

UNCOVERING THE DARK SIDE OF LEADERSHIP: CONSEQUENCES OF TOXIC LEADERSHIP ON TURNOVER INTENTION WITH BPHUBBING AS MODERATION

Gerry Suryosukmono*

Faculty of Economic and Business, Universitas Bengkulu, Indonesia

Bambang Sahono

Faculty of Teacher Training and Education Science, Universitas Bengkulu, Indonesia

Muhammad Yasser Iqbal Daulay

Faculty of Economic and Business, Universitas Bengkulu, Indonesia

Ilsya Hayadi

Faculty of Economic and Business, Universitas Bengkulu, Indonesia

Chairil Afandy

Faculty of Economic and Business, Universitas Bengkulu, Indonesia

ABSTRACT

This research aims to measure the role of toxic leadership which is reinforced by boss phubbing behavior as a moderating variable which negatively influences employee behavior and triggers the employee's desire to leave an organization. We use a sample from 305 employees of private companies and work for both industrial and service companies in Indonesia. The method was carried out by conducting a pre-test using Confirmatory Factor Analysis to determine validity and reliability. Furthermore, this research describes the respondent's profile and tested the hypotheses using the Structural Equation Modelling (SEM) method. The results showed that there was a significant, direct effect from the influence of toxic leadership on job stress, perceived leader integrity, and meaningful work. These three variables also had a significant effect on turnover intention. Moreover, boss phubbing also managed to moderate the relationship between toxic leadership and job stress, perceived leader integrity, and meaningful work. The research is unique because no empirical research before tries to examine the relationship between toxic leadership and Boss phubbing as a supporting element for the emergence of negative behavior for employees.

Keywords: Toxic Leadership, Boss Phubbing, Job Stress, Leader Integrity Perspective, Meaningful Work, Turnover Intention.

Submission: 4th January 2022

Accepted: 6th September 2023

<https://doi.org/10.33736/ijbs.6369.2023>

* Corresponding author: Faculty of Business & Economics, Universitas Bengkulu, W.R Supratman Street, Bengkulu, Indonesia.
Tel: +6281286419845; Email: gerrysuryo@unib.ac.id

1. INTRODUCTION

The employee's desire to leave the organization has attracted human resource managers, as the costs of employee turnover significantly affect the operational capabilities and organization budget. Employee turnover is highly influential on the organization's finances and disrupts most organizational functions. According to (Wen et al., 2016), private companies and governments spend billions of dollars annually to tackle this problem worldwide. Furthermore, alongside the times when the organization really requires employees with certain skills, it will be unfortunate if the employee leaves the organization. The time required to carry out a new recruitment process is very long, especially if people wanted to recruit employees with special skills. In certain positions, the process can take months due to special requirements that must be fulfilled. Therefore, companies need to maintain and retain the best talents as this greatly affects effective human resource planning (HRP), budgeting, and recruitment processes.

The main cause of someone leaving an organization is the bad relationship between leaders and employees. The existence of a destructive and domineering leader accompanied by a weak organizational supervision system where authority is concentrated on top management (Thoroughgood & Padilla, 2013) will create toxic leaders. This causes many negative effects to employees such as poor performance, decreased motivation, low attendance, which drives the desire to leave the organization. (Morris, 2019; Hadadian & Sayadpour, 2018). (Labrague et al., 2020) described toxic leaders who engage in destructive actions or behaviors as having characters of contempt, intolerance, and narcissism.

Furthermore, it is undeniable that technology and information advances such as smartphones have consequences with the formation of negative behaviors for social interactions, including the relationship between superiors and subordinates. People tend to focus on devices rather than interacting or building conversations, often referred to as phone snubbing or phubbing (Chotpitayasunondh & Douglas, 2016). Phubbing itself has negative consequences for social interactions among humans. The Pew Research Center reported that from 2018, 72% of parents stated that their child was busy with their gadget when they wanted to start a conversation. Simultaneously, 51% of adolescents also reported that their parents were also busy with their own cell phones during conversations between them. (Cao et al., 2018). Therefore, in the context of an organization or company, boss phubbing (BPhubbing) is defined as an employee's perception of a leader or superior who is more preoccupied with their devices when communicating in the work environment (Roberts & David, 2017). The excessive use of devices will make superiors less appreciative of the subordinate's work and may not care about their employee's condition. As a consequence, subordinates' trust in their superiors decreases (Robert & Davids, 2020). This work environment also makes employees lose happiness when doing their works (Widodo & Suryosukmono, 2021). In the end, a toxic leader with excessive Bphubbing behavior will further trigger someone to leave the organization. Research on the antecedent factors of turnover intention has been explained. These factors include work stress (Khan & Ali, 2013; Calisir et al., 2011), job fit (Ilyas & Lacaze, 2013), commitment to the organization (Ahmed et al., 2013; Firth et al., 2004), work flexibility (Porter & Ayman, 2010), emotions and perceived organizational support (Ghosh, 2014; Javed et al., 2014; Lobburi, 2012). Based on the description above, this study is crucial to do as one of the studies to discover factors that drive

employee turnover, which is produced not only by toxic leadership style but also by excessive use of smartphone as one of the elements that might strengthen toxic leadership.

2. LITERATURE REVIEW

2.1. Toxic Leadership

In the context of leadership theory, this research examines one of the dark aspects of leadership style. This is the toxic leadership style that is likened to a poison that spreads silently, undetected, and not only pollutes individuals but also affects the work team, ultimately affecting the organization as a whole (Vreja et al., 2016). Furthermore, (Pelletier, 2010) stated that leadership can be considered toxic if followers are harmed physically or psychologically by the leader's actions, thereby causing long-term damage to subordinates. However, the leaders never perceive their negative behavior, and always believe that their behavior is socially acceptable (Maxwell, 2015; Schyns, 2015).

Toxic leadership also significantly affects conditions that lead to decreased employee performance and an increased desire to leave. This is observed from previous research where leadership has a negative effect on job satisfaction, work dedication, increasing work stress, loss of meaningful work for employees, and increasing the intensity to leave the organization (Templer, 2018). According to (Carlson et al., 2011), this leadership is also positively related to a high number of resignations by subordinates from their work. According to these findings, employees report high levels of depression and stress due to toxic leader behavior. This research also highlights that employees' engagement and love for work, as well as their role in the organization, is reduced.

