

Job Satisfaction Mediated the Predictive Relationship Between Leadership Behaviors and Turnover Intention among Civil in Cambodia: Focusing on One Window Service Offices

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Abstract

The subjects of toxic leadership, staff turnover intentions, and job satisfaction have drawn a lot of attention over time, providing scholars and organizations with tactics and insights for change, but excluding Cambodia. In doing so, this quantitative non-experimental study aimed to determine if and to what degree job satisfaction mediated the predictive association between toxic leadership behaviors and staff turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia. This study was guided by three theoretical frameworks: the theory of planned behavior, the motivation-hygiene theory, and the toxic triangle model. The Toxic Leadership Scale (TLS) was used to measure the predictor variable, toxic leadership behaviors; the Turnover Intention Scale (TIS-6) was used to measure the criterion variable, employee turnover intention; and the Job Satisfaction Survey (JSS) was used to measure the mediating variable, job satisfaction. A total of 111 OWSO civil servants participated in this study. The association between the predictor and criterion variables for Research Question One was examined using a multiple linear regression. The mediating effect of job satisfaction on the connection between the predictor and criterion variables for Research Question Two was tested using the Hayes PROCESS macro. Toxic leadership behaviors were found to be a significant predictor of turnover intentions ($\beta = 0.473$, $p < .001$). Because the 95% bootstrap confidence interval did not include zero [BootLLCI = 0.0006, BootULCI = 0.0304], PROCESS findings suggested that work satisfaction mediated this association.

INTRODUCTION

One Window Service Offices (OWSOs) in Cambodia have helped eradicate corruption and incompetence among public servants. OWSOs are an initiative of the Ministry of Interior that facilitates the efficient certification of public documents by citizens (Royal Government of Cambodia (RGC), 2023). Since its creation, this service has strengthened accountability and professionalism while offering transparent service. The offices are separated into back offices where officers are responsible for document verification, research, and data collection, and front sections where officials receive documents and consult with the public. By virtue of its importance, staff's decisions to remain with or leave a organization are influenced by their work experiences, which are linked to job satisfaction. Staff retention is correlated with job satisfaction, and job happiness is correlated with training and development (Murtiningsih, 2020). According to Ramlawati et al. (2021), an staff's attitude toward their work is what determines their level of job satisfaction. Organizations suffer from separation, recruiting, and

training costs that range from 1.5 to 2.5 times the yearly wage of employees as a result of increased turnover intentions brought on by job discontent (Naeem & Khurram, 2020).

Improving job satisfaction and managing staff churn intentions need an understanding of toxic leadership behaviors within organizations. The subjects of toxic leadership, staff turnover intentions, and job satisfaction have received a lot of attention over the years, providing scholars and organizations with tactics and insights for change. The majority of earlier research has focused on how leadership styles improve staff's job satisfaction (Iqbal et al., 2022). However, Wolor et al. (2022) emphasized that organizational commitment, job unhappiness, and turnover are all negatively correlated with toxic leadership. The positive and moral dimensions of leadership are discussed in the section that follows, along with how they relate to job satisfaction and intention to leave.

Research on toxic leadership behaviors in a variety of industries and organizations that might lower job satisfaction and raise turnover intentions is included in the background literature for this study. The combined relationships of two or more of the factors within the population of transportation workers, however, have not been investigated empirically (Bastiaanssen et al., 2020). The question of whether and to what degree job satisfaction mediated the predictive association between toxic leadership behaviors and staff turnover intention among public civil servants in Cambodia requires more investigation. The connections between toxic leadership, commitment, job satisfaction, and intentions to leave were studied by Paltu and Brouwers (2020). According to Paltu and Brouwers (2020), the findings indicated both direct and indirect relationships between toxic leadership, commitment, job satisfaction, and plans to leave. According to Lim et al. (2017), a common problem in contemporary commercial organizations is high staff turnover and discontent, which results in substantial direct and indirect expenses. A quantitative non-experimental analysis of the relationship between toxic leadership behaviors and staff turnover intention, mediated by work satisfaction, was included in this study.

