Fame Suppressors: Their Impact on Labour Turnover in the Small to Medium Enterprises in Zimbabwe

Mary Chakawa, Mary Murambi, Dr Chipo Mutongi, Shingirai Sikomwe

Midlands State University

Email address: mutongic(at)gmail.com

Abstract— *Using a sample from 160 participants drawn from aluminium companies, we investigated the impact of "fame suppressors" on labour turnover in the small to medium enterprises. The toxic triangle was used as the theoretical framework in this study to explain how toxic leaders can cause toxic environments at the work place and its bearing on employee turnover in turn. Questionnaires were sent to SMEs employees and management of three aluminium companies in Harare. Structured interviews were also carried out to support the responses from questionnaires on the subject. A correlation and regression analysis was carried out by the researchers to find the relationship between the variables. The research indicates that an increase in presence fame suppression increases labour turnover. There is no single documented explanation to this set of results, although there are other factors that affect labour turnover. The study concluded that increase in fame suppression also increases labour turnover. The research further recommends that there should be further studies to explore in other towns where other fundamentals may be different, in other sectors too.*

Keywords— *Fame suppressors, fame suppression, labour turnover, Small to Medium Enterprises, toxic triangle, toxic leaders. dysfunctional leaders.*

I. INTRODUCTION

Fame suppression and fame suppressors were coined by Mutongi and Mazhawidza (2019). The dramatic shrinking of the formal sector as a result of most companies closing and most Zimbabweans being retrenched gave birth to the growth and supremacy of the informal Business in the country, (Nyapfumbi 2017). This informal trading business opened a means of survival to many Zimbabwean citizens, (Gangata 2013). Small to Medium Enterprises became the major basis of employment in the country. SEDCO, which is the Small Enterprises Development Corporation, defined an SME as a company with a total number of one hundred employees, and a yearly income of eight hundred and thirty dollars (US 830, 000). According to (Kazunga 2017), an estimated 18 500 SMEs exist in the country and have formalised their operations. This study investigated how fame suppressors impacts the growth of SMEs in the Zimbabwean construction industry focusing on the Aluminium companies.

1.1 Background to the Study

The phrase fame suppression is fairly new phrases to the academic arena, but however the words fame and suppression existed before. The joining together of these two words has inspired the writer of this paper to write on fame suppression. Mutongi and Mazhawiza (2019) defined fame as the state of being known or recognised by many people because of your achievements, skills, talent, knowledge, capabilities and wisdom. Suppression as alluded by the two writers is the action of subduing something such as activity or publication, it involves hindering someone from achieving something. The writers are therefore, going to link fame suppression with the likes of toxic leaders and dysfunctional leaders as all these have the same characteristics.

Stark (2013), described toxicity (suppression) as a pain inflicted into individuals and takes away their confidence and self-worth and slowly disconnecting the employees from their work they will be committed to. Suppression in the workplace is perceived by employees, to come from toxic leaders (suppressors) within the organisation and therefore rendering it as a suppressed organisation. Apellbum (2017), is of the view that, one major characteristic of fame suppression is crafting or creating and safeguarding a toxic work environment. A fame suppressor may best be pronounced as someone who is motivated by egotism, someone who is not concerned about others and affects the organisational environment negatively, (Seeger et al., and 2015). Fame suppressors enjoy fighting and controlling rather than inspiring others. Their main focus is short-term achievements and accomplishments and they are destructive leaders, they celebrate when they tear others down. Reed (2014) is of the opinion that, the best approach to understand whether someone is toxic or not, is to scrutinise the increasing consequence of de-motivational behaviour on employee or subordinates confidence and working environment over time. Their behaviours manifest in different ways and some of these are which are evident in the construction industry are outlined below:

Mutongi and Mazhawiza (2019), postulates that fame suppressors do not want to involve others in their decision making and power is concentrated on one person. Those in power control every aspect of the business, including being involved in the company's recruitment processes. Fame suppressors due to their behaviours of making their own decisions, have been highly involved in corrupt issues like nepotism. The Industrial Psychology Consultants Zimbabwe (2017), have reported that for the past years, there has been reports on high occurrence of nepotism in most companies in the country. The continuous occurrence of nepotism affects the selection process during placements in companies as well as how people are promoted into jobs. Those with relatives and close connections within the companies getting chances well ahead of other deserving candidates.