2.2. Boss Phubbing

Departing from advances in technology and existing information such as the presence of smartphones, it turns out to have consequences with the formation of negative behavior for social interactions among humans. People tend to focus on their devices instead of interacting or building conversations. An individual who pays more attention to their phone compared to the other person, during social interaction is called phone snubbing or phubbing (Chotpitayasunondh & Douglas, 2016). Therefore, boss phubbing (BPhubbing) is defined as an employee's perception of their leader or superior who is more preoccupied with their devices when communicating in the work environment (Roberts & David, 2017). Furthermore, (Nakamura, 2015) observed that looking at your smartphone screen while engaging in a conversation with someone can damage the social connections built. A deviation from the expected behavior during a conversation by diverting the attention of superiors from subordinates has been shown to undermine the trust of subordinates and raises doubts about the integrity of the leader (Krishnan et al., 2014). The excessive use of devices will make superiors less appreciative of the subordinate's work and do not care about the condition of their employees (Robert & Davids, 2020).

Based on this description, supervisors who are busy on their phones will show little consideration for the thoughts and ideas of their employees. This also has the potential to increase work stress and make them lose meaningful work. Related research shows that the supervisor's function as a protector, supervisor, and assistant in the development of the subordinate's abilities can be carried

out if the superior is "present" in every working relationship with employees (McDaniel & Coyne, 2016; Roberts & David, 2016). Furthermore, supervisors must attend to their employees, not only in a physical sense but also in a caring manner. When they are more preoccupied with their smartphones during conversations with their employees, this undermines positive expectations. As observed by (Roberts & David, 2017), Bphubbing reduced active employee participation. Therefore, employees feel less valued and prefer other alternative jobs with a better work climate that supports the employee's career.

2.3. Meaningful Work

Bailey & Madden (2015) defined meaningful work as when one finds an authentic connection between work and life. It is different from the engagement concept which is seen as a positive attitude related to work which consists of passion, dedication, and learning. (Schaufeli, 2014). Meaningful work is not seen as a balance between work and life but as a way to bring harmony into the busy routine of work, thereby making employees more comfortable in the office. Furthermore, it even considers that simple and easy work executed with a meaningful perspective is meaningful for the organization. Cultivating an attitude of understanding oneself, the organization, and the suitability of the individual within the organization will promote the individual's desire to align goals. This consists of specific goals that come from individuals and organizations, fostered through effective organizational leadership. Success in achieving work goals will provide additional information about self-potential, work as well as suitability, and will create a thorough work understanding. An understanding of work and goals will enable a person to find meaning at work (Steger, 2016). Meaningful work is identified on several levels and the first is workers' consideration towards their work as meaningful and significant. The next level is how the work is considered to have meaning in the lives of workers. Or in other words, it helps them build more meaning in their lives. The top-level is when the work is considered to have a positive impact on others or on humanity (Steger, 2016).

2.4. Work Stress

Stress is an interesting topic to be discussed, not only by academics but also by practitioners of contemporary organizational management. It is defined as an employee's feelings regarding tension, anxiety, frustration, worry, emotional exhaustion, and perceived barriers, even violence experienced at work (Wickramasinghe, 2016). Employees who experience stress at work can be a burden to the organization. Various negative effects of stress experienced by employees include decreased performance (Akgunduz, 2015), high employee health costs (Guthrie *et al.*, 2010), and the desire to change jobs (Brunetto *et al.*, 2017). Subsequently, work stress has the potential to endanger the health of the individual and threaten the existence of the organization. Work stress can be experienced by an employee when they are unable to cope with work demands and organizational pressure. This stress increase may occur for various reasons such as characteristics and repetitive work (Chiang *et al.*, 2010), role conflict, overlapping and unclear roles that employees must perform (Singh & Dubey, 2011).

2.5. Perception of Leader Integrity

Integrity, according to Palanski & Yammarino (2007), is defined as "the consistency of words manifested by concrete actions". This definition is focused on consistency or actual realization of

action, not on moral commitment. (Brenkert, 2004) showed that integrity is represented in a complete personality, originality (not pretending), and courage that reflects a consistent attitude. The results showed that integrity has a large effect on employee behavior such as work engagement (Al-Abrow et al., 2019), trust in leadership (Poon, 2013), and the desire to leave the organization (Al-Abrow et al., 2019). According to Campbell & Im, (2014), theoretically, trust is related to organizational identification. Furthermore, employees tend to form bonds that promote identification when they have trust in the organization and the leaders. Erkutlu & Chafra, (2016) stated that if organizations want to see higher levels of employee identification, greater attention should be paid to creating trust among employees. Given the importance of trust in an organizational context, as a practical implication, leaders need to demonstrate an embodied harmony between their words and actions (the integrity of leader behavior) as well as capture the “hearts” and minds of employees. This helps to achieve a high-trust culture that fulfills the affective and cognitive components necessary for trust formation.

2.6. Turnover Intention

Turnover intention or the intention to leave the organization refers to the desire or thought of employees to leave their work (Akgunduz & Eryilmaz, 2018). This is a serious problem faced by many companies. Turnover causes many direct losses such as the loss of selection, recruitment and training costs as well as indirect losses such as loss of knowledge due to employee turnover, and decreased productivity (Biron & Boon, 2013). In this research perspective, turnover intentions are considered as the main predictor of turnover in organizations and are often used to evaluate the relationship of individuals with certain units of analysis (Porter & Ayman, 2010). The identification and understanding of the antecedents and things that motivate the emergence of employee desire to leave the company are important for controlling the high turnover rate in a company. Other research has tested many factors that drive the emergence of turnover intentions, including work stress (Khan & Ali, 2013; Calisir et al., 2011), as well as lack of support and poor behavior from leaders and organizations (Ghosh, 2014; Javed et al., 2014;). Furthermore, lack of meaningful work is also directly proportional to the desire to leave the organization (Arnoux-Nicolas et al, 2016; Sun et al., 2019).

Based on the various descriptions above, the research hypotheses can be arranged as follows.

Hypothesis 1: Toxic Leadership can increase Job Stress.