Prior quantitative research on job satisfaction, staff departure intention, and toxic leadership practices has been published. For instance, Nonehkaran et al. (2023) investigated the association between nursing managers' toxic leadership practices and nurses' intention to leave by studying 551 nurses from educational medical centers in Ardabil Province. The subscales of toxic leadership and turnover intention were found to be significantly positively correlated (Nonehkaran et al., 2023). In order to determine whether job satisfaction mediated the relationship between toxic leadership dimensions such as self-seeking behavior, a negative state of mind, selfishness, and in appreciativeness and turnover intention, Bakkal et al. (2019) assessed the role of toxic leadership in job satisfaction and turnover intention. The findings demonstrated that self-seeking behavior and turnover intention, in appreciativeness and turnover intention, and a negative state of mind and turnover intention were all statistically significantly mediated by job satisfaction (Nonehkaran et al., 2023).

The purpose of this quantitative non-experimental study aimed to determine if and to what degree job satisfaction mediated the predictive association between toxic leadership behaviors and staff turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia. The results of this study may have important ramifications for improving staff satisfaction, lowering staff turnover intentions, developing a positive and long-lasting company culture, and developing leaders.

Ajzen's (1991) theory of planned behavior, Herzberg's (1959) motivation-hygiene theory, and Padilla et al.'s (2007) toxic triangle model were used to develop the research questions. The findings demonstrated whether and to what degree, among government servants at One Window Service Offices (OWSOs) in Cambodia, job satisfaction moderated the predictive link between toxic leadership practices and staff turnover intention. The problem statement for this quantitative study was addressed by the research questions: (1) How much does employee turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia correlate with toxic leadership behavior?; and (2) How much of the predictive association between toxic leadership behaviors and staff turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia is mediated by job satisfaction?

The criteria variable, toxic leadership, was identified and conceptualized using the toxic triangle paradigm. According to Milosevic et al. (2020), toxic leaders engage in direct influence tactics that create uncertainty and confusion, making the environment more toxic and impeding others' capacity to do their jobs. Destructive leaders, vulnerable followers, and favorable surroundings make up Padilla et al.'s (2007) toxic triangle model, which provides a thorough explanation of destructive leadership as a complicated social-psychological process.

Prior studies have examined the organizational significance of mindfulness when implemented in a toxic workplace, presented leadership as a social process, and used the toxic triangle model to guide their research. Chen and Sun (2021) examined the primary, individual, and environmental predictors in the three domains by using the toxic triangle model to investigate the antecedents of leadership ostracism from the supervisor, subordinate, and organizational context. Fraher (2014) examined the three toxic triangle areas to describe how organizational leaders pursue idealistic objectives that use deceptive tactics. The research topic for this study, which examined the impact of toxic leadership behaviors on work satisfaction and employee turnover intention, was appropriately developed using the toxic triangle model. The model was applied to RQ1 and RQ2, as well as to explain items on Schmidt's (2008) toxic leadership scale. Bublitz-Berg et al. (2024) collected data from 31 participants using the toxic leadership scale and utilized the toxic triangle model as a lens to understand why individuals react differently to toxic leadership. This study adds to the significance of comprehending how toxic leadership manifests in the workplace and builds upon Padilla et al.'s (2007) toxic triangle model.

The mediating variable, job satisfaction, was identified and operationalized using Herzberg's motivation-hygiene theory. According to Alam (2021), job satisfaction is an attitude that expresses how satisfied or pleased a person is at work. The motivation-hygiene theory was created by Herzberg et al. (1959) to suggest that dissatisfaction was not the inverse of satisfaction (Alam, 2021). Because motivators and hygienic variables independently contribute to job happiness and dissatisfaction, an individual who is 80% content with their work is not 20% dissatisfied (Alam, 2021). The two components of Herzberg's motivation-hygiene hypothesis are motivational factors and hygiene considerations.

Herzberg's motivation-hygiene theory was included by earlier scholars to better explain job happiness. Using Herzberg's motivation-hygiene theory, Teck-Hong and Waheed (2011) investigated what drives workers in the retail sector and their degree of job satisfaction. According to the findings, cleanliness considerations were the most important motivators for

job satisfaction among Malaysian salespeople (Teck-Hong & Waheed, 2011). Chiat and Panatik (2019) investigated how Herzberg's motivation-hygiene theory affected workers' inclinations to leave their jobs.

