



Research Article

# Leadership styles, organizational conspiracy beliefs and turnover intention in private sectors employees

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## ABSTRACT

The current examination is expected to investigate the relationship of Leadership styles, Organizational conspiracy belief and Turnover intention in private sectors employees. Connection research design is used in this research to find the relationship between demographic and main study variables with sample size (N=200) in private sectors employees. This study will help employee to understand the factors which lead towards organizational conspiracy belief and turnover intention. The sample was approached by applying purposive sampling strategy. Three scales i.e. Leadership styles (Ntshingila, 2017); Organizational conspiracy belief (Van Prooijen & De Vries, 2015) and Turnover intention (Cammann et al., 1979) were used for data collection for this research. The result of this research revealed that there is a significant relationship between leadership styles and turnover intention. Organizational conspiracy belief has significant relationship with turnover intention.

## 1. INTRODUCTION

The most important facets of organizational success is attributed to leadership styles. With a charismatic and competent leader, an organization is expected to thrive. It is observed in organizations with bosses with different leadership styles, the work performance of employs is significantly different. Another important element in the organizational sphere is organizational conspiracy beliefs that the employs hold. Conspiracy beliefs about the organization that individuals work in have an impact on their attitudes towards their work and relationships with employs and organizational leaders. It is speculated that organizational conspiracies can be kept at bay with proper leadership, similarly a competent leader with the right qualities will be able to control conspiracies in an organization. Most organizations are most concerned with the turnover intentions of their employs and take several steps to ensure that they can retain their employs and earn their trust and loyalty. leadership styles are closely linked to conspiracy beliefs in an organization. Therefore it can be concluded that these three variables are of great importance and need to be studied together.

## 1.1. LEADERSHIP

Authority is an examination region and a down to earth expertise covering the capacity of an individual or association to lead or guide others, groups, or whole associations. Professional literature presenter discuss various viewpoints, contrasting Eastern and Western methodologies for leadership, and also (within the West) United States versus European approaches. U.S. academic environments define leadership as a progression of social inspiration in which a person can recruit the help and support of others in the completion of a mutual task. A social development through which an individual deliberately live impact over others to structure their behaviors and relationships. Outcomes produced by those being led functional and influence leadership Core of leadership is inspiration over others, which is linked to relationship building.

## 1.2. LEADERSHIP STYLES

Associations believe in that initiative capacity carries acknowledged belongings to their foundations in this manner grow movement and income. In this way, associations round the world dedicate millions of dollars regarding the matter of power getting ready and improvement. These guidelines take numerous methodology and utilized various strategies, for example, costly projects offered by colleges that have set up studies authority to oblige the interest of the general public for turning into a successful pioneer. Additionally, amplified workshops have been directed for associations to show chairmen and directors how to turn out to be best pioneers. Wong et al. (2003), defines leaderships is the influencing source for the people that has been used by provided the determination, way forward, and enthusiasm however working to complete the task and civilizing the department. In 1939 by Kurt Lewin explain that the main significant investigation of leadership styles was performed who directed a collection of investigators to recognize various methods of leadership (Lewin et al., 1939).

A leadership style is usually distinguished by the occurrence of precise management manners accepted and spending various objects and Likert scales (Li et al., 2016).

## 1.3. STYLES OF LEADERSHIP

It built up the three significant leadership styles

Authoritarian, Participative, Delegalize (Wong et al., 2003)

## 1.4. LEVELS OF LEADERSHIP

John Maxwell explores the distinctive levels of leadership in his book titled "The Five Levels of Leadership." Maxwell also clarifies the favorable circumstances, the pressures and the best exercises of each level (Maxwell, 2016)

Position, Permission, Production, People development, Pinnacle.

## 1.5. TYPES OF LEADERSHIP

1. Passive laissez-faire leadership.
2. Transformational Leadership.
3. Transaction Leadership.
4. Task-Focused: Directive Leadership.
5. Person-Focused Leadership.