Hypothesis 2: Toxic Leadership can reduce the Perception of leader integrity.

Hypothesis 3: Toxic Leadership can reduce meaningful work.

Hypothesis 4: Job stress felt by employees can increase Turnover Intention.

Hypothesis 5: Perception of leader integrity can reduce Turnover Intention.

Hypothesis 6: Meaningful work can reduce Turnover Intention.

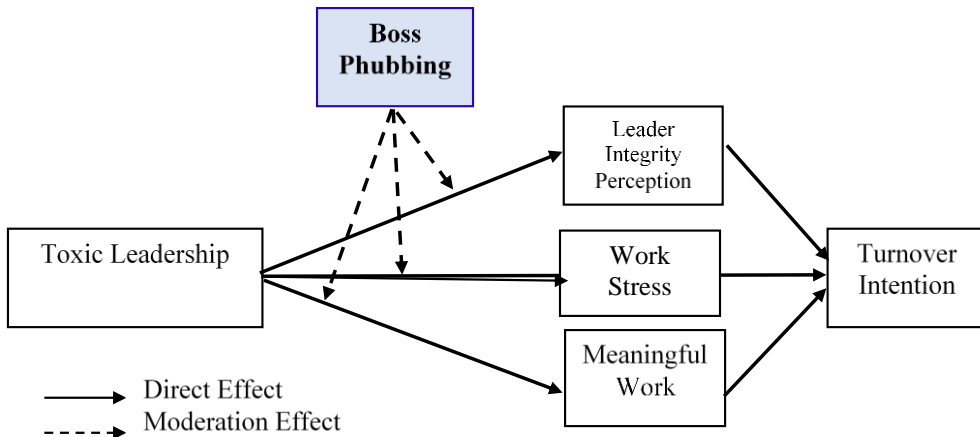
Hypothesis 7: Toxic Leadership will further reduce Perception of leader integrity when the boss's phubbing is higher.

Hypothesis 8: Toxic Leadership will further increase job stress when the boss phubbing is higher.

Hypothesis 9: Toxic leadership will further reduce meaningful work when the boss phubbing is higher.

The research model developed from the hypotheses above is as follows:

Figure 1: The research model



3. METHODOLOGY

3.1. Design and Samples

This research aims to explain the causal relationship between the independent variable (toxic leadership) and the dependent (turnover intention). Furthermore, this research includes the perception of leader integrity, meaningful work, and job stress in identifying the intention to leave the organization. Boss phubbing becomes a moderating variable of the relationship between toxic leadership and perception of leader integrity, job stress, meaningful work in the organization, which affects the intention to leave the organization. The level of intensity in this research was classified as a minimum intervention. The interaction with respondents only occurred on the questionnaire distribution process, where environmental conditions are not regulated or without treatment manipulation. Furthermore, the unit of analysis in this research is the individual. Based on the time dimension, this is cross-sectional research in which the data are collected through questionnaires and interviews only once. The sample included 305 private employees from all over Indonesia.

3.2. Data Collection Method

Due to the difficulty in compiling a sampling frame that can be referenced using accidental sampling which is a type of non-probabilistic sampling. Questionnaires were distributed online through various social media applications such as Whatsapp and Facebook. Furthermore, the online questionnaire was further combined with the conventional questionnaires that were printed and distributed to employees of private companies such as banks, insurance companies, and other institutions in Indonesia. Respondents were approached directly and asked to fill out the questionnaires for approximately 10-20 minutes. The scope of the questionnaire distribution was

throughout Indonesia, preferably Sumatra and Java Islands with a total sample of 305 respondents.

3.3. Analytical Instruments and Techniques

The development of survey instruments refers to the recommended procedures proposed to develop standardization of survey instruments. The initial task in developing the instrument is to design a set of measurement indicators. The number of indicators for measuring each construct is identified from the literature review results. The development of these indicators adopts findings from various previous research, such as toxic leadership (Yavas, 2016), boss phubbing (Roberts & David, 2016; Roberts & David, 2020), job stress (Lambert et al., 2006), and turnover intention (Firth *et al.*, 2004). The data are analyzed by SEM analysis which started with the Confirmatory Factor Analysis (CFA) method to measure the validity and reliability of the results. The significant effect between exogenous and endogenous variables was indicated by the higher value of the path coefficient. This coefficient can be compared between exogenous variables where a higher value indicates a greater effect (Wijanto, 2015). This is the basic consideration why the majority of research uses the SEM method for calculating the relationship between variables. The research model displayed by SEM enables the measurement of indicators in a concept as well as the effect or degree of relationship between factors whose dimensions have been identified.

4. RESULTS AND DISCUSSION

4.1. Result

Table 1: Respondent Demographics

Biographical Characteristics		Respondent	Percentage (%)	
1	Gender			
	Male	119	39,01	
	Female	186	60,99	
		305	100	
2	Age	< 25 years old	11	3,6
		>25-35 years old	103	33,77
		>35-45 years old	121	39,67
		> 45-55 years old	67	21,98
		>55 years old	3	0,98
		305	100	
3	Education Level	Senior High School	17	5,57
		Diploma 1/Diploma 2/Diploma 3	4	1,31
		Undergraduate Program	145	47,54
		Graduate Program	137	44,91
		Post-graduate Program	2	0,67
		305	100	
4	Years of service	< 1 year	9	2,95
		1-3 years	37	12,13
		>3-6 years	32	10,49
		> 6 -10 years	28	9,18

	>10 years	199	65,25
		305	100
	Ordinary staff		
	Supervisors; Assistant manager; Supervisors;	87	28,52
	Section Chief; Head of Unit; and other equivalent	38	12,46
	positions	22	7,21
5	Position Level	Manager; Head of Department; and other	2
	equivalent positions	156	51,14
	Head of Bureau, Head of Office; Head of Agency;	305	100
	Head of Service; Director; and Equal Leaders		
	Other Positions		
	Areas on Sumatra Island	228	74,75
	Areas on Kalimantan and Sulawesi Islands	5	1,64
6	Domicile	Areas on Other Islands (Maluku, Papua, Bali, and	5
	Nusa Tenggara)	41	13,45
	Areas in Java Island Other than Jakarta	26	8,52
	Jakarta	305	100

Source: Research Results ,2022

The subjects that fulfilled the requirements in this research were 305 people, who are employees of private companies and work for both industrial and service companies in areas on Sumatra Island (74.75%), Kalimantan and Sulawesi Islands (1.64 %), Jakarta (8.52%), Java Island other than Jakarta (13.45%), and other islands (Maluku, Papua, Bali, and Nusa Tenggara) (1.64%). Due to the wide distribution of the questionnaires and the responses from various regions, various information was obtained and the results are expected to be widely accepted. The characteristics of the research subjects were permanent or organic employees who have worked in the private, government, both services and industries for 1 year to more than 10 years. They included both males and females with various education levels, with the majority of respondents being women (60.99%).