The research questions for this study were developed using Herzberg's motivation-hygiene theory, specifically to investigate if job satisfaction mediates the predictive association between toxic leadership behaviors and employee turnover intention. Herzberg's motivation-hygiene theory states that elements related to basic needs and personal development influence job satisfaction (Alam, 2021). According to Erdal and Budak (2021), job satisfaction is the degree of contentment or discontent people feel at work. This hypothesis was especially pertinent to answering research question 2 for this study and understanding the Job Satisfaction Survey items. This study advances knowledge of Herzberg's motivation-hygiene theory and the need of acknowledging the impact of toxic leadership on job satisfaction by conceptualizing job satisfaction in the context of toxic leadership.

The criteria variable, employee turnover intention, was identified and operationalized using the theory of planned behavior. By addressing the idea of reasoned action's shortcomings in explaining actions over which people have little volitional control, this theory expands upon it (Ajzen, 1991). The idea states that the desire to carry out a particular behavior is its proximal antecedent (La Barbera & Ajzen, 2021). The three main components of the theory are perceived behavioral control, subjective norms, and attitude toward the conduct.

The notion of planned conduct has been used by earlier academics to direct investigations into behavioral intentions and behavior perceptions. This theory has been used extensively to forecast and comprehend behavior, especially technology-related behavior (Ajzen, 2020). In order to examine the connections between entrepreneurial intents and suggested factors as well as the mediation of benefits, constraints, and personal values in entrepreneurship, Barrios et al. (2021) used the theory of planned behavior. In a similar vein, La Barbera and Ajzen (2021) investigated the additive contributions of attitudes, subjective norms, and perceived behavioral control in predicting behavioral intentions. Their results showed a large negative correlation between subjective norms and intention and a high positive correlation between attitude, intention, and perceived behavioral control. The paragraph that follows describes how this theory advances this research, building on these applications.

The research questions in this study to comprehend the impact of toxic leadership on employees' decisions to remain with or quit a company were well-suited to the theory of planned behavior. The Turnover Intention Scale (TIS-6) items were interpreted using this theory in order to answer research questions 1 and 2. The idea of planned behavior serves as the foundation for the TIS (Bothma & Roodt, 2013). This study advances knowledge and comprehension of employee turnover intentions through an abstract and theoretical lens by utilizing this theoretical framework.

The results of this study have important implications for multiple stakeholders. For academic researchers, this study contributes to the global literature on toxic leadership by extending its validity to the Cambodian public sector. For policymakers and government leaders, the findings offer data-driven insights into the mechanisms that drive staff turnover. The practical benefits include providing clear evidence to support the development of anti-toxic leadership training, the creation of policies that foster a more positive work environment, and the implementation of regular job satisfaction monitoring to preemptively address retention

issues. Ultimately, this research contributes to the overarching goal of building a more professional, stable, and effective civil service in Cambodia.

RESEARCH METHOD

The problem statement and research questions were addressed in this study using a non-experimental design. In a non-experimental approach, the researcher observes naturally occurring factors to investigate links between them rather than manipulating variables or randomly assigning participants to conditions (Gravetter & Forzano, 2009). According to Gravetter and Forzano (2009), a non-experimental approach cannot explain causal links between variables or account for challenges to internal validity. This study particularly fits with a correlational-predictive design, however non-experimental research includes a variety of design types, including correlational (associative), comparative, and ex post facto. Predicting a result between a predictor and a criterion variable without causation is suggested in the problem description.

OWSO civil servants in Cambodia were the study's target population. Public civil servants are working for the OWSOs made up the target group, which was aggressively recruited from the population of interest. A minimum of 111 OWSO civil servants in Cambodia who answered particular questions about their management's toxic leadership behaviors, their behavioral intention or conation to leave their organization, and their feelings about their job made up the estimated sample size for this study. According to Casteel and Bridier (2021), the sample is the collection of analytical units used in a study on what or who provides the data.

Three factors were included in this study: job satisfaction, employee turnover intention, and toxic leadership conduct. The predictive variable was toxic leadership conduct. Behaviors that negatively impact subordinates, the organization, mission, and performance are referred to as toxic leadership. It is typified by a range of detrimental behaviors, such as exploitation, self-serving acts, strict top-down control, harsh supervision, and emotional manipulation (Alsadaan & Alqahtani, 2024). The Toxic Leadership Scale was used to score the variable at the interval level. Details of each variable are presented as follows:

1. Using employee views, the Toxic Leadership Scale (TLS) was utilized to quantify and comprehend toxic leadership practices. By giving the questionnaire to people who interact with their present supervisor, the TLS was created to gain a better understanding of perceived toxic leadership practices (Celiker & Guzeller, 2023; Schmidt, 2008). Only staff were given the TLS in order to report on their managers for this study. No part of the questionnaire had to be filled out by managers. The questionnaire was not changed or modified by merely giving it to employees. There were thirty elements on the scale, and none of them required reverse scoring. The scale is divided into five categories: self-promotion (5 items), narcissism (5 items), abusive supervision (7 items), authoritarian leadership (6 items), and unpredictable leadership (7 items; Schmidt, 2008). The total composite score of all 30 items, which indicated the overall degree of perceived toxic leadership conduct, was used to score the test. The Toxic Leadership Scale's ranking categories were given numerical values, ranging from 1 (strongly disagree) to 6 (strongly agree).

2. The criterion variable was staff turnover intention. The inclination of staff to transfer their current positions and look for new ones is known as staff turnover intention (Iqbal et al., 2022). The Turnover Intention Scale (TIS-6) was used to rate the variable at the interval level.

Researchers can utilize the TIS-6 to accurately and consistently measure turnover intentions or forecast actual turnover (Bothma & Roodt, 2013). The scale had six items, no subscales, and no reverse-scored items. The overall score was calculated by adding the item scores. Depending on the question number, the TIS-6 ranking categories were given numerical values ranging from 1 (never, extremely fulfilling, highly unlikely, or always) to 5 (always, totally dissatisfying, highly likely, or never).

3. The mediating factor was job satisfaction. According to Badrianto and Ekhsan (2020), job satisfaction is a collection of how employees feel about their work, whether they like it or not, as a result of their interactions with the workplace or as a perception of their mental attitude, as well as the outcomes of their assessments of their work. The Job Satisfaction Survey (JSS) was used to score the variable at the interval level. The JSS was created to evaluate how employees felt about their jobs and vari

ous facets of them (Spector, 1985). There were 36 things on the scale. Pay (4 things), advancement (4 items), supervision (4 items), fringe benefits (4 items), contingent rewards (4 items), operational procedures (4 items), coworkers (4 items), nature of job (4 items), and communication (4 items) are among the nine subscales of the Job Satisfaction Survey. Items 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36 required reverse scoring. Negatively phrased items were reverse-scored before the total of all 36 items was utilized to determine the overall work satisfaction score. The JSS ranking categories were given numerical values, ranging from 1 (strongly disagree) to 6 (strongly agree).

Cronbach's coefficient alpha, a common indicator of internal consistency, was used to evaluate the study instruments' reliability. A group of items' ability to measure a single latent construct is assessed by Cronbach's alpha; higher values indicate more reliability (Trabelsi et al., 2024). Although an alpha of 0.70 or higher is typically considered acceptable (Hussey et al., 2025), values between 0.60 and 0.69 may still be acceptable when utilizing short scales or in exploratory scenarios. In this study, the Job Satisfaction Survey (36 questions) showed great internal consistency ($\alpha = 0.92$) and the Toxic Leadership Scale (30 items) showed excellent reliability ($\alpha = 0.97$). On the other hand, the six-item Turnover Intention Scale (TIS-6) produced a Cronbach's alpha of 0.57, which is slightly below standard limits. However, shorter sizes and exploratory studies are predicted to provide lower alpha values.

The Toxic Leadership Scale, Turnover Intention Scale, and Job Satisfaction Survey were used to gather data. The informed permission form, demographic inquiries, and three online items were completed by the participants. On the consent form, those who wanted to take part were told about the study's objectives, that participation was voluntary, that data would be utilized for the study, and that the results would stay anonymous. Following the collection of responses from at least 111 participants, the information was downloaded into an Excel spreadsheet and prepared for SPSS testing. The features of the data gathered for the study were summed together using descriptive statistics. The variables were analyzed and described using the following descriptive statistics: mean, median (only in cases of extreme scores or a highly skewed distribution), standard deviation, z-skewness, and z-kurtosis. In order to describe the sample's features, descriptive statistics were also employed. The toxic leadership behavior, staff turnover intention, and job satisfaction variables were averaged. Each variable's variation in relation to its mean was measured using the standard deviation. The predictor, criteria, and mediator variables were also calculated, described, and summarized using the

Hayes PROCESS Macro Model 4, regression equation, and multiple regression equation. In short, the data was analyzed using a Hayes PROCESS Macro model and a standard multiple regression.

