Antecedent and consequences of bad leadership

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ABSTRACT

Bad leadership is critical and urgent to study in more depth considering the importance of achieving the goals of a particular entity where the leaders are the compass. This research highlights the importance of understanding leadership dynamics, especially in the context of the existence of good and bad leadership. Leadership is not just about the individual leader but also involves complex interactions between leaders, followers, and contextual factors. This study uses a Systematic Literature Review methodology based on the PRISMA. In this research, factors were found that cause bad leadership, including low managerial self-efficacy, recklessness, callous empathy and incompetent communication. The consequence of bad leadership was abusive supervision and emotional exhaustion. This study has several limitations that need to be noted. This research mainly focuses on a specific population and context, namely managers and employees in China, Taiwan, and Ghana, so generalization of these findings to other contexts needs to be done with caution. In addition, the data collection methods used may have certain limitations in depicting the complexity of leadership dynamics. Therefore, further research with a more complex and representative research design could provide a deeper understanding of this topic. For future research, it is recommended to expand the scope of the study to cover a variety of contexts and populations.

Keywords: *Low Managerial Self-Efficacy; Incompetent Communication; Recklessness; Abusive Supervision; Emotional Exhaustion*

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INTRODUCTION

Human history can be grouped into several stages of society. Society 1.0 is defined as a group of people who hunt, gather, and live side by side in harmony with nature, Society 2.0 is a group based on agricultural cultivation, organizational improvement, and nation-building, Society 3.0 is a society that encourages industrialization through the industrial revolution which allows mass production, and Society 4.0 is an information society that realizes increased added value by connecting intangible assets as an information network, Society 5.0 is an information society built on Society 4.0 with the aim of a human-centered prosperous society (Rojas et al., 2021).

Society 5.0 itself is an idea proposed by the Japanese state with a human center to balance solutions to social problems and economic progress through an integration system between the virtual and physical worlds (Cabinet Office, 2016). This concept succeeded in breaking the thinking of world revolution. With the concept of society 5.0, it is hoped that it can bring changes to the world to improve previous ideas and become better. The goal of Society 5.0 is individual renewal, where every individual has the opportunity to develop himself (Rojas et al., 2021). So, in this era, it is hoped that individuals can experience a decent life. The next goal is company renewal, where each company is expected to be able to build new values during the digitalization era and renew business models that can provide increased productivity. For this purpose, proper leadership is needed.

According to Jay Lorsch, a Professor from Harvard Business School, Leadership is an individual influencing other individuals to follow his or her direction (Iverson & Dervan, 2022). Lorsh prefers the word influence over the word power because it is based on the charisma and knowledge of the influencer. The inability to exert influence can hurt a person's life, resulting in fear, apathy, or despair. Therefore, the ability to produce positive leadership and prevent undesirable outcomes can provide a strong incentive for the development and exercise of personal control (Bandura, 2009).

Leadership itself has several criteria, including good leadership, bad leadership, evil leadership, misguided leadership (Lawrence, 2010 ; Lawrence & Pirson, 2014). Where in this discussion we focus on bad leadership. Bad leadership itself is carried out by an influencer who has no heart, where he forces his followers to achieve maximum results by any means without paying attention to the consequences for other people (Iverson & Dervan, 2022). In addition, low managerial self-efficacy is one of the indicators of bad leadership, this is characterized by harsh supervisory behavior which interprets incompetence in leading (Xie et al., 2023). Bad leadership is critical and urgent to study in more depth considering the importance of achieving the goals of a particular entity where the leaders are the compass. Leaders who lack integrity have a significant negative impact on trust. Additionally, their lack of integrity can affect those around them. This can create a culture of dishonesty that threatens the company's reputation.

Employees expect their leaders to set an example for their own behavior. Poor integrity sets an especially poor example. On the other hand, it is said that abusive supervisory behavior can also cause subordinates to experience demotivation and a tendency in the future to be less willing to contribute optimally. It is further stated that by knowing the indicators of bad leader behavior we can avoid abusive supervisory behavior (Xie et al., 2023).

Representatives of bad leadership before the Society 5.0 era can be found in the book "Driven to Lead: good, bad, and misguided leadership" by Lawrence, Paul R (2010), one of which is a leader with a genetic defect is interpreted as having no drive or loss. encouragement to cooperate with other people is manipulative so that one's interests can

be achieved. We can construct this condition through a leadership culture that occurs on oil platforms off the coast of the Gulf of Mexico where macho leadership (physical toughness) is more relied on. This example of leadership leads to a lack of conscience, an orientation towards mastery over other people, a nature of avoiding ties with other people, and focusing on personal existence. A leader who pursues unrealistic (ineffective) goals. or using ineffective means may result in bad moral consequences for followers (Wu et al., 2021).