The positions held by respondents range from ordinary staff (28.52%), Supervisor; Assistant manager; Supervisors; Section Chief; Head of Unit; and other equivalent positions (12.46%), up to Manager; Head of Department; Head of Bureau, Head of Office (7.21); Head of Agency, Head of Service, Director, and Management (0.67%), as well as other positions (51.14%). Samples with various positions are required to obtain information on toxic leadership in various work environments with different levels of Bphubbing, perception of leader integrity, job stress, and turnover intention in each company.

Table 2: Validity and Reliability Test Output

			Estimate	Code	CR
TL9	<---	TL	,898	TL	0,935055
TL8	<---	TL	,919	IP	0,803091
TL7	<---	TL	,847	SK	0,89689

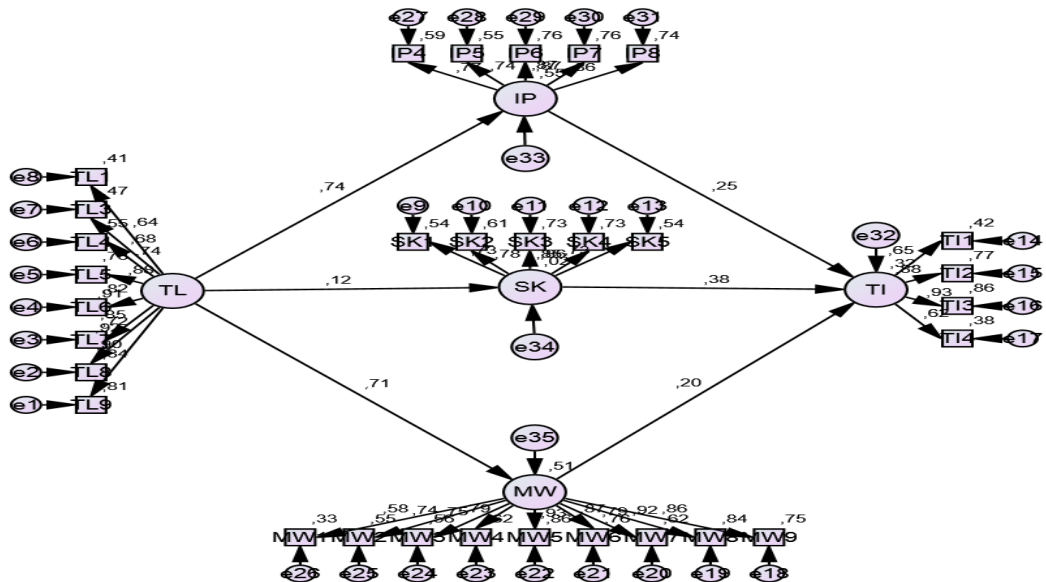
			Estimate	Code	CR
TL6	<---	TL	,907	MW	0,904619
TL5	<---	TL	,883	TI	0,921467
TL4	<---	TL	,743		
TL3	<---	TL	,682		
TL1	<---	TL	,639		
SK1	<---	SK	,735		
SK2	<---	SK	,782		
SK3	<---	SK	,852		
SK4	<---	SK	,857		
SK5	<---	SK	,734		
TI1	<---	TI	,650		
TI2	<---	TI	,876		
TI3	<---	TI	,928		
TI4	<---	TI	,618		
MW9	<---	MW	,865		
MW8	<---	MW	,917		
MW7	<---	MW	,790		
MW6	<---	MW	,871		
MW5	<---	MW	,926		
MW4	<---	MW	,788		
MW3	<---	MW	,751		
MW2	<---	MW	,744		
MW1	<---	MW	,575		
IP4	<---	IP	,766		
IP5	<---	IP	,742		

		Estimate	Code	CR
IP6	<---	IP	,873	
IP7	<---	IP	,874	
IP8	<---	IP	,859	

Source: Amos 23 Data Processing Results:

Based on the table above, all indicators of the construct have a standardized loading factor above 0.5 which indicates that all indicators have good validity requirements. The reliability test shows that all variables have Construct Reliability (CR) on average above 0.7. This indicates that all indicators also have good reliability requirements, therefore they can be used as instruments in a hypothesis test. Furthermore, the feasibility test of the model was performed to achieve a good model and fulfill the GOF requirements on Structural Equation Modeling. The complete SEM model is shown in the following figure.

Figure 2: Structural Model Path Diagram



Source: Amos 23 Data Processing Results

GOF evaluation of the research model is shown in the following table.

Table 3: Goodness of Fit Index Full Model

Goodness of fit index	Cut-off Value	Estimate	Description
Chi-square (χ^2)	Expected to be small	775,628	Good
Significance probability (p-value)	$\geq 0,05$	0,000	Good
RMSEA	$\leq 0,08$	0,052	Good
GFI	$\geq 0,90$	0,955	Good
AGFI	$\geq 0,90$	0,932	Good
CMIN/DF	$\leq 5,00$	1,812	Good
TLI	$\geq 0,95$	0,95	Good
CFI	$\geq 0,95$	0,954	Good

Source: Hair et al. (2014) and Amos 23 Processing Results:

From the table, all estimates of the goodness of fit value for the structural model were good compared to the cut-off value, therefore, the overall estimated structural model is acceptable. This shows that the relationship between the various constructs on this variable is structural. Furthermore, the results of the hypothesis test with a direct relationship carried out using Amos 23 are shown in the following table.