## 1.6. ORGANIZATIONAL CONSPIRACY BELIEFS

Idea of the authoritative system convictions is a particular type of broader conceptualization of doubts by Bobko and associates (Bobko et al., 2014) and a strongly related idea of neurosis (Fenigstein & Venable, 1992)

## 1.7. THE CONSPIRACY THEORY PSYCHOLOGY

In recent years, there has been an increasing consideration of the mental components of intrigue conviction (Bilewicz & Sedek, 2015)

## 1.8. ORGANIZATIONAL CONSPIRACY BELIEF AND EMPLOYEES OUTCOMES

An additional purpose of the current contribution is to investigate the relation between the convictions of bureaucratic intrigue and the performance of the workers,

## 1.9. TURNOVER INTENTION

The uses turnover level refers to a representative's probability of leaving the same position of employment he/she is doing.

## 1.10. TYPES OF TURNOVER INTENTION

Turnover can be characterized as intentional and automatic turnover. Taylor further divided Voluntary turnover into useful and useless turnover.

### 1.10.1 There are four types of turnovers

- Voluntary
- Involuntary
- Functional
- Dysfunctional

## 1.11. DETERMINATION OF TURNOVER INTENTION

Turnover is the conduct of genuine employees leaving the association. The turnover plan sets out the last intellectual advance in the dynamic procedure that is intended to stop and scan elective business (Tett & Meyer, 1993).

## 1.12. FACTORS OF TURNOVER INTENTION

Hom and Griffeth (1991), has all around characterized turnover expectation as the general quality of a person's resolved towards deliberate perpetual taking out from an association.

## 2. LITERATURE REVIEW

Leadership is defined as a personal relationship in the performance of a common task in which a person leads, organizes and supervises other. The social contract of leadership is actually an allegory that purposes to strengthen already present structure and social believes about the leaders. Discoveries: Dictatorial, participative and free enterprise initiative styles predicted managerial connivance convictions, and oppressive and free enterprise authority' relationship with scheme convictions were encouraged by sentiments of occupation vulnerability.

On Leadership there are different theories developed (Sethuraman & Suresh, 2014). Personality trait theory in one of them that is constructed on inherent internal features. There is nobody answer to "Do characteristic inclinations impact authority style?" To decide the initiative attributes there are mechanical assemblies like Myers Briggs Type Indicator (MBTI). We directed a review for an irregular example taken from the US working populace (N = 193). Participative, free enterprise and dictatorial initiative styles anticipated authoritative intrigue convictions, and the association of free enterprise and authoritarian administration with connivance convictions were encouraged by sentiments of occupation vulnerability.

A study by Hung-Wen Lee, Ching-Hsiang Liu, 2007 pursues to talk about the challenge of repatriate income by concentrating on how operative repatriation modification, job gratification, and organizational assurance are at forecasting the Taiwanese repatriates' purposes to quit their organization. By construction on the cross-cultural modification and business theories and researches, this study inflates these fresh discoveries to Taiwanese repatriates. It was indicated in the results of multiple regression that followed by organizational commitment, the strongest predictor of intent to leave was repatriation adjustment. The blend of the three variables can forecast around 58% of the variance of intent to quit. Inclusive interrelations amongst the independent variables exhibited a strong positive relationship and inversely related to intent to quit the organization. In another research the subject were the residents of Rawalpindi/Islamabad vicinity working as IT Professionals, mostly including Database Developers, Computer programmers and Web Developers. 100 was chosen to be the example size yet regardless of the best endeavors of specialist, 74 polls were obtained. To spare time the information was absorbed through by and by coordinated surveys at the workstation. The poll was included items to quantify authoritative responsibility, work fulfillment, clear exchange work possibilities and turnover expectation.