Apart from that, the impact of bad leadership is poor communication with subordinates and partners which has a big impact on the organization as a whole. Lack of employee engagement, high employee turnover, low productivity, and low morale can also cripple a business and drive good employees away (Handayani et al., 2022). Therefore, organizations need to pay attention to effective leadership practices to prevent the negative impacts that can occur due to poor leadership. Bad leadership is an important issue in organizations because it can affect leader–follower relationships and have negative impacts on individual well-being and organizational effectiveness, particularly in the context of Society 5.0, which is characterized by technological developments and an increasingly complex work environment.

This study aims to identify the antecedents of bad leadership, analyze its consequences for individuals and organizations, and provide a more comprehensive understanding of the dynamics of bad leadership based on a review of the literature across diverse organizational and cultural contexts.

METHOD

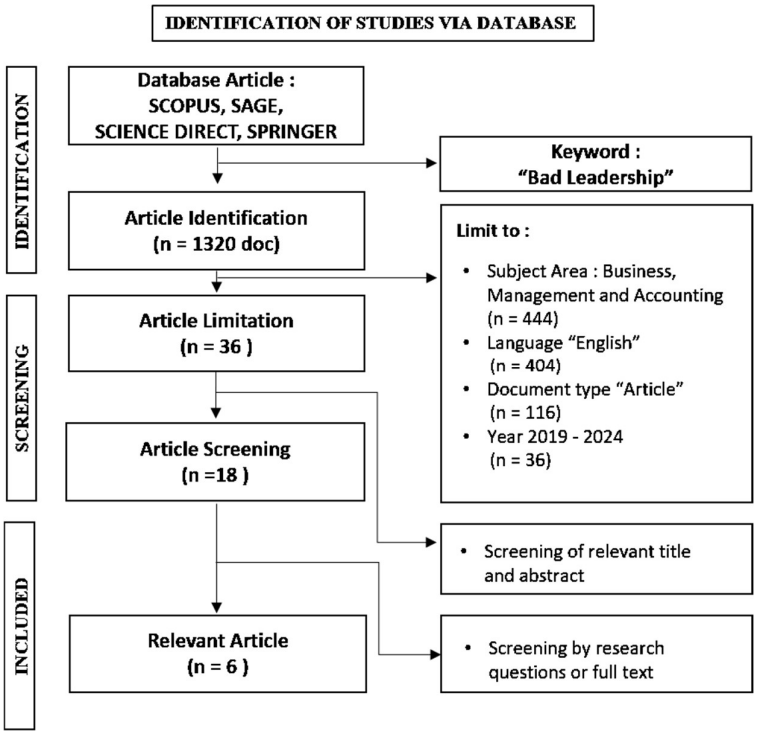
This study examines bad leadership through the Systematic Literature Review (SLR) method, by systematically collecting and analyzing existing research. The aim is to collect data and previous research results, then conclude the findings qualitatively (based on observations and experiences), quantitatively (based on numbers and statistics), and mix methods (ILO, 2021). This method is used to analyze the factors that influence bad leadership and the negative impacts of bad leadership. This study uses the Systematic Literature Review (SLR) method which is carried out by following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines.

PRISMA is a guideline created by Moher et al., 2009 to ensure that literature reviews are conducted systematically and transparently. This guideline helps researchers identify, select, and compile research reports in a more structured and clear manner. The PRISMA diagram shown in Figure 1 shows the stages of data search and the decisions taken to determine the final results of the study. The process of collecting, analyzing, and interpreting data in this SLR research was carried out using four databases, namely Scopus, Sage, ScienceDirect, and Springer.

The first step is to type the keyword 'bad leadership' in the article search column, and then 1320 documents are obtained. The next step is to apply limitations to the articles to be reviewed following the PRISMA procedure so that the articles are relevant to the research questions and objectives. Limitations are carried out by selecting articles according to the subject area "Business, Management and Accounting", the language used in writing the article is "English", the document type is "article", the publication stage is "final" with the source type "journal", the year "2019- 2024" so that it is easy to get suitable reference articles. Apart from that, the author chose 2019 – 2024 because it is entering the Society 5.0 era. The results of applying the limitations show that 36 articles are relevant to the research topic.

The next process is to download 36 documents that have been selected from various database sources, namely Scopus, ScienceDirect, SAGE, and Springer. Next, the initial screening process was carried out according to the PRISMA method, which focuses on the relevance of the title and abstract related to poor leadership. From this process, 18 documents were obtained that were appropriate.

Next, the screening process involves reading the entire articles to ensure their relevance to the research questions and objectives. Articles deemed irrelevant will be excluded. The screening results will leave 6 articles that align with the research questions and objectives, and subsequently, the data analysis process will be conducted.