Table 4: Direct Relationship Test Calculation Results

Hypothesis	Estimate	S.E.	C.R.	P	Result
1 SK ←- TL	,077	,038	2,021	,043	Accepted
2 IP ←- TL	,459	,037	12,503	***	Accepted
3 MW ←- TL	,612	,045	13,499	***	Accepted
4 TI ←- SK	,411	,069	5,950	***	Accepted
5 TI ←- IP	,271	,074	3,669	***	Accepted
6 TI ←- MW	,157	,051	3,087	,002	Accepted

Source: Amos 23 Processing Results

Based on the calculation results in the table above, the six hypotheses can be accepted because all relationships had a Critical Ratio (C.R) value $> \pm 1.96$ and a P-value < 0.05 . The results of the hypothesis test with the moderating relationship are shown in the following table.

Table 5: Moderation Test Calculation Results

			Estimate	S.E.	C.R.	P
IP	←-	TL	,423	,039	10,811	***
IP	←-	BPN	,065	,030	2,204	,028
TL	↔>	BPN	,620	,068	9,157	***
SK	←-	TL	,067	,045	3,486	***
SK	←-	BPN	,021	,042	2,501	***
TL	↔>	BPN	,638	,070	9,154	***
MW	←-	BPN	,264	,024	5,162	***
MW	←-	TL	,327	,038	8,677	***
TL	<-->	BPN	,650	,071	9,156	***

Source: Amos 23 Processing Results.

Based on the estimated coefficient output, the effect of Toxic Leadership on the Perception of Leader Integrity is 0.423 with a CR of 10,811 and a probability of *** (0.000). Furthermore, the estimate of Boss Phubbing on the Perception of Leader Integrity is 0.065 with a CR of 2.204 and a probability of *** (0.000). Due to the probability being < 0.05 and CR being > 1.96 , it can be concluded that the two variables (Toxic Leadership and Boss Phubbing) significantly affect the perception of leader integrity. Furthermore, it can be concluded that Boss Phubbing significantly moderates the relationship between Toxic Leadership and the Perception of Leader Integrity. Based on the estimated coefficient output, the effect of Toxic Leadership on Job Stress is 0.067 with a CR of 3.486 and a probability of *** (0.000). Moreover, the estimate of Boss Phubbing on Job Stress is 0.021 with a CR of 2.501 and a probability of *** (0.000). Due to the probability being < 0.05 and CR being > 1.96 , both variables (Toxic Leadership and Boss Phubbing) significantly affect job stress. This signifies that Boss Phubbing significantly moderates the relationship between Toxic Leadership and Job Stress. Based on the estimated coefficient output, the effect of Boss Phubbing on Meaningful Work is 0.264 with a C.R of 5.162 and a probability of *** (0.000). The estimate of Toxic Leadership on Meaningful Work is 0.327 with a CR of 8.677 and a probability of *** (0.000). Due to the probability being < 0.05 and CR being > 1.96 , the two variables (Toxic Leadership and Boss Phubbing) significantly affect Meaningful Work. Furthermore, because the Toxic Leadership variable significantly affects the Boss Phubbing variable, it can be concluded that Boss Phubbing significantly moderates the relationship between Toxic Leadership and Meaningful Work

4.2. Discussion

Based on the results, toxic leadership has been shown to have many negative impacts on several employee behaviors such as increased job stress, decreased meaningful work of employees, and decreased employee perception of leader integrity. This is supported by much previous research in both private and public sectors which state that toxic leadership has a negative impact on employees such as decreased job engagement, attendance, work motivation, morale, and intention to leave the organization (Einarsen et al., 2016; Hadadian & Sayadpour, 2018; Hyson, 2016). People with a toxic leadership style tend to ignore the opinions of their employees and even seem to always break the arguments given by their employees even with logical reasons. Such leaders will eventually do a lot of destructive things (Webster et al., 2016) and result in a lot of negative responses, triggering corruption and creating an unhealthy organizational climate (Mehta & Maheshwari, 2013). This is followed by a decrease in commitment and job satisfaction (Mehta & Maheshwari, 2013) as well as an increase in job stress (Hadadian & Zarei, 2016). (Hadadian & Sayadpour, 2018) also stated that the presence of such destructive leader behavior increases the workload of employees. This is because a toxic leader will use his power to force his employees to work extra hard and demand high expectations from his employees. This behavior triggers an increase in employee stress.

Furthermore, this toxic leader's behavior will inhibit employees from carrying out their obligations, as this toxic leader is more concerned with employees in fulfilling the leader's personal goals than organizational goals. Employees who have the principle of putting their best into their work will pay full attention to the vision, mission, or values embraced more than just personal welfare. People who already consider their work meaningful when faced with toxic leadership will consider it an obstacle for them in interpreting their work. As a consequence, they try to ignore the toxic behavior of their leader because they have invested time and energy into their work. They also avoid contact with their leader as much as possible (Pradhan & Jena, 2016). Toxic leaders in the process will be seen as selfish, aggressive, greedy and lead to a lack of integrity in the eyes of their employees (Mehta & Maheshwari, 2014). This lack of integrity in the eyes of their subordinates may be observed from their gestures that physically harass, commit fraud, and make decisions against the general goals of the organization. This is caused by their abuse of power to bring down and insult others (Indradevi, 2016).

The increasing job stress due to the treatment of toxic leaders also has implications for the intention of employees to leave the organization. (Tongchaiprasit & Ariyabuddhiphongs, 2016) emphasized that job stress occurs due to a heavy workload, a small number of employees, a lack of training that increases their competence, their lack of involvement in decision making because it is dominated by the leader's initiative. Their limited authority makes them decide to get out of work. Furthermore, in previous research, job stress is also a significant factor that triggers nurses in Korea to leave their jobs (Lee et al., 2011). The high levels of stress are believed to be the main reason pharmaceutical workers in Australia leave their jobs (Duraisingam et al., 2009).

Perceptions from subordinates of low leader integrity will produce reduced trust and trigger the intention to leave the organization. Although trust in the CEO and top management has more impact on turnover intention than trust in direct superiors (Costigan et al., 2011), other research from (Tiplic et al., 2015) showed that a novice teacher can have the intention to leave the organization because of his bad relationship with his immediate supervisor, the principal.