To retain data and safeguard participant and data anonymity, a data management plan was created. In order to maintain participant anonymity, the raw data was exported and downloaded from online into an Excel spreadsheet and maintained on a safe, password-protected hard drive.

RESULTS AND DISCUSSION

Results of Variable Description

The results display descriptive statistics for work satisfaction, employee turnover intentions, and toxic leadership behaviors. The range of toxic leadership behaviors (TOLE) was 30 to 174, with a mean of 89.68 and a standard deviation of 39.568. Respondents reported a moderate level of toxic leadership in the workplace, as shown by the mean toxic leadership score of 89.68. Kurtosis was -1.03 and skewness was 0.294. Staff turnover intentions (TUIN) had a mean of 18.98 and a standard deviation of 4.30, with a range of 9 to 30. Respondents' desire to leave the company is indicated by a mean turnover intention score of 18.98. Kurtosis was 0.03 and skewness was 0.056. Job satisfaction (JOSA) had a mean of 129.87 and a standard deviation of 28.31, with a range of 69 to 208. The participants' mean job satisfaction score of 129.87 indicates a moderate degree of overall satisfaction. Even though most participants found their jobs fulfilling, there is still space for growth in the workplace. Kurtosis was 0.23 and skewness was 0.46.

Results of the Research Question 1

Research question 1 asked: “How much does employee turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia correlate with toxic leadership behavior?”

The purpose of the first research question was to examine whether toxic leadership behaviors predicted employee turnover intentions among government servants at One Window Service Offices (OWSOs) in Cambodia. Multiple regression analysis was used to evaluate and address this research question.

Table 1. Results of Predictors Reliably Explained Variance in Turnover Intention

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	727.555	2	363.729	33.955	<0.001 ^b
	Residual	956.505	89	10.749		
	Total	1683.958	91			

a. Dependent Variable: TUIN

b. Predictors: (Constant), JOSA, TOLE

Based on Table 1 above, the predictors consistently explained variance in turnover intention, according to the overall regression model, which was statistically significant ($F(2, 89) = 33.855, p < 0.001$).

Table 2. Results of the Multiple Regression Summary

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	0.658 ^a	0.433	0.420	3.27

a. Predictor Variables: (Constant), JOSA, TOLE

Table 2 reveals that a moderate to strong association between the predictor variables and turnover intention was indicated by the multiple correlation coefficient ($R = 0.658$). With an adjusted $R^2 = 0.420$ and $R^2 = 0.433$, the model explained almost 43.3% of the variance in turnover intention, demonstrating a good model fit. Based on Cohen's benchmark, an actionable level of explained variance for organizational interventions is represented by an R^2 value of 0.433, which shows that toxic leadership behaviors and job satisfaction together accounted for nearly half of the variance in turnover.

Table 3. Results of the Multiple Correlation Coefficient Summary

Model	R	Unstandardized B	Coefficient Std. Error	Standardized Coefficient Beta	t	VIF
1	(Constant)	19.555	2.57		7.585	
	TOLE	0.052	0.10	0.475	4.910	1.460
	JOSA	-0.041	0.01	-0.265	-2.722	1.460

a. Predictor Variables: TUIN

As shown in Table 3 above, higher levels of toxic leadership were linked to higher turnover intentions, according to an analysis of the standardized beta coefficients, which showed that toxic leadership behaviors produced a statistically significant positive contribution to the model ($\beta = 0.475$, $p < 0.001$). This is a significant association within the study: for every unit increase in toxic leadership on a 6-point scale, turnover intention increased by 0.475 standard deviations.

Based on these results, the null hypothesis that there is no correlation between employee turnover intention and toxic leadership behavior among Cambodian OWSO civil servants is disproved. Additionally, there was a statistically significant negative correlation between job satisfaction and turnover intention ($\beta = -.262$, $p < 0.001$). This indicates that there was a significant correlation between better job satisfaction and lower turnover intentions, with each unit increase in job satisfaction on a 6-point scale being linked to a 0.262 standard deviation drop in turnover intentions. These results show that among Cambodian OWSO civil servants, staff turnover intention is significantly predicted by both toxic leadership and job satisfaction. The importance of leadership practices and workplace environments in influencing employee retention outcomes is highlighted by the fact that toxic leadership behaviors increased turnover intention while job satisfaction mitigated it.

