



## **THE STUDY OF RELATIONSHIP BETWEEN DESTRUCTIVE LEADERSHIP BEHAVIOURS AND EMPLOYEE TURNOVER IN SMEs**

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**Abstract:** Australia has seen a massive decline in manufacturing jobs since 2000 that has negatively impacted societies which lost a significant source of employment. Due to the high turnover of employees from manufacturing companies, it has created a massive problem in the communities. The main aim of this quantitative study was to analyze the relationship between destructive leadership behaviours and employee turnover in a small and medium enterprise (SME) manufacturing business in Australia. The constructive-destructive leadership model will be used as the theoretical framework for the study. This theoretical framework is followed because leadership is both constructive and destructive. This model includes requirements that describe reasonable behaviour in an organization. Quantitative research will be used because this approach meets the purpose and objective of the study. Further, the researcher will be able to test the hypothesis with this approach. In this COVID-19 pandemic situation, convenience sampling technique will be appropriate to select the sample from some manufacturing companies. Due to this fact, the research will have fewer samples. The respondents will complete the destructive leadership scale (DLS), multifactor leadership questionnaire (MLQ), and the turnover intention scale (TIS-6) through an online survey. To investigate employee turnover, multiple regression analysis and Pearson correlation coefficients will be calculated. The multi regression analysis will be used to test the hypothesis of whether there is a relation between different types of destructive leadership styles and employee turnover. Also, multilinear analysis is considered appropriate when researchers want to examine the impact of two or more independent variables on dependent variables. The researcher will identify significant contributors with the help from the regression model. After identifying contributing factors, implications for social change will be identified that can assist to retain employees.

**Keywords:** Destructive leadership, Small and medium enterprise (SME), Employee turnover

## **INTRODUCTION**

### **Background of the Problem**

The purpose of this study will be to examine the relationship between destructive leadership behaviours and employee turnover in SME manufacturing organisations in NSW, Australia. The main problem here is that relation between the above-mentioned variables are unknown. The researcher will develop a model and will focus on addressing the gap. One of the interesting facts from Aasland et al. (2010) is that three-fourth of employees in the USA reported their destructive behaviours from the leaders led them to depart from their company. Hogan, Curphy, & Hogan (1994) found on their study that immediate supervisors were the one who demonstrated destructive behaviours and such behaviours was the main factor that led them to quit their job. Research from Laschinger (2012), Tummers, Groeneveld, and Lankhaar (2013) found that destructive leadership behaviours impact employees' turnover. Hence, studying such behaviours will help readers to have good knowledge about the relationship between destructive leadership behaviours and turnover in Australia and will help them to tackle the problems related to the subject matter.

### **Statement of the Problem**

Since expenses made on the workforce, destructive leadership behaviours have impacted small and medium business globally (Thoroughgood, Tate, Sawyer & Jacobs, 2012). Also, this has influenced the productivity level and motivational level of workers (Aydin, Sarier, & Uysal, 2013). The huge problem is that small and medium-sized business are lacking the awareness and knowledge about the impact of destructive leadership behaviours on the departure of workers.

Hence, the major focus of this study will be to study the relationship between destructive behaviours of leaders and turnover intention of the workforce in small and medium-sized manufacturing business organisations. With the use of constructive-destructive leadership model, the researcher will address the gap of the lack of information on such behaviours and its effect (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010). Research conducted in this topic will be valuable to tackle the problems associated with the firm that use such behaviours to tackle the problem of rising turnover.

### **Significance of the Study**

The study will aim to provide value to the business leaders, business practice and social change. There is a lack of information on the relationship between destructive leadership and employee turnover, hence, it will address that gap and assist in solving the managerial deficiency. Similarly, this study will focus on contribution to the business practice by offering strategies to lower the turnover of employees. Leaders will use the information from this study to educate managers about the risks of turnover, its cost and importance of motivation and job satisfaction. Finally, this study will help organisations to plan different programs by improving turnover rates. This will help them to lower the price of the good and it will have a positive impact on public welfare.