Furthermore, reduced trust in the leader's integrity also affects the increasing turnover intention (Singh et al., 2015). Employees who have idealism and believe that their supervisors are people who violate moral and ethical values will cause them to feel uncomfortable to work because it is contrary to their values.

Taking meaning from the work is a powerful medium for employees and is the first step to committing to the organization (Sun et al., 2019). In other words, someone who feels safe in his work will feel that his work has a higher purpose than just satisfying his boss and that it is being useful for many people. The employee will therefore decide to stay in his organization to maintain the positive effects of the work created. Furthermore, based on the characteristics of respondents aged under 25 years and aged 25-35 years totaling 114 of 305 people (37.3%) referred to as the millennial generation, meaningful work is a major need for them (Yeoman, 2014). It also stated that millennial employees are unlikely to have the intention to move if they observe that their work is meaningful. This confirms that if millennial workers have found meaning in the importance of their work it reduces their chances of leaving the organization

In another relationship, toxic leadership style makes the perception of leader integrity and meaningful work decrease if moderated by the Boss Phubbing variable. Job stress also increases if toxic leadership is moderated in relation to Boss Phubbing. However, there are no journals that support these findings. This research is considered to make a scientific contribution to the previous results. Toxic leaders with their original nature of ignoring the conditions of their subordinates make it increasingly difficult to listen to the aspirations of their subordinates because their focus is occupied with their smartphones. Furthermore, toxic leaders also rely more on the literature they read on the internet via their smartphones than in discussions with their employees. This causes the toxic leader to be more likely to make unilateral decisions without asking the opinion of his employees, as he feels that his opinion is supported by the literature he reads through his smartphone. Toxic leaders, if not accompanied by high literacy expertise, will quickly become caught up in hoaxes and compel their decision-making based on these hoaxes. Consider the leader as a CEO in charge of major choices. When this leader is captivated by hoaxes and claims that they are true, he will legitimise fake news (Berthon & Pitt, 2018). Long-term involvement with bogus news will jeopardise its reputation (Berduygina, Vladimirova, & Chernyaeva, 2019).

Based on the three moderating relationships above, the relationship between Toxic Leadership and Meaningful Work if moderated with Boss Phubbing, has the highest moderating effect compared to the other two moderating relationships. In the context of interpersonal relationships between superiors and subordinates, employees with sensitive feelings when rejected will perceive the leader's phubbing behavior as a major threat to their sense of belonging in their work (Yasin et al., 2020). This opinion is also supported by (Roberts & Davids, 2016) which stated that phubbing in the workplace threatens the existence of employees and worsens the relationship between superiors and subordinates. However, this behavior will have more of an effect on individual employees who consider the importance of being accepted by their superiors to themselves in the work environment. This is in line with (Chotpitayasunondh & Douglas, 2018) and (Hales et al., 2018) which stated that Bphubbing threatens their sense of belonging to their work.

5. CONCLUSION

This research aims to explain the causal relationship between the effect of toxic leadership on increasing job stress, decreasing perception of leader integrity, and decreasing meaningful work. It also examines the relationship between job stress, perception of leader integrity, and meaningful work on employee intention to leave the organization. Furthermore, Boss Phubbing is a moderating variable between toxic leadership, job stress, perception of leader integrity, and meaningful work. The sample in this research included public and private employees throughout Indonesia which totaled 305 people. Based on the research conducted, this model is appropriate to explain the relationship between variables according to what is stated in the hypothesis. This was deduced from the results which showed that toxic leaders cause employee stress to increase, employee perception of leader integrity to decrease, and employees to lose meaning in their work. Increased job stress can also enhance the intention to leave the organization. Meanwhile, the increased perception of leader integrity and meaningful work is also proven to reduce the employee's intention to leave the organization.

Boss Phubbing as a moderating variable increases the effect between toxic leadership, job stress, perception of leader integrity, and meaningful work. Therefore, this research provides recommendations for further research by examining the relationship between Boss Phubbing and other factors in employee outcomes. In fact, various factors affect the relationship, such as job stress which is only experienced by some people. In addition, it does not significantly affect organizational performance. Toxic leadership does not directly influence employees in seeing the meaning in each of their works. Employees also tend to be opportunistic and self-centered, which may influence the perception of leader integrity.

5.1 Limitations of Study and Future Research

The limitation of this research is that the population cannot represent all employee behaviors in the banking sector hence the results cannot necessarily be generalized. Furthermore, the method used is cross-sectional based on certain behavior and time conditions. Due to the limited time of the research, the results may change in future or longer time conditions. Additionally, due to the relatively short time, cost and capability, the research can only focus on the relationship between the six variables. In fact, various factors affect the relationship, such as job stress which is only experienced by some people, and this does not significantly affect organizational performance. Moreover, toxic leadership does not directly touch employees in obtaining meaning in their work. Employees also tend to be opportunistic and self-centered which may cloud the perception of leader integrity.

ACKNOWLEDGEMENT

This research was supported by Universitas Bengkulu. We also thank our colleagues from Universitas Bengkulu, Indonesia who provided insight and expertise that greatly assisted the research, although they may not agree with all of the interpretations/conclusions of this paper.

We thank to the participant in the study for collaboration. The present data was collected from employees of private companies and work for both industrial and service companies in areas on

Sumatra Island including Bengkulu City and its surroundings (74.75%), Kalimantan and Sulawesi Islands (1.64 %), Jakarta (8.52%), Java Island other than Jakarta (13.45%), and other islands (Maluku, Papua, Bali, and Nusa Tenggara) (1.64%) in Indonesia area.