Similar findings from earlier studies have shown a strong correlation between toxic leadership behaviors and staff turnover intentions. One practical aspect that has been found to influence turnover intentions is leadership style (Nonehkaran et al., 2023). According to Hattab et al. (2022), workers who encounter toxic leadership are more likely to have high intentions to leave their jobs and may also participate in unproductive work practices. According to Reyhanoglu and Akin (2020), toxic leadership is strongly correlated with organizational quiet

and intention to leave. Similarly, Nunes and Palma-Moreira (2024) discovered a positive and significant relationship between turnover intentions and toxic leadership. These conclusions are in line with the study's findings as well as the body of research on leadership behaviors and employee outcomes.

Table 4. Results of Control Variables Coefficient Summary

Model		Gender	Age	Job Status	Tenue
Standardized Coefficient					
2	Beta	-0.045	0.003	0.155	-0.025
	Sig.	0.599	0.979	0.122	0.796

a. Predictor Variables: TUIN

Based on Table 4, to account for the possible impact of demographic factors on turnover intention, gender, age, job status, and tenure with the organization were included as control variables. Gender ($\beta = -0.045$, $p = 0.599$), age ($\beta = 0.003$, $p = 0.979$), job status ($\beta = 0.155$, $p = 0.122$), and tenure ($\beta = -0.025$, $p = 0.796$) were the control variables that did not substantially affect turnover intention. When controlling for toxic leadership behaviors and job satisfaction, age, gender, tenure, and job status were not statistically significant or predictive of participants' intentions to quit their jobs. The inclusion of these factors increased confidence in the robustness of the main findings by ensuring that demographic features did not obscure the correlations between toxic leadership behaviors and job satisfaction. Cook's distance and standardized residuals were used in the outlier analysis. In one instance, the residual was larger than ± 3 , but the leverage value was less than 0.20 and the Cook's distance value was less than 1.0. In order to protect the varied viewpoints of Cambodian public civil servants, the case was kept.

Increasing job satisfaction and decreasing toxic leadership practices should be top priorities for organizations. Because it represents a significant impact in behavioral and organizational research, a 43% variance explanation is useful for organizational interventions (Cohen, 1988). This degree of explained variance shows that work satisfaction and toxic leadership behaviors have a significant impact on turnover intention, providing organizations with clear leverage points. Given that employee turnover is expensive for businesses (Allen et al., 2010), the discovery that almost half of turnover intention is correlated with job satisfaction and leadership quality offers compelling evidence for funding workplace improvement and leadership development programs.

The results for the first research question reveal that toxic leadership is a strong predictor of employee turnover intention, which is consistent with earlier research. This study offers more proof that toxic and destructive leadership practices create an environment that increases staff's desire to quit by showing a direct and positive association between toxic leadership behaviors and turnover intentions.

Results of the Research Question 2

Research question 2 asked: "How much of the predictive association between toxic leadership behaviors and staff turnover intention among government servants at One Window Service Offices (OWSOs) in Cambodia is mediated by job satisfaction?"

The second research question sought to ascertain if, among government servants at One Window Service Offices (OWSOs) in Cambodia, job satisfaction mediates the association between toxic leadership behaviors and employee turnover intentions. Hayes' PROCESS Macro Model 4 was used to analyze this research question.

Table 5. Results of JOSA Model Summary

R	R-sq	MSE	F	df1	df2	p
0.560	0.314	555.819	42.277	1.000	90.000	0.000

The following outcomes were obtained by looking at the statistical tests: The impact of toxic leadership on job satisfaction was examined. The findings revealed a substantial negative correlation ($a = -0.40$, $se = 0.06$, $t = -6.42$, $p < .001$), with toxic leadership explaining 31.4% of the variation in work satisfaction ($R = .56$, $R^2 = .31$, $F(1, 90) = 41.28$, $p < .001$).