### **The objective of the Study**

The major objective of this study will be to examine the significance of the relationship between destructive leadership behaviours and turnover intentions of employees in small and medium-sized manufacturing business organisations. The secondary objectives will be as follows:

- a. To study whether there is a significant relationship between derailed leadership and employee turnover
- b. To study whether there is a significant relationship between tyrannical leadership and employee turnover
- c. To study whether there is a significant relationship between supportive-disloyal leadership and employee turnover
- d. To study whether there is a significant relationship between laissez-faire leadership and employee turnover.

### **Literature Review**

This study will cover evidence that will help managers to better understand the four types of destructive leadership styles. Besides, this study will help managers to check the significance of the relation between the destructive leadership behaviours and an employee turnover of a small and medium-sized manufacturing business in the Sydney region, NSW, Australia. The literature review section will consist of some previous articles. The researcher will first review some articles related to destructive leadership behaviours and its

types and employee turnover and then review some methodology adapted on the same topic.

### **Five Forms of Destructive Leadership**

There are five forms of destructive leadership behaviour, and they are supportive-disloyal, derailed, tyrannical, constructive, and laissez-faire. These forms fall under four sections. One of them is constructive, three of them are completely actively destructive and the passive one is laissez-faire leadership (Aasland et al., 2010). Aasland et al., (2010) stated that destructive behaviours cannot be separated from constructive behaviours. Further Aasland et al. (2010) stated that constructive behaviours overlap with the overall welfare of the employees and firm. Derailed and tyrannical leadership behaviours negatively impact employees and supportive-disloyal leadership positively influence employees (Aasland et al., 2010). Einarsen et al. (2007). Einarsen et al. (2007) avoided laissez-faire leadership and its negative impacts.

Leaders perform different actions towards their employees such as manipulating actions in tyrannical leadership (Aasland et al., 2010). Another form is derailed leadership, it contains actions such as scam and stealing from the firm and behaviour of harassment toward their employees (Aasland et al., 2010). Leaders assist their subordinates through stealing resources for attaining their personal objective through supportive-disloyal leadership style (Aasland et al., 2010). In his type of destructive leadership, at the expense of organizational resources supervisors assist and motivates their leaders through supportive-disloyal leadership approach (Gray & Muramatsu, 2013). It may even lead to employees' incompetence and deviation (Einarsen et al., 2007). Laissez-faire leadership consist of behaviour where leaders fail to keep their existence (Skogstad et al., 2014). Aasland et al. (2010) in their study examined the impact of leadership traits on job satisfaction of subordinates. The researchers found that almost all participants regarded destructive leadership behaviours as the explanation for quitting their organization.

### **Destructive Leadership Affects an Organisation and Employees**

Most of the works of literature were focused on Derailed and tyrannical leadership behaviours and bullying. More than two-thirds of the respondents said that supervisors were the most horrible element of their job (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010). According to Tepper, Moss, & Duffy (2011), business organisations bear \$23.8 billion of annual loss in different subjects. Bullying was the focus of derailed and tyrannical leadership. Johnson and Trad (2014) in their study of radiation therapists found that more than one-third of employees faced bullying. Similarly, almost one-third of the respondents found that over one year they were bullied by their supervisor (Zabrodska & Kyeton, 2013). Hence, most of the research focused on bullying behaviour as a crucial element of derailed or tyrannical leadership.

### **Derailed Leadership**

Derailed leadership destructs and negatively impacts both the firm and employees (Aasland et al., 2010; Einarsen et al., 2007). The relevant behaviours a derailed leader shows are scam and theft. Another significant behaviour that comes within the quadrants of anti-subordinate is bullying, discouragement from the managers and dishonesty (Aasland et al., 2010). These detrimental behaviours negatively influence employees. One of the models of business scam developed by Trompeter, Carpenter, Desai, Jones, and Riley Jr. (2013) found that derailed leadership comes from opportunities available and burden.