REFERENCES

- Ahmed, I., Ismail, W.K.W., Amin, S.M. and Ramzan, M., (2013). Influence of relationship of POS, LMX and organizational commitment on turnover intentions. *Organization Development Journal*, 31(1), pp.55-68.
- Akgunduz, Y. and Eryilmaz, G., (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing?. *International Journal of Hospitality Management*, 68, pp.41-49.
- Akgunduz, Y., (2015). The influence of self-esteem and role stress on job performance in hotel businesses. *International Journal of Contemporary Hospitality Management*, 27(6), pp.1082-1099.
- Arnoux-Nicolas, C., Sovet, L., Lhotellier, L., Di Fabio, A. and Bernaud, J.L.,(2016). Perceived work conditions and turnover intentions: The mediating role of meaning of work. *Frontiers in psychology*, 7, p.704.
- Bailey, C. and Madden, A., (2016). What makes work meaningful—or meaningless. *MIT Sloan management review*, 57(4), pp.1-9.
- Biron, M. and Boon, C., (2013). Performance and turnover intentions a social exchange perspective. *Journal of Managerial Psychology*, 28(5), pp.511-531.
- Brenkert, G.G., (2004). The need for corporate integrity, In Corporate integrity and accountability (ed.) In Brenkert, (pp. 1-10). Sage, Thousand Oaks.
- Brunetto, Y., Teo, S., Farr-Wharton, R., Shacklock, K. and Shriberg, A., (2017). Individual and organizational support: Does it affect red tape, stress and work outcomes of police officers in the USA?. *Personnel Review*, 46(4), pp.750-766.
- Calisir, F., Gumussoy, C.A. and Iskin, I., (2011). Factors affecting intention to quit among IT professionals in Turkey. *Personnel Review*, 40(4), pp.514-533.
- Campbell, J.W. and Im, T., (2015). Identification and trust in public organizations: A communicative approach. *Public Management Review*, 17(8), pp.1065-1084.
- Cao, S., Jiang, Y. and Liu, Y., (2018). Analysis of Phubbing Phenomenon Among College Students and Its Solution. *Journal of Arts and Humanities*, 7(12), pp.27-32.
- Carlson, D.S., Ferguson, M., Perrewé, P.L. and Whitten, D., (2011). The fallout from abusive supervision: An examination of subordinates and their partners. *Personnel Psychology*, 64(4), pp.937-961.
- Chiang, F.F., Birtch, T.A. and Kwan, H.K., (2010). The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29(1), pp.25-32.
- Chotpitayasunondh, V. and Douglas, K.M., (2018). The effects of “phubbing” on social interaction. *Journal of Applied Social Psychology*, 48(6), pp.304-316.
- Chotpitayasunondh, V. and Douglas, K.M., (2016). How “phubbing” becomes the norm: The antecedents and consequences of snubbing via smartphone. *Computers in Human Behavior*, 63, pp.9-18.
- Costigan, R.D., Insinga, R.C., Berman, J.J., Kranas, G. and Kureshov, V.A., (2011). Revisiting the relationship of supervisor trust and CEO trust to turnover intentions: A three-country

- comparative study. *Journal of World Business*, 46(1), pp.74-83.
- Duraisingam, V., Pidd, K. and Roche, A.M., (2009). The impact of work stress and job satisfaction on turnover intentions: A study of Australian specialist alcohol and other drug workers. *Drugs: education, prevention and policy*, 16(3), pp.217-231.
- Einarsen, S., Aasland, M. S., and Skogstad, A., (2016). The nature and outcomes of destructive leadership behavior in organizations. In C. L. Cooper & R. J. Burke (Eds.), *Risky Business: Psychological, Physical and Financial Costs of High Risk Behavior in Organizations* (pp. 323-350). Farnham, Surrey: Gower.
- Chafra, H.E.J., (2016). Impact of behavioral integrity on organizational identification: The moderating roles of power distance and organizational politics. *Management Research Review*, 39(6), pp.672-691.
- Firth, L., Mellor, D., Moore, K. and Loquet, A., (2004). How can managers reduce employee intention to quit?. *Journal of Managerial Psychology*, 19(2), pp.170-187.
- Ghosh, R., (2014). Antecedents of mentoring support: A meta-analysis of individual, relational, and structural or organizational factors. *Journal of Vocational Behavior*, 84(3), pp.367-384.
- Guthrie, R., Ciccarelli, M. and Babic, A., (2010). Work-related stress in Australia: The effects of legislative interventions and the cost of treatment. *International Journal of Law and Psychiatry*, 33(2), pp.101-115.
- Hadadian, Z. and Sayadpour, Z., (2018). Relationship between toxic leadership and job related affective well-being: The mediating role of job stress. *European Online Journal of Natural and Social Sciences: Proceedings*, 7(1), pp.137-145.
- Hadadian, Z. and Zarei, J., (2016). Relationship between toxic leadership and job stress of knowledge workers. *Studies in Business and Economics*, 11(3), pp.84-89.
- Hair, J.F.Jr., Black, W.C., Babin, B.J. and Anderson, R.E., (2014). *Multivariate Data Analysis 7th Eds.* In UK: Pearson Education Limited.
- Hales, A.H., Dvir, M., Wesselmann, E.D., Kruger, D.J. and Finkenauer, C., (2018). Cell phone-induced ostracism threatens fundamental needs. *The Journal of Social Psychology*, 158(4), pp.460-473.
- Hyson, C.M. (2016). *Relationship between destructive leadership behaviors and employee turnover* (Unpublished doctoral dissertation). Walden University, USA.
- Ilyas, S. and Lacaze, D., (2013). Moderating effect of OC in the relationship between person job fit and job satisfaction and intention to quit. *International Journal of Arts & Sciences*, 6(3), pp.409-417.
- Indradevi, R., (2016). Toxic leadership over the years—A review. *Purushartha-A journal of Management, Ethics and Spirituality*, 9(1), pp.106-110.
- Javed, M., Abrar, M., Bashir, M. and Shabir, M., (2014). Effect of perceived organizational politics and core self-evaluation on turnover intention: a South Asian Perspective. *International Journal of Human Resource Studies*, 4(2), p.33-49.
- Khan, F. and Ali, U., (2013). A cross-cultural study: Work stress as mediator between job satisfaction and intention to quit. *International Journal of Business and Social Science*, 4(9), pp 305-311.
- Krishnan, A., Kurtzberg, T.R. and Naquin, C.E., (2014). The curse of the smartphone: Electronic multitasking in negotiations. *Negotiation Journal*, 30(2), pp.191-208.
- Labrague, L.J., Loricca, J., Nwafor, C.E., Van Bogaert, P. and Cummings, G.G. (2020). Development and psychometric testing of the toxic leadership behaviors of nurse managers (ToxBH-NM) scale. *Journal of nursing management*, 28(4), pp.840-850.
- Lambert, E.G., Hogan, N.L., Camp, S.D. and Ventura, L.A., (2006). The impact of work–family