Source: Developed by authors, 2025

Figure 1
PRISMA flowchart

RESULTS AND DISCUSSION

Articles Categorized by Journal

Sources of information in this article come from several journals (see Table 1.) including "Journal of Business Research" (2023), "Asia Pacific Journal of Management" (2022), Philosophy of Management (2021), Transylvanian Review of Administrative Sciences (2021) and "Africa Journal of Management" (2020). These articles have illustrated that the antecedents and consequences of bad leadership in the era of Society 5.0 have a significant impact. Through in-depth literature analysis, researchers have provided a deep understanding of the factors that influence poor leadership, as well as its impact on various aspects of society. The results of this research not only contribute insights into leadership theory but also contribute to the practical understanding of how leadership policies and practices can shape social dynamics in modern society.

Table 1
Articles categorized by journal

Journal	Year	Quantity
Journal of Business Research	2023	1
Asia Pacific Journal of Management	2022	1
Philosophy of Management	2021	1
Transylvanian Review of Administrative Sciences	2021	1
African Journal of Management	2020	1

Source: Analyzed by authors, 2025

Origins of the Samples

This research takes a global approach by taking research samples from different cultural and geographical contexts involving respondents from China, Taiwan, the United States, and Ghana (see Table 2.). Data collection from this global context aims to provide a comprehensive understanding of the trigger factors and impacts of bad leadership behavior in the context of an increasingly connected and rapidly developing society in the Society 5.0 era. By using research samples with varied cultures and organizational experiences from various countries, this information can make a significant contribution to the global understanding of leadership in the Society 5.0 era.

Table 2
Articles categorized by origins of the samples

Origin of the samples	Source
China	Xie et al (2023)
Taiwan	Liang (2022)
Ghana	Zoogah & Abugre (2020)

Source: Analyzed by authors, 2025

Policy Fields

This research focuses on various policy fields (see Table 3.) that have a significant impact on understanding the antecedents and consequences of bad leadership in the Society 5.0 era. The policy fields explored include education, manufacturing, Real Estate and Trade, military, and local and international organizations. By exploring these various fields, this research aims to provide holistic and contextual insight into the factors that influence ineffective leadership, as well as its impact on various crucial sectors in a society that is developing rapidly in the Society 5.0 era.

Table 3
Articles categorized by policy fields

Policy fields	Source
Education, Manufacturing, Real Estate and Trade	Xie et al (2023)
Military	Liang (2022)
Local and international Organizations	Zoogah & Abugre (2020)

Source: Analyzed by authors, 2025

Theoretical Foundations

Managerial networking research uses various theoretical foundations (see Table 4.), such as boundary-spanning behavior, self-protection theory, status threat, managerial self-efficacy, abusive supervisory behavior, and self-conscious emotion. Understanding behavior is critical for managers because it allows them to connect with external

stakeholders and access resources critical to organizational success. Meanwhile, self-protection theory highlights how individuals try to protect their positive self-esteem in the face of threats to their self-concept. Status threat is also a key factor in influencing networking behavior, managerial self-efficacy and abusive supervisory behavior influence the results of networking behavior.

In addition, research also considers the impact of self-conscious emotions such as shame in the context of managerial networks, while restorative justice principles can increase trust and cooperation in organizational network relationships. By understanding these theoretical foundations, managers can develop more effective networking strategies and build sustainable relationships with stakeholders, improving overall organizational performance and resilience.

Table 4
Theoretical foundations used in managerial networking research

Theoretical foundations	Source
Boundary Spanning Behavior, Self-Protection Theory, Status Threat, Self-Protection Theory, Managerial Self-Efficacy and Abusive Supervisory Behavior	Xie et al (2023)
Self-conscious emotions	Liang (2022)
Restorative Justice	Zoogah & Abugre (2020)

Source: Analyzed by authors, 2025

Antecedents of Bad Leadership

The data above explains that factors that influence bad leadership (see Table 5.) in the era of Society 5.0 are as follows: Low managerial self-efficacy, Recklessness, Callous empathy and incompetent communication. Low managerial self-efficacy results in leaders lacking confidence in their decision-making and leadership abilities. Recklessness leads to leaders making decisions without considering the potential negative consequences for the organization. Callous empathy, or insincere empathy, causes leaders to appear uncaring about the well-being of their team members, damaging relationships and trust. Lastly, incompetent communication hinders the effective and transparent flow of information, which is crucial for good coordination and teamwork.

Knowing the antecedents of bad leadership is a crucial step in managing and developing an organization. It enables the organization to avoid the negative impacts of poor leadership, enhance employee performance and satisfaction, and ensure long-term sustainability and success. These factors reflect patterns of behavior and attitudes that can lead to ineffective leadership in the context of an increasingly connected and rapidly developing society in the Society 5.0 era.