### **Tyrannical Leadership**

Through manipulation and humiliation, tyrannical leaders flourish power over their subordinates Ashforth (1994). Such leaders weaken the satisfaction and motivation of employees (Aasland et al., 2010). However, it may not harm their firm it may hurt the employees of that firm (Einarsen et al., 2007). As per the constructive destructive leadership model, this leadership fall under the quadrants of pro-organizational, but anti-subordinate ( Einarsen et al., 2007). tyrannical leaders complete their work or objectives through humiliation and manipulation by being aggressive. Boyatzis (2014) in his study found that Tyrannical behaviours of leaders on employees created a stimulus to avoid their leaders and managers. Harris, Harvey, Harris, & Cast (2013) found that abusive experience of employees negatively influenced the anticipated work outcomes.

### **Supportive-Disloyal Leadership**

Einarsen et al (2010) defined supportive-disloyal leadership in a well-manner. The authors stated that leaders gave their followers with some entitlement at the expense of the resources owned by the firm. Trust

is the main motto of leaders and they gain the trust of their employees by showing some degree of value towards their contributions (Paustian-Underdahl et al., 2013). Such leaders motivate and inspire their followers to maintain a low level of ethics, misbehaviour and show unproductivity (Aasland et al., 2010). These leaders may not pose detrimental behaviours all the time, however, it may lead them to achieve their position (Lipman-Blumen, 2005). In such case of leadership behaviours, followers may not find supportive-disloyal leadership as damaging because they are benefiting from those behaviours (Dussault, Frenette, & Fernet, 2013)

### **Laissez-Faire Leadership**

A model was created by Bass and Avolio (2004) and the associated three types of leadership: transformational, transactional, and laissez-faire leadership. The most active and positive leadership was regarded as transformational leadership and the neutral leadership was transactional leadership style. On the other side, laissez-faire leadership was considered as the unproductive and passive style of leadership approach. Laissez-faire leadership is also considered as the instrument for bridging the gap between constructive and destructive behaviours (Bass & Avolio, 2004). In contrast, laissez-faire leadership does not mean leaders are ineffective. This is because ineffective leaders damage their firm and subordinates due to their inability and it's not intentional (Lipman- Blumen, 2005).

### **Employee Turnover**

Employee turnover is considered as a though process where an employee thinks and plans to leave the job (Aguiniga, Madden, Faulkner, & Salehin, 2013). In this competitive world, employee turnover has been a critical issue of many business organisations and it will impact small and medium-sized manufacturing firms in the future in terms of productivity (Sim & Chiang, 2012).

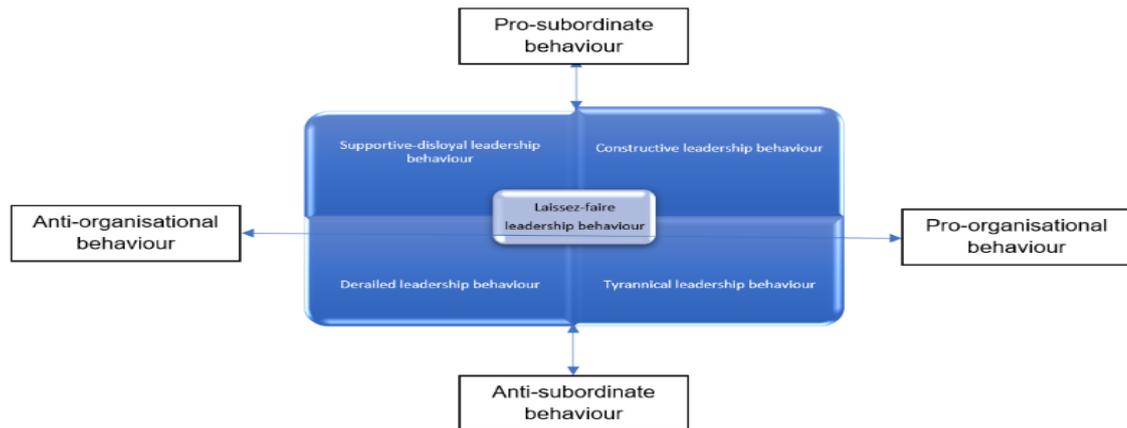
Mobely (1977) developed a model which is known as the intermediate linkage model of turnover (ILMT). This model focused on ten steps of leaving a job. During this stage, employees undergo a different situation, and they decide whether to leave the job or remain in the organization. This model has a type of turnover: avoidable turnover and unavoidable turnover. Avoidable turnover arises due to the high level of dissatisfaction from work and in this case, employees leave their job. During this process, the employer may interfere and avoid the exit of the employees. In contrast, unavoidable turnover, employees will leave the job voluntarily and try attempt made to stop the departure will be worthless.

