

# The role of toxic leadership styles in the escaping of talented IT experts from cities administration

## Uloga toksičnih stilova vođenja u bježanju talentiranih informatičara iz gradskih uprava

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**Abstract** - All business successful cities in the world are trying to attract and retain talents. This directly affects their recognition, competitiveness and development. Escaping talents is one of the difficulties in developing cities today, especially in transition countries. Talents do not run out of cities just for long-term waiting after graduation, non-motivating salaries, etc. but also because of toxic leadership styles. The paper presents how many different pathogenic management styles of employees in city administrations and public utilities operate on that escape. The study was carried out on a quotient representative sample (n = 50). The sample was made by young talents of completed IT degree studies. The method of variance analysis and regression analysis was used. The results that have come out clearly show that four toxic human leadership behaviors have the greatest impact on the escape of these talents from cities. These are: narcissism, depression, aggression and emotional separation of city service leaders and public utility companies. The paper presents a significant contribution to the management of career careers and the management of human capital in cities.

**Keywords** - cities management 1; pathogenic styles 2; talents escaping 3; career management 4, human capital 5

### I INTRODUCTION

It is believed that there are four basic, essentially very toxic, style of leadership that represent a sophisticated and embarrassed ground that prevents the implementation of the concept of emotional intelligence and emotional leadership in organizations [1].<sup>1</sup>

The narcissistic style of leadership is shaped by the expressed selfishness of the leader and his accentuated selfishness. His performance often begins with the words "I am", "I will", etc. He asks that his team members follow, respect, and uncritically execute his orders [2].

Manic - depressive style of leadership. The key figure of the leader is his mental image of maniacal - depressive psychotic [3]. As such, it often changes its mood that

moves within the limits of extremely hyperactive to extremely depressing.

Passive aggressive leadership style. These leaders do not show direct aggression in their communication with team members. Instead, they use demychanisms and avoid direct confrontation and confrontation. It is characterized by a low degree of self-esteem.

Emotionally separate leadership style. The leaders of this style are marked by the inability to empathize and empathic processes in the team [4]. They, however, feel and register their personal positive and negative emotions that bring them the appropriate visible physiological external manifestations: anxiety, fear, joy, excitement, etc. However, these emotions can not be used in some productive way and mostly perceive them as a limitation and not as a chance for self-realization.<sup>2</sup>

All these four style of leadership are unproductive [5]. Neither city administration, unfortunately, are immune to leaders with these leadership styles. This is confirmed by the results of many recent publicized researches. Where they exist, they are a key factor in running the talents of all profiles from the city administration.

All the cities in the world now recognize their recognizability and competitiveness through the process of attracting and retaining talents. Talent escape is not just a result of the inability to find a job after graduation, non-motivating factors at work, the inability to progress in a career, etc. The toxic driving styles are one of the key factors [6].

The problem that this research focuses on is: how to identify toxic leadership styles to eliminate them and thus retain talents. A flurry of talents from city administrations is influenced by a number of factors, including the style of leadership of employees [7]. It wishes to investigate whether the indicated toxic style of having a significant influence on the escape of talents from the other factors involved in the research. This would enable more productive human resources management in city administrations.

<sup>1</sup> Up to now, dozens of toxic management styles have been known and processed in literature and published research. This paper focuses on the four most commonly referred toxic toy due to space and time constraints, and other resources.

<sup>2</sup> For a complete understanding of emotional leadership, it is necessary to study the concept of emotional intelligence

Advanced cities in the world today have their recognizability and development based on the principles of management in which the function of leadership is key. Most commonly such cities are called "smart cities" or "e-cities".

It is understandable that the role of IT specialists in this process is extremely important. Therefore, in building their recognizability and attractiveness, these cities strive to attract and retain talents of different profiles, as well as IT specialists.

## II METHODOLOGY

The research was conducted using a specially questionnaire created for this purpose. The questionnaire was conceived based on the number of studies, and insights into many successfully used in published research. It contained 30 statements that included eight forms of organizational behavior in the city administration. The question posed to the respondents was: Is it worth highlighting the levels of agreement with the following statements that would affect you to leave your job in the city administration? The respondents responded by affirming one of the five levels of agreement with the relevant statement, from "I disagree" to "completely agree".

The respondents were asked to point out those statements that would affect them to leave their engagement in the city administration. The questionnaire had the shape of the Likert scale.<sup>3</sup> Given that each of the forms of organizational behavior involved in this research realistically makes a separate whole, they have started to reduce their width [8].

The questions are focused on the most basic elements that make up the appropriate form of behavior. Numerous existing, published cognitions were used in the construction of survey questions.

Employee satisfaction was explored using the Minnesota satisfaction questionnaire-short form; work preoccupation with a questionnaire constructed by Morgeson, F.P. [9] Humphrey; loyalty to the organization through a questionnaire designed by Hayday.

The survey was conducted by a direct survey in the period April-July 2017 by means of a structured survey questionnaire. The contact with the respondents was out of their working hours, most often before the start of working hours, in order to be moody and resting to engage in the survey.