Table 5
Antecedents of Bad Leadership

Antecedents	Source
Low managerial self-efficacy	Xie et al (2023)
Recklessness	Wart et al (2021)
Callous empathy	Liyanagamage (2024) Deckers (2021)
Incompetent communication	Liyanagamage (2024) Zoogah & Abugre (2020)

Source: Analyzed by authors, 2025

Consequences of Bad Leadership

The negative impact of bad leadership in the Society 5.0 era is manifested in the form of abusive supervision and emotional exhaustion (see Table 6), which is detrimental to subordinates and damages the work climate. Abusive supervision refers to the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact, by supervisors. This toxic behavior can lead to severe psychological distress among employees, eroding their self-esteem and confidence. Emotional exhaustion, on the other hand, is a state of chronic emotional depletion resulting from prolonged exposure to stressors in the workplace. In the Society 5.0 era, where technological advancements and digital transformation are at the forefront, the demands and pressures on employees have increased exponentially. Bad leadership exacerbates these pressures, creating an environment where employees feel undervalued, overworked, and unsupported. This combination of abusive supervision and emotional exhaustion not only hampers individual performance but also stifles creativity and innovation, which are crucial in a rapidly evolving technological landscape.

Moreover, the detrimental effects extend beyond individual well-being. The overall work climate suffers as trust and collaboration diminish. Teams become less cohesive, communication breaks down, and morale plummets. This toxic environment can lead to higher turnover rates, as employees seek healthier and more supportive workplaces. Additionally, the organization may face reputational damage, making it harder to attract and retain top talent. A deep understanding of these consequences is the key to identifying solutions and strategies for more positive and sustainable leadership development in the Society 5.0 era. Understanding the antecedents and consequences of bad leadership in the Society 5.0 era has a significant impact, especially for practitioners and academics. Practitioners can use an in-depth understanding of the factors that trigger ineffective leadership behavior and the impacts that occur to identify problems and design solutions and leadership development strategies that suit the needs of the Society 5.0 era in ever-changing work dynamics, with the hope of improving performance and health. organization.

Meanwhile, for academics, understanding the antecedents and consequences of bad leadership in the Society 5.0 era provides an important contribution to the scientific literature by enriching theoretical understanding. This opens the door to the development of frameworks and conceptual models that are more relevant to the complexity of modern society. Therefore, this research not only provides the basis for practical solutions in the field but also increases the level of understanding. In conclusion, the negative impact of bad leadership in the Society 5.0 era is profound, affecting both the psychological well-being of employees and the overall effectiveness of the organization. Addressing and mitigating these issues is essential for fostering a positive work climate, enhancing employee satisfaction, and ensuring sustainable success in an increasingly competitive and technologically driven world.

Table 6
Consequences Of Bad Leadership

Consequential	Source
Abusive supervision	Liang (2022)
Emotional Exhaustion	Deckers (2021)

Source: Analyzed by authors, 2025

Discussion

In the context of leadership, three main elements are interrelated: the leader, the followers, and environmental or situational factors that influence leadership dynamics (Pynnönen & Takala, 2013). This illustrates that leadership does not only consist of the individual who leads, but also involves complex interactions between leaders, followers, and contextual factors that influence leadership dynamics. Leadership is not only good leadership, there is also bad leadership. Bad leadership can be differentiated based on several factors, including whether the abuse is physical or mental, and whether the action is carried out intentionally or not (Pynnönen & Takala, 2013). This means that there are different ways to categorize bad leadership behavior, depending on the type of abuse and the intent behind the behavior.

Bad leadership occurs when someone who does not have sufficient empathy or morality, uses his power over followers to achieve his desires, especially the desire to gain profit or power, without paying attention to the impact on other people (Lawrence, 2010). In this context, the leader does not take into account the possible negative consequences for followers or society as a whole. It emphasizes that poor leadership is characterized by selfishness and a lack of consideration for the welfare of others.

In addition to the elements of leader, followers, and situational factors influencing leadership dynamics, it is crucial to recognize the broader implications of bad leadership within organizational contexts. Bad leadership not only affects immediate followers but also permeates through organizational culture, impacting productivity, morale, and overall effectiveness. Leaders who lack empathy or moral integrity may exploit their authority for personal gain or power, disregarding the well-being of their teams and the organization as a whole. This can lead to a toxic work environment where trust erodes, collaboration falters, and innovation stagnates.

Moreover, the consequences of bad leadership extend beyond the organizational boundaries to affect societal well-being. Leaders who prioritize self-interest over ethical considerations can contribute to social inequality, ethical lapses, and public distrust in institutions. In today's interconnected world, where transparency and ethical leadership are increasingly valued, instances of bad leadership can tarnish reputations and hinder sustainable growth and development. Therefore, understanding and mitigating the impact of bad leadership is not only essential for organizational health but also for fostering trust, resilience, and ethical conduct in broader societal contexts.