After reviewing all the works of literature, there is a lack of information about the relation between DLB and employee turnover. This study will aim to clearly define the relationship between DLB and employee turnover by researching SMEs in Australia.

### **Theoretical Framework of the Study**

Previous and existing research has shown that concepts and explorations of behaviours generate the best familiarity. According to Gaiter (2013), such behaviours influence employee performance and traits in a positive way. Effective leaders show a degree of sacrifice which is beneficial for the organization (Boone & Makhani, 2012). Such effective leaders do not focus on their self-interest, rather, they focus on satisfying their workers, consumers and all the stakeholders (Peterson, Galvin, & Lange, 2012; Zhou & Miao, 2014). On the other hand, destructive leaders focus on themselves and they are acting against such mentioned behaviours (Thoroughgood, Hunter, & Sawyer, 2011). The figure of destructive leadership model is shown in Figure 1.

**Figure 1.** A model of destructive leadership behaviour



Source: Aasland et al., 2010

The constructive-destructive leadership model can be elaborated into five leadership constructs. This model, also, has four dimensions which are pro-organizational, anti-organizational, pro-subordinate, and anti-subordinate. The researcher will use this model for the theoretical basis. Based on figure 1, Aasland et al. (2010) found that leaders pose both destructive and constructive behaviours and leaders cannot only show one type of behaviour. On the contrary, Einarsen et al. (2007) developed a destructive leadership behaviour model composed of constructive, derailed, supportive-disloyal, and tyrannical leadership. Aasland et al. stated that laissez-faire leadership weakens the purpose of the business or the promotion of employees, however, Einarsen et al. (2007) stated that laissez-faire leadership does not hamper the objectives of an organisation because of its passiveness. Einarsen et al. (2007) also stated that unintentional incidents of destructive leadership behaviour do not qualify the definition.

### **Other Theories of Destructive Leadership Behaviours**

There are other theories of DLB which defines why leaders follow destructive leadership styles while others do not. With a detailed review of the literature, the researcher has found some models of DLB which are reviewed below.

#### **Full Range Leadership Development Model**

Bass and Avolio (2004) pioneered this model to recognize and prove which individual behaviours were useful as a leader. The authors defined transactional, transformational, and laissez-faire leadership in their model (Bass & Avolio, 2004). The main idea of full-range leadership development model is that when leaders create a pattern of transformational leadership subordinates can perform better (Bass & Avolio, 2004). The main pros of this model are that Bass & Avolio (2004) builds this model in business literature and researchers have used the multifactor leadership questionnaire, which is the instrument of this model (Oberfield, 2014). The researcher will not use this model as it only covers only one form of DLB, laissez-faire leadership and avoids other forms of leadership.

#### **Destructive Managerial Leadership Model**

Nyberg et al. (2011) proposed a concept of DLB designated destructive managerial leadership (DML). DML comprises of three different elements of DLB while it incorporates the definition of DLB established by Aasland et al. (2007). These three elements are autocratic, malevolent, and self-centred detrimental leadership. What differentiates DML from that of DLB is that it has three elements of leadership which lack passive form. Due to this weakness, the researcher will not use this model.

