to reject H_{01} , H_{02} , H_{03} and failed to reject H_{04} .

This study showed that DLB, specifically tyrannical, derailed and laissez-faire leadership, influences employee turnover in the BPO industry. Leadership is the key to managing the organization successfully, and employee retention rate has become a key performance indicator for many organizations. The actionable recommendation of this study should start with identifying the specific form/s of DLB currently practiced at their organization. This can be known through employee engagement in a 360-degrees feedback process that may be conducted semi-annually or annually. Then, a leadership audit may be conducted to validate the results. Organizations will be able to determine positive and negative feedback regarding leadership effectiveness, and possible action plans to change DLB.

Tyrannical leadership behavior was identified as the highest contributor to the model. Thus, there should be a full implementation of a zero-tolerance policy to eliminate undesirable behavior in the organization. This policy should strictly be enforced and in compliance with the organization's code of ethics. Compliance officers or HR personnel should be in place to accept complaints anonymously and undergo fair due process. Tyranny in the workplace shall not be tolerated with the aid of this policy. Hence, this policy recommendation will prevent stressful and uncomfortable workplace for all the employees.

Another recommendation is establishing yearly training programs or mentorship for leaders to improve their managerial skills. These training programs should incorporate advanced leadership skills, personal development, effective communication skills, and team handling and development. Coaching may also be used to help leaders be more effective as it is primarily a skill-based support process. It can develop high potential leaders and address derailing behavior. There should be assessment periods over time to identify improvement, changes and leadership issues. Then, the implementation of new strategies to address leadership issues may help retain employees in the organization.

Organizations should seek internal improvements as it may lead to external culture improvements while increasing business performance. One internal improvement is promoting effective communication. Effective communication opens the barrier between leaders and subordinates. Communication is an important process in organizations to build and implement solutions or improve social relationships that will promote organizational commitment, and that employees are treated with respect. Since effective communication could be a way to discuss the problems, it could also be used to improve the working environment and leader-member relationship. It helps leaders to recognize whether they lack role awareness, poor involvement within the group, or passivity through effective interaction with their subordinates. It is a good practice to prevent possible turnover due to negligent leadership or laissez-faire leadership. Open communication is also a way for leaders to share knowledge, to help employees be motivated, and to grow as an



organization.

In a rapidly evolving industry, the importance of business agility cannot be overstated. The agile approach centers on the early identification of challenges, ultimately enhancing team effectiveness. An agile management style nurtures and fosters team members while promoting collective team excellence. This approach empowers individuals to take ownership of their responsibilities, thus optimizing employee potential and facilitating the delivery of high-quality work. The call to explore agile leadership is underpinned by three fundamental principles: (a) empowering and placing trust in teams, (b) embracing and adapting to change, and (c) fostering collaboration and open communication (Larralde, 2023).

Amidst the prevailing uncertainty in the world today, it is imperative for leaders to cultivate an innovative mindset that nurtures discovery, creativity, and the inclusion of diverse ideas. Agile leaders excel in promoting innovation within their organizations by embracing a culture of continuous experimentation, testing, and learning. This entails integrating innovation into the very fabric of daily operations, enabling employees to embrace calculated risks and facilitating the collision of creative perspectives (Daly, 2021).

Agile leadership thrives in an organization structured around a network of autonomous and independent teams. These leaders prioritize guiding and supporting their team members rather than rigidly directing or micromanaging. Consequently, this approach fosters a partnership based on trust, active listening, and collaborative engagement with employ-

ees. Agile leadership places a strong emphasis on cultivating an environment that inspires every individual to contribute and participate in collaborative problem-solving (Daly, 2021).

In the ever-shifting landscape of today's economy, leaders face unprecedented challenges, and agile leaders excel at swiftly adapting to these changes. They are adept at achieving optimal results by identifying opportunities for their organizations through a foundation of customer-centricity, entrepreneurial spirit, and inclusivity. Such a mindset consistently seeks out win-win solutions that deliver value to all stakeholders within the organization (Daly, 2021).

The author recommends future researchers to include a descriptive analysis of demographic characteristics in the study such as age, gender, and location. This may compare and further examine the different perspectives of the respondents on DLB and employee turnover. The author also recommends exploring mediator variables in the study. The mediator variables may take part in a deeper understanding of how DLB affects employee turnover. Such mediators include job stress, job embeddedness, job efficiency and performance, cultural values, organizational identification, and perceived external prestige.

The author recommends exploring different industries to expand the sample and compare the results from the current study. The study from different industries may imply different results as the BPO industry has different organizational culture and business operations than other industries. The author recommends organizations to conduct a longitudinal study to moni-



tor and follow their employees upon hiring until resignation. This may help in understanding the perception of employees on their leaders over their stay in the organization. This may gain in-depth knowledge on the relationship between leaders and subordinates; thus, a possible implementation of a new strategy may take place. These recommendations may contribute to help leaders develop tools or programs to enhance their leadership styles and prevent future employee turnover.

This study employed a purposive sampling method which poses some limitations for the generalizability of these findings. The selection of the participants was qualitatively generalized based on the location at ease and purpose of the study. Hence, the sampling method may be biased because the chosen participants may cognize turnover intentions. The reason for using this sampling method was due to a huge population of the BPO industry in the Philippines.

The study focused on employees working in the BPO industry located at Southern Manila District only. Thus, this study did not include the gender, age, and other location that may contribute to the study. Other industries, where turnover is high, were not considered and applied to the study.

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