TABLE 1.1: Nepotism Prevalence rates by Sector

Industry	2016	2017	2018	2019	2020
Construction	2.20%	2.30%	2.50%	3.10%	3.30%

Source: Industrial Psychology Consultants Zimbabwe Nepotism Prevalence in the Workplace Report (2016-2020)

Fame suppression fight prosperity and it is self-centred and selfish, (Appelbum 2017). Several court cases have been filed against several companies in the construction industry for constructive dismissal where employees claim their leaders where making the working environment intolerable, (NEC Construction 2018 report). The most common case is between NEC Construction Vs Zimbabwe Nantong International (Pvt) Ltd a construction company of 2019, where employees logged a complaint against the employer for constructive dismissal, (zimlli.org). Nyoni (2017), in his findings concluded that highly skilled personnel do not want to associate themselves with toxic environment created by fame suppressors.

The construction industry's employment levels are gradually decreasing, according to the Zimstats labour force and child labour survey 2019 report, a total of only 5.8 percent was recorded as the only employed people in 2018. A further decline was recorded in 2019, with a fall of 2.2% leaving the current percentage distribution of employed population to 3.6%, (Zimstats 2019 labour force and child labour survey report). Most companies are failing to acknowledge the importance of digital technology as it is quickly changing industries all over the world and in all sectors. A report by the *Herald of 09 September (2019)*, stated that our very own building and construction industry is slowly adopting the new work practices as well as innovations, and these have a direct impact on performance and growth. It is high time engineering, architecture and construction companies in Zimbabwe start to buy into the idea of embracing new technologies for development, and move away from the old systems and ways of doing business and try to make use of processes that are more effective at saving cost and improving quality, (Nheta 2019).

Most countries have begun to use digital construction and our own country is still lagging behind. The introduction of new ways of doing business in our building and construction industry in Zimbabwe is long overdue. The underperformance of the industry has resulted in so many works left uncompleted. Several buildings are completed to poor standards and some are even left uncompleted for a long time. This has also resulted in over budget as a result of failure and delay in embracing the Building Information Modelling, *(Herald Report 09 September 2019)*. It is in contrast to this background that the researcher pursued to find out how fame suppression affects company growth mainly focusing on SMEs.

The study focused on three Aluminium companies. The reason for choosing these companies is because they are the major players in producing aluminium products as well as selling of aluminium profiles, (Building and Construction brief Zimbabwe report of 2018). All companies that have operations in manufacturing or provision of construction material or services are categorised in the construction industry in Zimbabwe. Such companies include those that are in cement manufacturing, those that produces paints, door and window frames, reinforcement of steel, assembled structures, contractors in building and building materials, roofing material providers, architecture, tiles, aluminium profiles, architecture and engineers are all classified under services providers in our building and construction industry, (Building and Construction Brief 2016).

Our own construction industry is currently in a risky position, with business owners and their employees living in fear and panic trying to come to terms with underlying performance, profitability, growth and productivity and sustainability challenges, (Mhlanga 2017, financial Gazette). Mhlanga (2017), is of the view that the minimum barriers to entry in the industry as a result of non-existence of industry regulations, has created a drenched market place heavy too much competition. Profit margins are dropping drastically as well as compelling reinvestment in latest technology and best business practices. These events have greatly affected most companies in the construction and building industry, as well as affecting the it's GDP percentage growth and contribution to the economy. The industry's GDP contribution was higher in 2017, but began to fall in the year 2018 from 5% to 4.6% and a further fall in 2019 to 4%, (Zimstats 2019 Reports). Mangwendedza (2019), aired out that Iron and Steel dominated the construction industry back then with the names ZISCO steel dominating the Zimbabwean markets. However, Aluminium came into play and taken over the iron and steel companies, with most people now preferring aluminium products. The major player in the aluminium business back then was Alumin Industries, (www.alminindustries.org). Several other small to medium size aluminium companies later came into the picture, (Building and Construction Brief report (2018).