Antecedents of Bad Leadership

In this research, factors were found that cause bad leadership, including: low managerial self-efficacy (Xie et al., 2023), recklessness (Wart et al., 2021), callous empathy (Deckers, 2021), and incompetent communication (Zoogah & Abugre, 2020). Understanding these factors is crucial as they contribute to ineffective leadership behaviors that can undermine organizational success and employee well-being.

This study explores how these elements interplay within leadership dynamics, emphasizing their implications for organizational culture, performance, and overall effectiveness. By identifying and analyzing these factors, we aim to provide insights into mitigating the negative impacts of bad leadership and promoting healthier, more productive leadership practices.

Low managerial self-efficacy

Self-efficacy is a person's belief or self-confidence that he or she is able to organize the right steps and carry them out to achieve the desired results or overcome existing

challenges (Bandura, 1995). Self-efficacy plays an important role in a person's life because it is closely related to several important aspects, including self-efficacy related to a person's perseverance when facing difficulties, self-efficacy also affects the quality of a person's well-being or happiness, self-efficacy affects a person's vulnerability to stress and depression and self-efficacy also affects the choices made by a person at important moments in his or her life (Bandura & Locke, 2003).

In addition to adequate competence, knowledge, and skills, a manager also needs to have strong self-efficacy beliefs, these efficacy beliefs are the manager's confidence in his or her ability to face and overcome various demands and difficult situations (Hannah et al., 2008). Bandura (1977) said that managerial self-efficacy is a measure of the extent to which a manager believes in his or her ability to overcome situations and achieve desired results in his or her role as a leader. Studies on managerial efficacy generally emphasize the concept of managerial self-efficacy (Zhang & Welch, 2022). Several factors contribute to managerial self-efficacy (Appelbaum and Hare, 1996; Bandura, 2000; Brockner and James, 2008), including enactive mastery, which is a manager's direct experience in successfully completing certain tasks, which in turn increases self-confidence in facing similar tasks in the future. In addition, a manager's intelligence, which includes intellectual or cognitive abilities, also plays an important role in understanding and solving complex problems. Learning ability, or the extent to which a manager is able to absorb and apply new knowledge from experience, is also an important factor.

Finally, goal orientation, which is the extent to which a manager focuses on achieving certain goals, both for themselves and the organization, also determines how confident they are in achieving the targets that have been set. The combination of experience, intelligence, learning ability, and focus on goals as a whole shape a manager's confidence in carrying out their managerial role effectively. Previous studies have found that managerial self-efficacy plays a very important role for managers in carrying out their responsibilities (Hannah et al., 2008).

Leaders with low managerial self-confidence tend to perceive situations as threatening more often than those with high self-confidence, and are therefore more likely to exhibit abusive supervisory behaviors toward activities that cross organizational boundaries (Xie et al., 2023). This suggests that leaders' managerial self-confidence significantly influences how they respond to situations and interact with subordinates. High managerial self-confidence results in more positive and constructive responses, while low self-confidence can lead to negative or even abusive responses. Thus, managerial self-confidence is an important factor in shaping leadership dynamics and the relationship between supervisors and subordinates. Leaders with low managerial self-efficacy tend to solicit input from subordinates less often than other managers (Fast et al., 2014). This can result in lower levels of active employee participation in providing input or opinions. Managers who are less confident in their ability to meet competency expectations are less likely to solicit input, reducing opportunities for employees to contribute to decision-making or organizational improvement (Fast et al., 2014).

In addition, low managerial self-efficacy can lead to a non-receptive attitude toward employee active participation. The impacts include decreased requests for input, negative evaluations of employees who provide input, and lack of implementation of that input. This non-receptive attitude is often caused by managers' attempts to defend their egos. Managers with low self-efficacy may feel threatened by employee input because it disrupts their self-image of their abilities and authority, so they tend to reject the input in response to feelings of discomfort or threat.

Recklessness

In criminal law, recklessness refers to behavior in which a person is aware of the risk of harm but still chooses to continue the action regardless of the risk (Crosby, 2008). Teese & Bradley (2008) stated that recklessness is behavior that is considered inappropriate or wrong and has the potential to cause serious problems or losses. In the context of leadership, recklessness is described as the behavior of a leader who acts without considering the possible consequences of the action (Wart et al., 2021).

Lipman-Blumen (2005) describes recklessness as an action taken by a leader without thinking about or calculating the risks or negative consequences that may occur, in this context, the leader does not care about the impact of his actions on himself or others. For example, in the context of leadership, reckless behavior is taking uncalculated risks, ignoring procedures and policies, and making major decisions without consulting the relevant team or experts, thus ignoring potential problems that may arise (Lipman-Blumen, 2005; Wart et al., 2021), including decreased performance, loss of trust, decreased morale and motivation, meaning employees may feel unappreciated or ignored, which can lower their morale and motivation and financial losses, where reckless decisions can result in financial losses for the organization, either in the form of lost revenue, unexpected costs, or reputational damage.