Eight forms of organizational behavior in the city administration are involved in the research. These forms were also the variables that they operationalized in the regression analysis.<sup>4</sup> These are: job satisfaction ( $X1$ ), job occupation ( $X2$ ), competition in work ( $X3$ ), loyalty to city government ( $X4$ ), emotionally separate leadership style ( $X5$ ), narcissistic style of leadership ( $X6$ ), manic-depressive style of leadership ( $X7$ ) and passive aggressive leadership style ( $X8$ ). Of course,

<sup>3</sup> Scale items were tested by test-retest method

<sup>4</sup> Certainly there are many more variables that determine the forms of organizational behavior in city administrations.

not all forms of organizational behavior are exhausted. Only the most intensive ones are supposed to be representative of the typical behavioral model.

The statements in Likert's scale were designed so that the respondents could not conclude that they contained the basic propositions of four leadership toxicants involved. This was also a kind of difficulty, because it was difficult to precisely define these claims that would faithfully illustrate the toxicologists' conduct of the employees. Especially it is difficult to define it in the sphere of city administration.

The research is focused on the ten big cities in Croatia.<sup>5</sup> The sample covered 50 participants ( $n = 50$ ), and was made up of a quota representative sample. The sample was made by young talents of completed IT degree studies. It is believed that the representativeness of the sample is achieved since each and every cities is covered by this research. As highlighted in the title of the paper, regression analysis was used as the only and basic method in this research.

The prediction set consisted of eight independent variables and one criterion variable (organizational behavior in city administration). As noted above, the dependent variables depend not only on the eight variables included in this study, but also on other variables that were not known to us or were available at the time and according to the given criteria and according to the set objective of the research. Therefore we included a certain error ( $\varepsilon$ ) in the equation of regression. The regression model of the model is represented by the equation [10].

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \beta_7 x_7 + \beta_8 x_8 + \varepsilon$$

Where  $\beta_1$  is a partial derivation  $E(Y)$  for  $X1$ , and so on by the order. The coefficient of determination is calculated from the form:

$$R^2 = \frac{\sum (Y_i^k - \bar{Y})^2}{\sum Y_i - \bar{Y}^2}$$

The significance of the determination coefficients was determined by the F-test or by the expression:

$$F_{k-1, N-k} = \frac{R^2}{1 - R^2} \frac{N - k}{k - 1}$$

Testing of individual regression coefficients was done by means of expression:

<sup>5</sup> Towns with more than 20,000 inhabitants are involved, and have at least two IT professionals employed. These included experts with a university degree.

$$t_{N-k} \approx \frac{\beta_1 - 0}{S_{bj}}$$

And autocorrelation of variables using the Durbin-Watson test:

$$W = \frac{\sum_{t=2}^T (\varepsilon_t - \varepsilon_{t-1})^2}{\sum_{t=1}^T \varepsilon_t^2}$$

The application of regression analysis for the purposes of exploring the forms and content of organizational behavior has been widespread [11].

There were several limitations in this research. Two of them should be pointed out. There are no individual variations of the personality of the respondent (level of intelligence, character trait, life and work experience, social status of the respondent), and the status and other characteristics of the employee in the organization (job scheduling, management function, qualification. etc.) which could be of significant influence for the identification of targeted forms of organizational behavior in city administration [12].

Also, one of the limitations is that in Republic of Croatia there are no known results of any similar research that could allow a more constructive discussion of the results obtained. It is believed that these limitations will not significantly affect the value valorisation of the results of this research.

### III RESULTS

Based on the applied methodology described above, using the statistical data processing program, the following regression equation of organizational behavior IT experts in city administration was noticed in the observed cities administration.

The established regression equation is:<sup>6</sup>

$$Y = 3,17 + 0,5914 X_1 + 0,4372 X_2 - 0,6250 X_3 + 0,3172 X_4 + 0,5289 X_5 + 0,6012 X_6 - 0,7581 X_7 + 0,5227 X_8 + \varepsilon$$

	2,47	5,03	3,75	8,19	4,02
t	7,54	5,33	7,48	3,91	
$R^2 = 0,78$		$F = 51,75$		$DW = 1,22$	

This regression equation has the following characteristics:

- a. The coefficient of determination, and the coefficient of correlation derived from it, indicates that there is a very strong connection between dependent and independent variables.
- b. Very strong correlation coefficients were recorded in variable 3 (workplace competition), variable 6 (narcissistic style of management) and variable 7 (manic-depressive style of management).<sup>7</sup>
- c. The coefficient of correlation in variable 7 (mania-depressive style of leadership) gained the highest value in the regression equation. IT experts pointed out that his possible departure from the city's administration was mostly related to the behavior of his boss moving in the extreme directions of his uncontrolled hyperactivity, so to a remarkable withdrawal of himself and the creation of autistic relationships with his.<sup>8</sup>
- d. Strong coefficients of correlation were observed in variable 1 (job satisfaction), variable 5 (emotionally style of leadership), and variable 8 (passive-aggressive style of leadership).
- e. Medium strong coefficients of correlation were recorded in variable 2 (job interest) and variable 4 (attitudes of the respondent to the organization ie the relevant city administration)
- f. The high coefficient of determination indicates that 78% variance of the dependent variables or organizational behavior is interpreted with eight selected variables. As such, it suggests that inclusion of these variables can be accepted as realistic and representative.
- g. The regression coefficients determined are: ( $\beta_1 = 0,5914$ ;  $P < 0,001$ ); ( $\beta_2 = 0,4372$   $P < 0,001$ ); ( $\beta_3 = 0,6250$ ;  $P < 0,001$ ); ( $\beta_4 = 0,3172$ ;  $P < 0,001$ ), ( $\beta_5 = 0,5289$ ;  $P < 0,001$ ), ( $\beta_6 = 0,6012$ ;  $P < 0,001$ ); ( $\beta_7 = 0,7581$ ;  $P < 0,001$ ), ( $\beta_8 = 0,5227$ ;  $P < 0,001$ ).
- h. The F value of this regression equation is also quite high and suggests that the determined coefficient of determination is significant.
- i. Calculated t-values indicated by all regression coefficients, confirm that all these coefficients are significant at 5% statistical significance.
- j. The Durbin-Watson test shows that it is in the zone of relative uncertainty.

Although the respondents were unable to know in the investigation section of their claim that they were in the toxic leadership styles section, they clearly indicated that the

<sup>7</sup> Evaluation of the intensity of correlation of variables was made on the basis of agreed opinions of numerous authors in the field of statistics and statistical analysis

<sup>8</sup> The stated toxicity style of mankind is also confirmed by the numerous published results of other research as one of the primary causes of conflict generation and stress in the narrative place not only in the city administration but elsewhere

<sup>6</sup> Only the aggregated results of this research are presented, as the scope and purpose of this paper do not permit the widespread exposure of individual segments of regression equation.

existence of these forms of leadership led to their departure from the city administration.

#### IV CONCLUSION

Eight explored forms of organizational behavior IT experts as employees in city administration, i.e. job satisfaction (X1), job occupation (X2), competition in work (X3), loyalty to city government (X4), emotionally separate leadership style (X5), narcissistic style of leadership (X6), manic-depressive style of leadership (X7) and passive aggressive leadership style (X8) was used in this research.

It is believed that these eight variables included in the regression analysis gave a realistic picture of the organizational behavior of IT professionals employed in the city administration in the direction of their retention on the same or intended departure - escape from this administration.

The high correlation coefficients for all four types of toxic stochastic behavior included in the Likert scale statements show that the respondents understood that their departures from the city administration were significantly associated with the existence of these styles in running.

Now a logical sequence for the results of this research is emerging. Do the four actual toxic leadership styles the respondents significantly affect the escape of IT experts from city administrations?

Of course, the subject of this research was not to explore all the possible reasons that might be the cause of the escape of IT specialists from city administrations. What is evident is that all four toxic style of leadership is confirmed as highly positioned in that.

The results presented in this research in the regression equation clearly show that all four toxic levels of management of employees in urban administrations were given high values of determination coefficients. This means that the respondents, in this case, IT specialists positioned themselves as very important in making their decision to remain or leave the city administration.

Thus, these forms of organizational behavior IT experts in city administration can represent the proposed model and be essential to the implementation of the human resource management strategy. The significance of the determination coefficient was confirmed by the F-test. The obtained F-test values were close to zero and thus showed that the coefficients of regression are mutually similar to the arguments to accept the object and purpose of this research. At the same time, it means that the applied regression analysis interpreted a significant part of the variation among the independent variables taken for the interpretation of organizational behavior in cities management.

The cities that were involved in this research are in a transitional society. This should be emphasized and pointed at the conclusion of the research for the purpose of objective presentation. City management as the widespread concept of business management in cities is far from reality. The concept of modern human resource management in city administrations is practically unknown in the investigated sample. The style of leading the employees is not paying much

attention at all. Toxic driving styles even less. They are actualizing almost exclusively in incidents or media interventions. This is a very important fact that needs to be taken into account when considering the possibilities of wider application of the knowledge found in this research.

The construction of non-toxic styles of leading employees in city administration and city management can be fully considered as a strategic determinant of the future development of modern cities. Their resilience, recognizability, attractiveness and thus competitive abilities.

These research results can be effectively applied to position the quantitative characteristics of cities organizational behavior, and also to the organizational capital in the structure and structural relationships of the intellectual capital of cities administration. The established regression equation gives eight basic elements of the basic quantitative data about the model of cities organizational behavior and the intensity of the importance of the particular elements of that behavior.

This research sends a clear message that cities in transition countries if they want to build their recognizability and positions in order to sustainable development must adopt the principles of modern human resource management and management of pleasure and expectations of talents. This applies to IT professionals, but also to all those without whom this development is unthinkable.

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