Table 6. Results of JOSA Model

	Coeff	se	t	p	LLCI	ULCI
Constant	165.858	6.117	27.113	0.000	153.703	178.011
TOLE	-0.401	0.062	-6.424	0.000	-0.525	-0.277

a. Outcome variable: JOSA

Table 7. Results of Model Summary of TUIN

R	R-sq	MSE	F	df1	df2	p
0.667	0.432	10.747	33.843	2.000	89.000	0.000

Path *b* showed the direct impact of toxic leadership on turnover intention after taking work satisfaction into account, while path *b* investigated the relationship between job satisfaction and turnover intention while controlling for toxic leadership. The findings showed that while the direct impact of toxic leadership on turnover intention was not significant ($b = 0.05$), work satisfaction significantly predicted turnover intention ($b = -0.04$). 43.2% of the variance in turnover intention was explained by both job satisfaction and toxic leadership ($R = .66$, $R^2 = .43$, $F(2, 89) = 33.84$, $p < .001$).

Table 8. Results of TUIN Model

	Coeff	se	t	p	LLCI	ULCI
Constant	19.534	2.575	7.584	0.000	14.416	24.652
TOLE	0.051	0.010	4.906	0.000	0.030	0.072
JOSA	-0.039	-0.034	-2.717	0.007	0.007	-0.010

a. Outcome variable: TUIN

Table 9. Results of Total Effect of Model Summary

R	R-sq	MSE	F	df1	df2	p
0.620	0.384	11.509	56.312	1.000	90.000	0.000

Without taking job satisfaction into account as a mediator, Path C examined the overall impact of toxic leadership on the desire to leave. Toxic leadership explained 38.5% of the variance in turnover intention ($R = .62$, $R^2 = .38$, $F(1, 90) = 56.31$, $p < .001$), according to the results, which showed a significant positive connection ($c = 0.07$, $se = 0.01$, $t = 7.50$, $p < .001$).

Table 10. Results of Model Total Effect

	Coeff	Se	t	p	LLCI	ULCI
Constant	12.929	0.880	14.688	0.000	11.180	14.678
TOLE	0.067	0.009	7.504	0.000	0.049	0.085

a. Outcome variable: TUIN

There was a substantial indirect impact of toxic leadership on the desire to leave through work satisfaction. The association between toxic leadership behaviors and turnover intention was mediated by work satisfaction, as shown by the 95% bootstrap confidence interval [BootLLCI = 0.0006, BootULCI = 0.0304] (Table 20). Consequently, the null hypothesis that the association between toxic leadership behaviors and turnover intention is mediated by work satisfaction is rejected.

These results are in line with earlier studies that looked at the relationship between work satisfaction, turnover intentions, and toxic leadership practices. Tanuwijaya and Jakaria (2022), for instance, looked into the relationship between transformational and toxic leadership styles and the mediating function of job satisfaction in employee retention. Their findings showed that, both directly and indirectly through job satisfaction, transformational leadership had a higher positive association with employee retention than toxic leadership. When taken as a whole, this study and previous research highlight how important job satisfaction is in reducing the negative consequences of toxic leadership. Although there is a wealth of research on toxic leadership and turnover intentions in industries including business, politics, the military, and, more recently, healthcare (Reyhanoglu & Akin, 2020), there are still few studies that specifically address transit workers. The study's findings highlight how crucial it is to deal with toxic leadership in organizations in order to improve worker retention and happiness.

CONCLUSION

This study successfully achieved its purpose by demonstrating that job satisfaction significantly mediates the predictive relationship between toxic leadership behaviors and staff turnover intention among Cambodian OWSO civil servants. The results confirmed that toxic leadership is a powerful direct predictor of turnover intention, and it also indirectly drives turnover by eroding job satisfaction. These findings provide critical empirical support for the Theory of Planned Behavior, Herzberg's Motivation-Hygiene Theory, and the Toxic Triangle Model within a previously unexamined context, thereby contributing to both academic knowledge and practical human resource management in the Cambodian public sector. Based on these conclusions, several suggestions for future research are warranted. First, to address the low reliability of the Turnover Intention Scale ($\alpha = 0.57$), future studies should consider replicating this research using alternative or additional measures of turnover intention to improve construct validity and confirm the stability of the findings. Second, longitudinal research designs are critically needed to establish causal precedence among the three variables, as the cross-sectional design used here cannot confirm causality. Following a cohort of civil servants over 12-24 months would provide robust evidence of how changes in leadership perceptions affect satisfaction and actual turnover. Third, future research should explore other potential mediators and moderators in this relationship, such as organizational commitment, psychological wellbeing, or organizational culture (Paltu & Brouwers, 2020). Expanding the

sample to include contract workers and lower-level supervisors from multiple ministries would also enhance the generalizability of the findings across the entire Cambodian public sector.

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