Out of the 100 surveys, 51 were coordinated by and by through HR supervisors, at the work environment yet it was opposed because of time requirement. The remainder of 49 were appropriated to different HR Managers yet just 23 were come back to the scientist back. Laborers were told about the point of the poll and were ensured that there were no off-

base or right answers and the questions have been proposed to quantify their demeanor and emotions toward their occupations. They were additionally ensured of the mystery of this exploration.

In any case, Samad (2017), included, to a comparable examination, hierarchical duty and saw it as adversely corresponded with turnover goals.

Employee income means the end of a mental and authority contract between an association and a worker (Krausz, 2002). There are two classes of specialist turnover: willful and automatic. Intentional turnover is essentially started by the laborers, however the involuntary turnover is an activity of the association to cut off up the association between the association and representative (Macdonald,1999).

## 2.1. OBJECTIVE

- Investigate the affiliation among leadership styles, organizational conspiracy belief and turnover intention in private sector employees.
- Investigate the connection of leadership styles and turnover purposes in terms of organizational beliefs.

## 2.2. HYPOTHESIS

- There is expected to be a connection among leadership styles and turnover intention in private sector employees.
- Organizational conspiracy belief is likely to moderate the connection of leadership styles and turnover intention.

## 2.3. HYPOTHETICAL MODEL

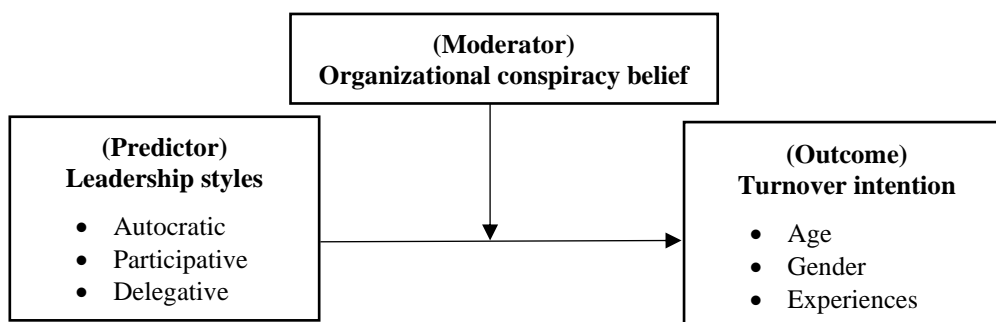


Fig. 1. Proposed model of relationship among study variables

## 3. METHODOLOGY

Correlation research design was used to determine the affiliation of employees in the private sector between leadership style, Organizational conspiracy beliefs and turnover intention. In this research, Non probability purposive sampling was used. It has two hundred participants (N=200) selected through purposive sampling technique. Individuals was taken for this study, age range of 20 to 50 having minimum one-year experience from private sector.

## 4. RESULT

All results of the current research work are existing for relationship of leadership styles, organizational conspiracy belief and turnover intention. It analyzed the data in three main steps. The following analysis has been performed (i) The objective reliability review and measurements of Cronbach alpha have been taken into account (ii). Pearson Product Moment Correlation investigation for estimating the connection between Leadership styles, authoritative intrigue conviction, Turnover target and segment factors (iii) Multiple Regression Analysis was run to check prediction of Leadership styles, organizational conspiracy belief and Turnover intention in employees. The average minimum-maximum score and reliability of the study variables is investigated through descriptive analysis.

**Table 1.** Descriptive Statistics and Reliabilities of Variables for review (N=200)

Variables	Mean	SD	Range		$\alpha$
			Mini	Max	
Leadership styles	-	-	-	-	-
Autocratic Leadership	20.300	3.430	2.800	3.700	.600
Democratic Leadership	22.500	3.950	3.500	3.900	.573
Laissez-Faire Leadership	18.820	3.730	2.500	3.500	.518
Organizational Conspiracy belief	25.800	5.890	2.600	3.100	.730
Turnover intention	8.610	2.850	2.800	2.900	.760

Note. M=Mean; SD=Standard Deviation; Mini=Minimum value; Max= Maximum value;  $\alpha$  = Cronbach alpha

The Cronbach alpha dependability values of all scales of Leadership Styles with subscales (i.e. Democratic Leadership, Autocratic Leadership, and Laissez-Faire Leadership.), Organizational conspiracy belief and Turnover Intention was above .51 (see Table 1).