Based on the literature review, further research will look for the impact of destructive leadership on employees' turnover. The hypothesis will therefore be created to look for the issues related to the turnover intention of employees. These issues will be connected to how leaders are being perceived by their employees. From the above literature review and conceptual framework, the following research question will be developed:

## What is the relationship between destructive leadership behaviours and turnover intentions of employees in small and medium-sized manufacturing business organisations?

Derailed leadership comprises behaviours from leaders that damage both the organisation and subordinates (Aasland et al., 2010). These behaviours include bullying, distraction, and providing misleading information to the employees (Aasland et al., 2010) and such behaviours negatively affects staffs. Similarly, behaviours such as downward mobbing were significantly related to low job satisfaction and high turnover of employees (Ertureten et al., 2013). Hence, the above discussion will lead to the following hypothesis:

**H1:** There is a positive relation between derailed leadership behaviour and employee turnover.

There is a limited number of pieces of literature on tyrannical leadership, the concept of abusive supervision is ample. Abusive supervision is the perception of subordinates on sustained aggression including verbal and non-physical actions of leaders (Pundt, 2014). Palanski et al. (2014) observed a correlation between job satisfaction and abusive supervision; they also noted a correlation between job satisfaction and intention to leave the organisation. Abusive supervision conveys frustration at a high level which lowers organisational support (Harris et al., 2013). Also, tyrannical leadership from anti-subordinate aspects impacted the intention of the salesperson to quit and their commitment towards organisation Schwepker and Schultz (2015). Hence, the above literature will lead to the following hypothesis:

**H2:** There is a positive relation between tyrannical leadership behaviour and employee turnover

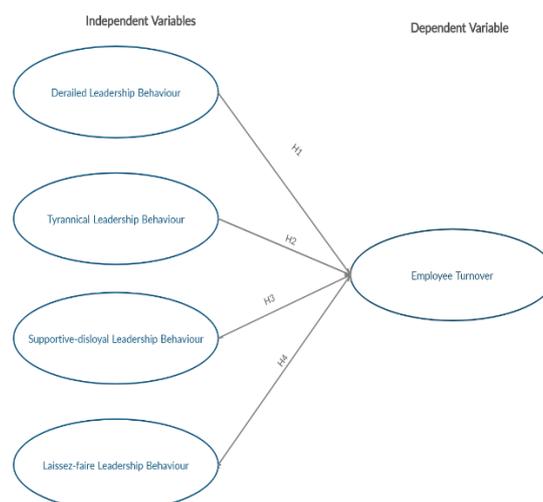
The supportive-disloyal leadership behaviour comprises of pro-subordinate behaviours. The supportive-disloyal leadership style consists of pro-subordinate behaviours linked with anti-organizational behaviours (Aasland et al., 2010). supportive-disloyal leaders motivate and support followers, while at the same time they steal resources from the organisation (Aasland et al., 2010). Supportive-disloyal leaders encourage low levels of work ethics, misconduct, and engendered inefficiency and ultimately leads to the departure of employees from the organisation (Aasland et al., 2010). Hence, the above discussion will lead to the following hypothesis:

**H3:** There is a positive relation between supportive-disloyal leadership behaviour and employee turnover.

Laissez-faire leaders are untrustworthy (Lutz Allen, Smith, & da Silva, 2013). Laissez-faire leaders generally fail to carry out the vision for the future or fail to convey the purpose, fail to motivate their followers which lead to the departure of employees (Carton, Murphy, & Clark, 2014). Hence, the following hypothesis will be generated from the above discussion:

**H4:** There is a positive relation between laissez-faire leadership behaviour and employee turnover.

**Figure 2.** Conceptual Framework of the Study



**Table 1.** Operational Definitions of Independent Variables

Constructs	Definition	Reference	Researcher's definition
Derailed leadership behaviour	It occurs when leaders show both anti-organizational and anti-subordinate behaviours.	Aasland et.al. (2010)	It occurs when leaders fail to achieve something that was expected from them.
	Leaders humiliate, bully their employees as well as working against the organisation.	Aasland et.al. (2008)	
	It occurs when leaders try to please their supreme leader.	Einarsen et.al. (2007)	
	Leaders are disloyal to both employees and the organisation.	Baig, & Zaid (2020)	
Laissez-faire leadership behaviour	Laissez-faire leadership exists when a leader fills a position of supervisory responsibility but relinquishes his or her powers, authority, or accountability.	Skogstad et al. (2014)	In this leadership, management allows teams or employees to take decisions and avoids giving feedback and resources.
	Leaders restrict employees from acquiring information and feedback.	Neuman & Baron (2005)	
	It is a withdrawal of duties by the leader.	Buch, Martinsen, & Kuvaas (2015)	
Tyrannical leadership behaviour	Tyrannical leadership occurs when leaders behave destructively toward subordinates through nonphysical means such as intimidation, belittling, public humiliation, or nonverbal aggression.	Ashforth (1994)	They are the leaders who wield their power unjustly and cruelly.
	Leaders undermine motivation and job satisfaction of employees.	Einarsen et.al. (2007)	
	Leaders try to gain good results at the cost of their employees.	(Aasland et al. (2008)	

Supportive-disloyal leadership behaviour	A pro-subordinate and anti-organisational leadership style in which leaders steal organizational resources while motivating and backing his or her followers and their efforts.	Aasland et al. (2010)	These leaders provide benefits to the employees at the expense of the organization.
	Leaders inspire wrongdoing at work.	Einarsen et.al. (2007)	
	Leaders add strain on the organisation while supporting their employees.	Nahum-Shani, Lim, Henderson, & Vinokur (2014)	

## I. METHODOLOGY

### A. *Research Design*

The researcher will use a quantitative research design as it is best suited for this study. The researcher will choose this approach because the quantitative design will help the researcher to properly demonstrate the purpose, research questions and statement of the problem (Venkatesh, Brown, and Bala, 2013). Further, due to the nature of research questions and hypothesis, the researcher will choose the quantitative design for the study. According to Hoe and Hoare (2012), a qualitative approach to research design is very difficult to use because of its rigorous nature. If the researcher uses a quantitative research method, it will allow them to collect data in a large number with the flexibility (Thamhain, 2014). By using quantitative design, a researcher will easily measure the relationship and significance of the relationship between destructive leadership behaviour and employee's intention to quit the job (Ingham-Broomfield, 2015). Employees turnover intentions will easily be turned into numbers and quantitative research design is the most appropriate method for this study. Researchers such as Aasland et al. (2010) used this design in their study about the various components of destructive leadership and employee's turnover and job satisfaction.

### B. *Research Strategy*

The researcher will use a set of anonymous questionnaires for the survey as a strategy to collect data from the respondents. The researcher will use a social networking platform: LinkedIn to contact SMEs and collect samples from respondents. It will strengthen the power of the researcher to examine the relationship between independent and dependent variables of the study. When researchers use the survey method, it will enable him to investigate the relationship between independent variables of derailed, tyrannical, supportive-disloyal, and laissez-faire leadership and dependent variables that consist of employee turnover. The study will use the survey because it will allow the researcher to have a high degree of validity and dependence of variables can also be demonstrated.

The research questions and objectives of the study will be easily addressed by using survey method as each variable will be assigned with items that best describe both dependent and independent variables. Without any manipulation in the mentioned hypothesis, the survey strategy will be able to examine the significance of the relation between different types of leadership and employee turnover. Hence, correlation analysis will be a very appropriate strategy to examine the hypothesis and provide answers to the research question.

### C. *Population of the Study*

The population of the study will comprise all the employees being employed in SMEs manufacturing companies in Australia. According to The Australian Bureau of Statistics (2018), manufacturing firms can be identified as those industries who converts physical or chemical materials into a new thing. Besides, the bureau has also stated that 12,418,700 workforces are currently working in the manufacturing industry in Australia. The researcher will adopt the explanation

made by Larimo (2013) on SME, which has defined SME as those firms which have employees less than 250. The researcher will plan to collect data from employees working in manufacturing SMEs.