Recklessness in leadership is a behavior that can damage the effectiveness and sustainability of an organization. A leader needs to understand Decision-Making Theory in depth so as not to be careless in acting, this is because every decision must be based on a thorough understanding of the situation, relevant data, and various alternatives available. In-depth analysis helps leaders understand the potential consequences of each choice and identify the associated risks. Before making a decision or action, leaders must identify the problem, collect relevant data and information to understand the problem and available alternatives, assess the various options available based on certain criteria, such as costs, benefits, risks, and long-term impacts, choose the best alternative based on the evaluation carried out and realize the decisions taken and monitor the results to ensure effectiveness.

This is relevant to the theory put forward by Simon (1977), The rational model which explains that several steps must be taken if you want to take an action or decision, including Intelligence, Design, Choice, and Review. Intelligence in the context of decision-making is a very important initial step. This involves recognizing and understanding the situation that requires a decision, be it a problem that needs to be solved or an opportunity that can be utilized. By identifying and understanding the situation, a leader can gather relevant information and set clear objectives to guide the subsequent decision-making process. Meanwhile, design is a step that involves creating, developing, and analyzing various alternative courses of action.

This step is important to ensure that the decision taken is based on a comprehensive understanding of all possible solutions available. By designing and analyzing alternatives thoroughly, a leader can choose the most effective and efficient course of action to achieve the desired goal. Next, choice is a step where a particular course of action is chosen from the various alternatives available. This step involves the final evaluation and selection of the best alternative based on predetermined criteria. Once the best alternative is selected, the decision must be followed by a commitment to implement the action. This process ensures that the decision taken is the most effective and efficient to achieve the desired goal.

The last is the review, assessing the choices that have been made in the past. This step involves evaluating the results, identifying successes and failures, and learning

lessons for future improvement. By conducting reviews, organizations can ensure that they learn from previous experiences and continue to improve their decision-making processes in the future. Thus, leaders need to develop wise decision-making skills and consider risks carefully to ensure the long-term success of the organization.

Callous Empathy

Callous empathy refers to the behavior of a leader who understands what his subordinates are feeling but does not care about the condition, and uses this understanding to achieve personal goals or manipulate his subordinates (Book et al., 2007). Callous empathy is an attitude of empathy that is insincere or shallow, where a leader shows signs of empathy, such as listening or providing words of comfort, but these actions are not based on true feelings. The leader appears to care only on the surface without truly feeling what the other person is experiencing (Deckers, 2021). Leaders may use empathy as a manipulative tool to achieve certain goals, such as temporarily easing tension, maintaining a positive image, or gaining support, however, these actions are not based on a genuine desire to help or support the team (Book et al., 2007).

Viding et al., (2009) explored how someone with "callous empathy" uses their understanding of others' feelings to act in a manipulative or antisocial manner, without remorse or empathy for the impact on others. As a result, when team members perceive that the empathy shown by the leader is not genuine, they will feel unappreciated or played, this can damage relationships and reduce the level of trust between the leader and the team, which ultimately affects motivation, engagement, and overall performance of the team. It is important to note that genuine empathy brings many valuable long-term benefits to the organization, including building trust between leaders and team members. when employees feel that their leaders truly care, they are more likely to trust the leader (Goleman, 1998).

In addition, employees who feel appreciated and supported tend to be more loyal to the organization, which can reduce turnover. Genuine empathy will increase employee motivation, because they feel recognized and appreciated, of course, this can increase productivity and work quality, and contribute to the emotional and psychological well-being of employees which can create a healthier and happier work environment. This is relevant to the opinion put forward by Goleman (1998) hat empathy is a key skill in effective leadership and that empathetic leaders can create a more productive and innovative work environment, with empathy, leaders can understand the needs, feelings, and perspectives of team members, which can build stronger relationships and provide better support and create a positive work climate and can improve employee well-being, facilitate creativity, collaboration, and overall organizational success.

Incompetent Communication

Incompetent leadership refers to leaders who fail to convey messages or instructions clearly, resulting in followers not understanding what is expected of them or not feeling connected to the leader's vision or goals (Zoogah & Abugre, 2020). Incompetent communication can include delivering messages that are unclear, untimely, or not aligned with the needs or expectations of followers.