### 4.1. RELATIONSHIP BETWEEN STUDY VARIABLES AND DEMOGRAPHICS

Correlation investigation was run to check for the connection between demographics and main study variables. The results can be seen in table 2 below.

**Table 2.** Correlation among Demographics and Leadership styles, Organizational conspiracy belief and Turnover intention. (N=200)

Variables for review	1	2	3	4	5	6	7	8	9	10	11
1. Age (Time of life)	-	-.207**	-.173*	-.574**	-.016	-.005	.026	-.127	-.107	-.043	-.073
2. Sex	-		-.065	-.282**	.121	.016	.037	.009	.020	.102	.126
3. Family System				-.025	.067	-.030	.019	.085	.033	-.071	-.081
4. Marriage Status					.114	.023	-.011	-.041	-.011	.015	.195**
5. Working Hours						.017	-.115	-.037	-.177**	-.062	.103
6. Total Team Member							-.149*	-.113	-.197**	-.181*	-.025
7. Autocratic style								.380**	.386**	.122	.211**
8. Democratic style									.318**	-.067	.077
9. Laissez style										.354**	.241**
10. Organizational conspiracy believe											.391**
11 Turnover Intention											

Note. \*.p < .05; \*\*.p < .01; \*\*\*.p < .001

Results in the table 2 showed that age has momentous negative correlated with sex, family system and marital status. Sex has negative correlation with marital status. Marital status has significant correlation with turnover intention. Working hours has negative correlation with laissez style. Total team member has negative correlation with autocratic style, laissez style and organizational conspiracy belief. Autocratic has positive correlation with democratic, laissez style and turnover intention. Democratic has significant correlation with Lassaz style. Organizational conspiracy belief has positive with turnover intention.

## 4.2. MULTIPLE REGRESSION

To check the prediction of Demographic, Leadership Styles, Organizational conspiracy belief and Turnover intention, we used hierarchal multiple regression.

**Table 3.** Numerous Regression Analysis of Demographic, Leadership styles with subscales and Turnover intention as a Predictor of Organizational conspiracy belief (N= 200)

Variables	Organizational conspiracy belief	
	$\Delta R^2$	B
Step 1	.038*	
Marital Status		.195*
Step 2	.150	
Marital Status		.189**
Organizational conspiracy belief		.388***
Step 3	.032*	
AUTOCRATIC		.133
DEMOCRATIC		.420
LASSES		.530
Step 4	.034*	
AUTO × MO		-1.450
DEMO × MO		.810
LASSES × MO		.952
Total R <sup>2</sup>	0.254	

*p* < .05; *p* < .01; *p* < .001;  $\beta$  = Standardized Coefficient;  $\Delta R^2$  = *R*<sub>square change</sub>; *R*<sup>2</sup> = *R*<sub>square</sub>

Table 3 indicates the results of multiple hierarchal reaction according to which the overall model for organizational conspiracy belief was showing 25% Variance. Step 1 showed that marital status is positively predicting the organizational conspiracy belief similarly second step reveal that marital status is the strong predictor of organizational conspiracy belief. Step 3 reveals that there is no moderation between autocratic, democratic and lasses style.

## 5. DISCUSSION

The current investigation is wanted to find the relationship of Leadership styles, Organizational intrigue conviction and Turnover expectation in private areas worker. In this research we used the sample size (N=200) in private sectors employee. The sample was approached by applying purposive sampling strategy. Three scales i.e. Leadership styles (Ntshingila, 2017); Organizational conspiracy belief (Van Prooijen & De Vries, 2015) and Turnover intention (Cammann et al., 1979) were used for data assembled of this research.