#### **D. Sample Size**

Sample size determination is an integral part of any well-designed scientific study. The procedure to determine sample size depends on the proposed design characteristics including the nature of the outcome of interest in the study. Hair et al (2010) recommend between 5 and 10 respondents per item from the questionnaire and when the proposed number of items in the questionnaire is 38, the required number of samples will range from 190 to 380. Thompson, (2004) suggests that at least 200 respondents must be sampled to attain a balanced solution through factor analysis. Hence, the number of sample size will be 200 for this study (Thompson, 2010).

#### **E. Sampling Method**

Convenience sampling technique will be used for the sampling as it will make it easy for the researcher in this COVID-19 pandemic situation. It is a kind of non-probability where members of the target population that meet certain practical criteria such as geographical proximity, availability of time, willingness to participate and easy accessibility (Dörnyei, 2007). Convenience Sampling is affordable, easy and the subjects are readily available. Therefore, various researchers (Hsiu Chin & Huan-Sheng, 2015) have used convenience sampling technique.

#### **F. Data Collection**

Data will be collected using google form. The researcher will contact people from different SMEs manufacturing companies through social networking platform of LinkedIn in this COVID-19 situation. Different professionals from SMEs will be contacted and then will be requested to collect data from their organisation. After doing this, the respondents will fill up the questionnaire. The questionnaire will consist of close-ended questions and it will be constructed in such a way that it could be completed within 20-30 minutes. The questionnaire will consist of four sections where the first section will cover demographic information and the remaining three sections will be adapted from various authors. The second section will be adapted from destructive leadership scale instrument (DLS) which is developed by Einarsen et al. (2002), and the third section will consist of multifactor leadership questionnaire 5X-Short which will be adapted from Bass and Avolio (2004). The fourth section of the questionnaire will be turnover intention scale which will be adapted from Roodt (2004). Employee turnover has proxy known as turnover intention. Turnover intention is regarded as the indicator of real employee turnover (Levy, Poertner, & Lieberman, 2012). The questionnaire will be attached in the appendix.

**Table 2:** Empirical Support for the Questionnaire

<b>Constructs</b>	<b>Items</b>	<b>References</b>
Tyrannical leadership behaviour	During the last six months, have you felt that your immediate superior has bullied you if you do not live up to his/her standards?	Adapted from Einarsen et al. (2002).
	During the last six months, have you felt that your immediate superior has imitated or made faces to you, or other colleagues, to show that he/she is unhappy with your/their work efforts?	
	During the last six months, have you felt that your immediate superior has spread incorrect information about you, or your colleagues, to damage your/their standing in the company?	

	<p>During the last six months, have you felt that your immediate superior has given you a dressing down on the phone, hung up in the middle of a conversation or sent you an offensive e-mail because he/she thinks you have done a poor job?</p> <p>During the last six months, have you felt that your immediate superior has placed brutal pressure on you?</p> <p>During the last six months, have you felt that your immediate superior has bullied other colleagues if they do not live up to his/her standards?</p> <p>During the last six months, have you felt that your immediate superior has shown a low level of respect for others?</p> <p>During the last six months, have you felt that your immediate superior has enjoyed making people suffer?</p>	<p>Adapted from Shaw et al. (2014)</p>			
Derailed leadership behaviour	<p>During the last six months, have you felt that your immediate superior has ascribed the company's success to his/her efforts ahead of the efforts of the employees?</p> <p>During the last six months, have you felt that your immediate superior has used his/her position in the firm for financial/material gain at the expense of the company?</p> <p>During the last six months, have you felt that your immediate superior has regarded his/her colleagues more as rivals than partners?</p> <p>During the last six months, have you felt that your immediate superior has reduced your chance to express yourself at meetings, by assigning you slightly less time to talk, or by putting you at the end?</p>	<p>Adapted from Einarsen et al. (2002).</p>			
	<p>During the last six months, have you felt that your immediate superior has lied a lot?</p> <p>During the last six months, have you felt that your immediate superior has blamed others for his/her own mistakes?</p> <p>During the last six months, have you felt that your immediate superior has said one thing and does exactly the opposite?</p> <p>During the last six months, have you felt that your immediate superior has not shown trust in subordinates by assigning them important tasks?</p>		<p>Adapted from Shaw et al. (2014)</p>		
	<p>During the last six months, have you felt that your immediate superior has been chummy by encouraging you/your colleagues to extend your/their launch break?</p> <p>During the last six months, have you felt that your immediate superior has encouraged you to take advantage of extra privilege sat the company's expense?</p> <p>During the last six months, have you felt that your immediate superior has encouraged you, or your colleagues to take extra coffee/smoke breaks, as a reward for good work efforts?</p>			<p>Adapted from Einarsen et al. (2002).</p>	