As a result, followers feel confused, uninformed, or unmotivated to follow the direction or vision set by the leader. When leaders fail to communicate effectively, it can have a negative impact on followers (Zoogah & Abugre, 2020). The failure in question is when a leader makes a decision without asking for opinions or input from his followers or makes a decision unilaterally, this will have an impact on dissatisfaction, resistance,

decreased performance or conflict between leaders and followers, or even sabotage from followers because they feel ignored and unappreciated (Zoogah, 2014; Vogelgesang et al., 2013; Russ, 2011; Padilla et al., 2007; Kellerman, 2004; Avolio et al., 2004). In addition, followers will feel that there is a discrepancy between the words and actions of the leader which will reduce the followers' trust in the leader, where followers will feel that the leader is not sincere, which can ultimately reduce motivation in work (Vogelgesang et al., 2013; Avolio et al., 2004).

Incompetent communication will cause followers to assume that their information and suggestions are not important to the leader and show a lack of behavioral integrity (Kellerman, 2004, 2008, 2013). Bad leaders tend not to involve subordinates, especially when involved in activities that benefit themselves without regard to the interests of others or the organization (Kellerman, 2008), leaders who do not respect or treat subordinates badly (Tepper, 2000), leaders who violate moral norms or applicable rules (Kellerman, 2004).

Thus, incompetent communication from leaders can have a negative impact on the relationship and dynamics between leaders and followers. The behavioral integrity of leaders plays an important role in explaining how transparent communication by leaders can affect followers' enthusiasm and commitment to their work because followers feel that leaders care about and trust their input (Avolio et al., 2014).

Consequences of Bad Leadership

In this research, it was found that the consequence of bad leadership was abusive supervision (Liang, 2022) and Emotional Exhaustion (Deckers, 2021). These consequences highlight the pervasive negative impacts that poor leadership can have within organizational contexts. Abusive supervision, characterized by hostile behaviors and mistreatment from leaders towards their subordinates, not only undermines employee morale and productivity but also creates a toxic work environment detrimental to organizational cohesion and effectiveness (Liang, 2022). Emotional Exhaustion, on the other hand, reflects the psychological toll experienced by individuals who face chronic stress and burnout due to inadequate leadership support and guidance (Deckers, 2021). This emotional depletion not only affects individual well-being but also compromises organizational performance and sustainability.

Understanding these consequences is essential for organizations aiming to cultivate positive leadership practices and foster a supportive work environment. By addressing the root causes of abusive supervision and emotional exhaustion, organizations can promote healthier leadership behaviors that enhance employee engagement, retention, and overall organizational success. This study explores the nuanced interplay between bad leadership behaviors and their detrimental outcomes, offering insights into effective strategies for mitigating these consequences and promoting a culture of ethical, effective leadership.

Abusive Supervision

In an organization, leaders are usually people who have great power and influence, where this power and influence allows leaders to influence various aspects of employees' work lives, such as daily tasks, work atmosphere, motivation, and even the careers of these employees (Schyns & Schilling, 2013). Leaders should avoid negative behavior, such as harassment or abuse of authority because this can have a negative impact on employees and the organization as a whole. Some leaders abuse their power by taking advantage of followers or subordinates for personal gain without regard for the welfare of their

followers and treating followers in an inappropriate, rude, or detrimental manner (Krasikova et al., 2013; Schmid et al., 2019). In research on leadership, abusive supervision is one of the most widely studied forms of leadership (Fischer et al., 2021).

Abusive supervision is a harsh action carried out by a superior directly to his subordinates which includes verbal and non-verbal behavior such as being hostile to his subordinates, shouting at direct subordinates, belittling, blaming, and isolating subordinates, and has no ethical components (Richard et al., 2020; Fiset et al., 2019; Yu et al., 2018). Abusive supervision can damage the work environment and have a negative impact on subordinate performance (Liang, 2022). When superiors use abusive actions or behaviors towards their subordinates, this will hinder or reduce the ability of subordinates to do their jobs well. This can happen because abusive supervision can cause stress, anxiety, or feelings of insecurity in subordinates, which in turn can interfere with their focus, motivation, or ability to work effectively. Many studies have been conducted showing that abusive supervision tends to cause decreased performance, both at the individual (employee), unit (work team), and organizational levels as a whole (Tepper et al., 2017).

This will certainly impact effectiveness and productivity at various levels in the organization. Fischer et al (2021) said that 3 factors cause a leader to carry out abusive supervision, including the characteristics and behavior of the leader (leaders who are easily emotional, leaders who are under pressure or stress) characteristics and behavior of employees (annoying employee behavior, creates tension and conflict, or violates social norms, can trigger abusive behavior from leaders), and environmental characteristics (life situations outside of work can be a predictor of abusive supervision behavior). Thus, abusive supervision can hinder the ability of subordinates to achieve optimal work results, create an unhealthy work environment, and can result in mental stress.

Emotional Exhaustion

Emotional exhaustion refers to a condition in which a leader feels extremely tired psychologically and physically due to a hefty and continuous workload or personal demands and is one of the main aspects of burnout, a state of total exhaustion that includes physical, emotional, and mental exhaustion (Wright & Cropanzano, 1998). Emotional exhaustion can lead to employee turnover and decreased performance quality in an organization (Sawyerr et al., 2009; Robinson & Morley, 2006).