- conflict on correctional staff: A preliminary study. *Criminology & Criminal Justice*, 6(4), pp.371-387.
- Lee, K.H. and Kim, J.Y., (2011). Effect of shiftwork nurses' fatigue on job stress and turnover intention-Mediating role of job stress. *Korean Journal of occupational health nursing*, 20(1), pp.74-82.
- Loburi, P., (2012). The influence of organizational and social support on turnover intention in collectivist contexts. *Journal of Applied Business Research (JABR)*, 28(1), pp.93-104.
- Maxwell, S.M. (2015). *An exploration of human resource personnel and toxic leadership* (Unpublished doctoral dissertation). Walden University, USA.
- McDaniel, B.T. and Coyne, S.M., (2016). Technology interference in the parenting of young children: Implications for mothers' perceptions of coparenting. *The Social Science Journal*, 53(4), pp.435-443.
- Mehta, S. and Maheshwari, G.C., (2014). Toxic leadership: Tracing the destructive trail. *International Journal of Management*, 5(10), pp.18-24.
- Mehta, S. and Maheshwari, G.C., (2013). Consequence of Toxic leadership on Employee Job Satisfaction and Organizational Commitment. *Journal of Contemporary Management Research*, 8(2), pp.1-23.
- Morris, J.R. Jr. (2019). *Understanding coping strategies and behaviors of employees affected by toxic leadership* (Unpublished Doctoral dissertation). Walden University, USA.
- Nakamura, T., (2015). The action of looking at a mobile phone display as nonverbal behavior/communication: A theoretical perspective. *Computers in human behavior*, 43, pp.68-75.
- Palanski, M.E. and Yammarino, F.J., (2007). Integrity and leadership : clearing the conceptual confusion. *European Management Journal*, 25(3), pp.171-184.
- Pelletier, K.L., (2010). Leader toxicity: An empirical investigation of toxic behavior and rhetoric. *Leadership*, 6(4), pp.373-389.
- Poon, J.M., (2013). Effects of benevolence, integrity, and ability on trust-in-supervisor. *Employee Relations*, 35(4), pp.396-407.
- Porter, S. and Ayman, R., (2010). Work flexibility as a mediator of the relationship between work-family conflict and intention to quit. *Journal of Management & Organization*, 16(3), pp.411-424.
- Pradhan, S. and Jena, L.K., (2016). The moderating role of neutralizers on the relationship between abusive supervision and intention to quit: a proposed model. *Journal of Human Values*, 22(3), pp.238-248.
- Roberts, J.A. and David, M.E., (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, p.109702.
- Roberts, J.A. and David, M.E., (2017). Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement. *Computers in Human Behavior*, 75, pp.206-217.
- Roberts, J.A. and David, M.E., (2016). My life has become a major distraction from my cell phone: Partner phubbing and relationship satisfaction among romantic partners. *Computers in human behavior*, 54, pp.134-141.
- Schaufeli, W.B., (2014). What is Engagement? In *Truss et al. (eds), Employee Engagement in Theory and Practice* (pp. 15-35). Routledge,
- Schyns, B., (2015). Dark Personality in the Workplace: Introduction to the Special Issue. *Applied Psychology*, 64(1), pp.1-14.
- Singh, A.P. and Dubey, A.K., (2011). Role of Stress and Locus of Control in Job Satisfaction

- Among Middle Managers. *IUP Journal of Organizational Behavior*, 10(1), pp 42-51.
- Singh, A.P., Amish, A.P. and Singhi, N., (2015). Role of life events stress & individualism-collectivism in predicting job satisfaction. *Indian Journal of Industrial Relations*, pp.300-311.
- Steger, M.F., (2016). Creating meaning and purpose at work. *The Wiley Blackwell handbook of the psychology of positivity and strengths-based approaches at work*, pp.60-81.
- Sun, J., Lee, J.W. and Sohn, Y.W., (2019). Work context and turnover intention in social enterprises: the mediating role of meaning of work. *Journal of Managerial Psychology*, 34(1), pp.46-60.
- Templer, K.J., (2018). Dark personality, job performance ratings, and the role of political skill: An indication of why toxic people may get ahead at work. *Personality and Individual Differences*, 124, pp.209-214.
- Tiplic, D., Brandmo, C. and Elstad, E., (2015). Antecedents of Norwegian beginning teachers' turnover intentions. *Cambridge journal of education*, 45(4), pp.451-474.
- Thoroughgood, C.N. and Padilla, A., (2013). Destructive leadership and the Penn State scandal: A toxic triangle perspective. *Industrial and Organizational Psychology*, 6(2), pp.144-149.
- Tongchaiprasit, P. and Ariyabuddhiphongs, V., (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, pp.33-40.
- Vreja, L.O., Balan, S. and Bosca, L.C., (2016). An evolutionary perspective on toxic leadership. *Management and Economics Review*, 1(2), pp.217-228.
- Webster, V., Brough, P. and Daly, K., (2016). Fight, flight or freeze: Common responses for follower coping with toxic leadership. *Stress and Health*, 32(4), pp.346-354.
- Wen, Y., Zhu, F. and Liu, L., (2016). Person-organization fit and turnover intention: Professional identity as a moderator. *Social Behavior and Personality: an international journal*, 44(8), pp.1233-1242.
- Widodo, S. and Suryosukmono, G., (2021). Spiritual leadership, workplace spirituality and their effects on meaningful work: Self-transcendence as mediator role. *Management Science Letters*, 11(7), pp.2115-2126.
- Wickramasinghe, V., (2016). The mediating effect of job stress in the relationship between work-related dimensions and career commitment. *Journal of Health, Organisation and Management*, 30(3), pp.408-420.
- Yavaş, A., (2016). Sectoral differences in the perception of toxic leadership. *Procedia-Social and Behavioral Sciences*, 229, pp.267-276.
- Yasin, R.M., Bashir, S., Abeele, M.V. and Bartels, J., (2020). Supervisor phubbing phenomenon in organizations: Determinants and impacts. *International Journal of Business Communication*, p.2329488420907120.
- Yeoman, R., (2014). Conceptualising meaningful work as a fundamental human need. *Journal of Business Ethics*, 125(2), pp.235-251.