The outcome of this study revealed a significant relationship between leadership styles and turnover intention.

During study it has been observed in organizations with changed leadership styles, the work presentation of employees is significantly different.

Several organizations have concerned with the turnover intentions of their employees and take several steps to ensure that they can retain their employees and earn their trust and loyalty. It means several researches are undertaken to make sure they are aware of any and every aspect that could affect turnover intentions.

It is only natural to assume that a prominent leader's style of leading will have an impact on the employee perception of their organization. As implied earlier, leadership styles are closely linked to conspiracy beliefs in an organization. Therefore it can be concluded that these three variables are of great importance and need to be studied together.

We are going to discuss about research obtained data with sampling size  $N=200$ . sampling size is too small but it is more informative and show the impact of organizational employees.

The following investigation were implemented

Reliability analysis for each scale was performed and Cronbach alpha was reported for the scales Investigation by Pearson Brand Moment Association to determine the relationship between leadership styles, corporate conspiracy views, turnover plan and demographic variables. Multiple regression analysis was performed to test for management style, corporate conspiracy and employee purpose.

Unmistakable investigation had been utilized to look at the mean, standard deviation least most extreme score and dependability of the examination factors The cronbach alpha reliability values of all scales of Leadership Styles with subscales (i.e, Democratic Leadership, Autocratic Leadership and Laissez-Faire Leadership.), Organizational conspiracy belief and Turnover Intention shows the value more than 0.51 which we find by this research. This result shows that our result is reliable. During sample collecting we used more than 20 years and less than 50 years old employees so we find that age has negative relation with gender, family system and marital status. Sex has negative correlation with marital status. Marital status has significant correlation with turnover intention. Working hours has negative correlation with laissez style. Total team member has negative correlation with autocratic style, laissez style and organizational conspiracy belief. Autocratic has positive correlation with democratic, laissez style and turnover intention. Democratic has significant correlation with Lassaz style. Organizational conspiracy belief has positive with turnover intention.

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## 5.1. CONCLUSION

The present study provides vital information in private sectors employee Correlation research design is used with the sample size (N=200). Three scales i.e. Leadership styles (Sithembiso Ntshingila); Organizational conspiracy belief (Van Prooijen & De Vries, 2015) and Turnover intention (Cammann et al., 1979) were used for data assembly for this research. The result of this research has been exposed so that there is an important connection among leadership styles and turnover intention. Organizational conspiracy belief has significant relationship with turnover intention.

### Author Contributions:

Conceptualization, Shazia Qayyum and Aqsa Shuqat; methodology, Shazia Qayyum, Aqsa Shuqat and Faiz Younas; software, Aqsa Shuqat; formal analysis, Shazia Qayyum, Aqsa Shuqat; investigation, Shazia Qayyum, Faiz Younas; resources, Aqsa Shuqat; data curation, Aqsa Shuqat, Shazia Qayyum; writing—original draft preparation, Faiz Younas and Aqsa Shuqat; writing—review and editing, Faiz Younas and Aqsa Shuqat; visualization, Shazia Qayyum, Aqsa Shuqat and Faiz Younas; supervision, Shazia Qayyum.

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### Institutional Review Board Statement:

The study was conducted according to the guidelines of the Declaration of Helsinki and approved by the Departmental doctoral Program Committee (DDPC) of Institute of Applied Psychology, University of Punjab, Lahore, Pakistan through letter no. D. No 1894/Acad dated 24-02-2020.

### Informed Consent Statement:

Informed consent was obtained from all participants involved in the study. Moreover, written informed consent was also obtained from the participants publish this paper.

### Data Availability Statement:

Datasets generated and/or analysed during the current study are available from the corresponding author on reasonable request.

### Acknowledgement:

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### Conflicts of Interest:

The authors do not have any conflict of interest.

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