In addition, emotional exhaustion is also one of the main parts of burnout or total exhaustion due to prolonged work stress and can result in fatigue, lack of enthusiasm, and lack of energy, which can affect mental and physical health (Sawyerr et al., 2009; Moore, 2000; Ashill & Rod, 2011; Rod & Ashill, 2013). Emotional exhaustion is one component of emotional exhaustion syndrome that is often associated with jobs that require intensive and prolonged emotional interaction, such as in leadership roles. Leaders who experience emotional exhaustion tend to be less able to make good and rational decisions because their cognitive and emotional abilities are impaired (Cropanzano et al., 2003), this condition can also lead to a lack of engagement in work and teams, because leaders may lose motivation and energy to provide the necessary support to their team members (Bakker & Costa, 2014).

When a leader experiences emotional exhaustion tends to feel less engaged in the sense of feeling alienated, unappreciated, or not having a deep connection with the work or vision of the organization. and not motivated to achieve organizational goals, less enthusiastic in carrying out tasks, and no longer trying to make maximum contributions

(Cropanzano et al., 2003). In addition, a leader who experiences emotional exhaustion tends to have a higher intention to leave his job which affects his performance (Cropanzano et al., 2003).

In general, research shows that individuals tend to build relationships with others in a social or organizational context based on the principle of social exchange, where both parties give and receive something of value such as emotional support, practical assistance, appreciation, or financial rewards that are given fairly and evenly, according to the contribution and effort given by the individual in the relationship (Cropanzano et al., 2001). Cropanzano et al (2003) said that work that causes emotional exhaustion tends to violate the principle of fair social exchange.

Emotional exhaustion is considered a cost that reduces the value of the benefits of work. Second, employees who feel too burdened to experience emotional exhaustion usually see the organization as unfair. Emotional exhaustion, which is personally costly and often considered unjustified, hinders the development of high-quality social exchange relationships, which is reflected in lower organizational commitment. Emotional exhaustion is not only a problem for the individual who experiences it but can also be detrimental to the organization (Seery & Corrigall, 2009). Therefore, leaders who experience emotional exhaustion may have difficulty making effective decisions, communicating with the team, and maintaining motivation and commitment to work. Thus, organizations need to provide adequate support for leaders, including training on stress management and work-life balance, to prevent emotional exhaustion and ensure the sustainability and health of the organization.

CONCLUSION AND SUGGESTION

This research highlights the importance of understanding leadership dynamics, especially in the context of the existence of good and bad leadership. Leadership is not just about the individual leader but also involves complex interactions between leaders, followers, and contextual factors. Poor leadership can have detrimental consequences, such as abusive supervision and Emotional Exhaustion, which can hinder subordinate performance and create an unhealthy work environment. Effective leadership entails not only possessing the necessary skills and competencies but also demonstrating empathy, integrity, and a commitment to ethical conduct. Organizations must prioritize the development of leaders who foster trust, empower their teams, and promote a positive organizational culture.

By addressing the antecedents of bad leadership such as low managerial self-efficacy, recklessness, callous empathy, and incompetent communication organizations can proactively mitigate the risks associated with poor leadership practices. Furthermore, cultivating a culture of accountability and transparency is crucial for preventing instances of abusive supervision and emotional exhaustion. Leaders should be held accountable for their actions and encouraged to seek continuous feedback and improvement. By investing in leadership development programs and promoting a supportive work environment, organizations can enhance employee well-being, boost morale, and ultimately improve overall organizational performance. In conclusion, the findings underscore the imperative for organizations to prioritize ethical leadership practices and foster a conducive workplace environment.

By recognizing and addressing the root causes of bad leadership, organizations can pave the way for sustained success, innovation, and employee satisfaction in today's dynamic and competitive business landscape. This study has several limitations that need to be noted. First, this research mainly focuses on a specific population and context,

namely managers and employees in China, Taiwan, and Ghana, so generalization of these findings to other contexts needs to be done with caution. In addition, the data collection methods used may have certain limitations in depicting the complexity of leadership dynamics. Therefore, further research with a more complex and representative research design could provide a deeper understanding of this topic.

For future research, it is recommended to expand the scope of the study to cover a variety of contexts and populations. More extensive longitudinal or experimental studies may also provide additional insight into how poor leadership affects subordinate performance and well-being over time. In addition, further research could explore interventions or strategies that can reduce or prevent the occurrence of bad leadership, such as leadership training and developing an organizational culture that supports healthy relationships between leaders and followers. By expanding our knowledge of the factors that influence good and bad leadership, we can improve leadership practices in the workplace and create a more productive and sustainable work environment.

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