	During the last six months, have you felt that your immediate superior has encouraged you or your colleagues to carry out private tasks/errands during working hours?	
	During the last six months, have you felt that your immediate superior has personal favourites?	Adapted from Shaw et al. (2014)
	During the last six months, have you felt that your immediate superior has shown excessive favouritism?	
	During the last six months, have you felt that your immediate superior has acted in ways that divide employees against one another?	
	During the last six months, have you felt that your immediate superior has been telling people what they want to hear?	
Laissez-faire leadership behaviour	The person (manager) I am rating avoids getting involved when important issues arise.	Bass and Avolio (2004)
	The person (manager) I am rating is absent when needed.	
	The person (manager) I am rating avoids making decisions.	
	The person (manager) I am rating delays responding to urgent questions.	
	The person (manager) I am rating waits for things to go wrong before taking action.	
	The person (manager) I am rating demonstrates that problems must become chronic before taking action.	
	The person (manager) I am rating fails to interfere until problems become serious.	
	Keeps track of all mistakes.	
Employee turnover	How often have you considered leaving your job?	Adapted from Roodt (2004)
	To what extent is your current job satisfying your personal needs?	
	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	
	How often do you dream about getting a new job that will better suit your personal needs?	
	How likely are you to accept another job at the same compensation level, should it be offered to you?	
	How often do you look forward to another day at work?	

#### G. Data Analysis Method

The researcher will use multiple linear regression analysis to test the hypothesis. For this study, multiple linear regression analysis will be suitable to forecast quantifiable outcome from various independent variables.

The use of multiple linear regression analysis helps to test the hypotheses of the study. Multiple linear regression will be appropriate regarding predicting a multivariate descriptive statistical tool to find out the influence of destructive variables on employee turnover. It will create a linear model and will comfort the execution of the results (Pavon-Dominguez, Jimenez-Hornero, & Rave, 2013). The researcher looked for other types of analysis method, but they were inappropriate. Some of them were logistic regression and data envelopment analysis. All the collected data will be entered into SPSS software and analysis will be conducted.

#### H. Ethical Consideration

The researcher will get consent from the participants before they fill up the questionnaire. Participants will be free to leave the survey at any time and they can voluntarily participate in the survey. There will be implied consent as ethics is one of the significant elements of ethical research and it will add value to the research. The respondents will have to allocate almost 20 to 30 minutes to participate in the survey.

The researcher will protect the privacy of the participants and will follow ethical considerations. The researcher will be accountable and maintain ethical integrity. Information about the respondents will be made anonymous and recognizable information will be removed. The real identification of respondents will be kept private and after the research is successful, data will be destroyed both from google and the hard drive.

#### *I. Contribution from the Thesis*

The first contribution would be to add value to business organisations. Understanding the relation between DLB and employee turnover will help them to retain employees which are the assets of any organization. As there is a lack of information on DLB in SMEs, managers are not able to handle managerial comprehension (Rodwell, Brunetto, Demir, Shacklock, & Farr-Wharton, 2014). Hence, it will help managers to overcome future destructive situations. In addition to this, managers can comfort their employees after understanding the relation between DLB and employee turnover which will improve quality service resulting from job satisfaction and motivation.

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