According to The Sunday Mail (06 January 2017) there are several aluminium companies in the country, but however lacks variety as they are all producing the same products which are mainly the aluminium doors, windows, shop fronts, office partitioning and suspended ceilings. The three selected companies: Architectural Aluminium, Africa Aluminium and Glass and CAAPS Aluminium are producing these same products. Despite being the major players in the aluminium business they have not grown to the extent of having their own factories to manufacture aluminium, but rather have stocks of aluminium profiles in their ware houses imported from outside the country, (Mhlanga 2017). It is against this background, that the researchers, sought to interrogate the fame suppressors. their impact on labour turnover in the small to medium enterprises in Zimbabwe.

1.2 Statement of the Problem

The growth of the SMEs in Zimbabwe could ease unemployment in the country at the moment, but their non-growth is a major concern as the unemployment rate is rising each day. The construction industry SMEs in Zimbabwe are not growing despite being so many, and their GDP contribution to the economy is not stable as it was very low in 2015 and showed a slight rise in 2017. The 2018 and 2019 GDP contribution of the industry began to fall again, (Zimstats 2019 report). The employment levels in the construction industry are also decreasing as supported by the Zimstats labour force and child labour survey 2019 report. Therefore, it is fit for this research

29

study to examine and get an understanding on the impact of fame suppression on company growth in construction industry' small to medium enterprises.

1.3 Research Objective

To express the impact of fame suppression on labour turn over in the Small to Medium Enterprises in the Aluminium companies in Harare, Zimbabwe.

II. WHAT IS FAME SUPPRESSION?

Fame suppression is taking part in hindering someone's progress, prominence and recognition. The term fame suppression was coined by Mutongi and Mazhawidza (2019). Fame can be suppressed in many ways which include character assassination, never seeing good in others but thinking that you are the only one who can do it, pulling others down by negative comments, feeling threatened by someone's abilities and not giving others chances to showcase their talent, skills, experiences, competence and knowledge. Fame suppression can also be seen in not acknowledging the original owner of the idea.

2.1 Fame Suppressor

A fame suppresser is anyone who takes part in hindering someone in becoming famous. Mutongi and Mazhawidza (2019) opined that the following are signs that point to a fame suppressor:

- Never seeing good in others but thinking that you are the only one who can do it.
- You pull others down by negative comments.
- Feeling threatened by someone's abilities.
- You do not give others chances to showcase their talent, skills, experiences, competence and knowledge.
- Taking part in hindering someone's progression.
- Making impulsive decisions on someone without practicing critical thinking.
- Not involving others.
- Not acknowledging the good work of others.
- Ego
- Use others for personal benefits.

2.2 Toxic Triangle Theory

Padilla, Hogan and Kaiser (2007), came up with the toxic circle model after an analysis of the characteristics and behaviours of toxic and destructive leaders.

Padilla et al (2007) postulated that this toxic triangle consists of three elements which are the leaders that are toxic, the environment which was intoxicated and the toxic followers. (Fraher 2016, Leonard 2014), supported the findings of Padilla et al (2007) when they noted in their researches that every factor in the triangle influence or promotes toxicity in all the three aspects. When leaders show their toxic behaviours, the result could be seen in employees' change in behaviours showing they are not happy. This could eventually lead to toxic working environment where both the employees and the leaders are hopeless, and less productive (Fraher, 2016). Toxic working environments may also neutralise leaders with positive minds and later change their behaviours to becoming toxic as well due

to the exposure to a toxic working environment, (Fraher 2016). Toxic leaders pollute the environment to become a toxic one.
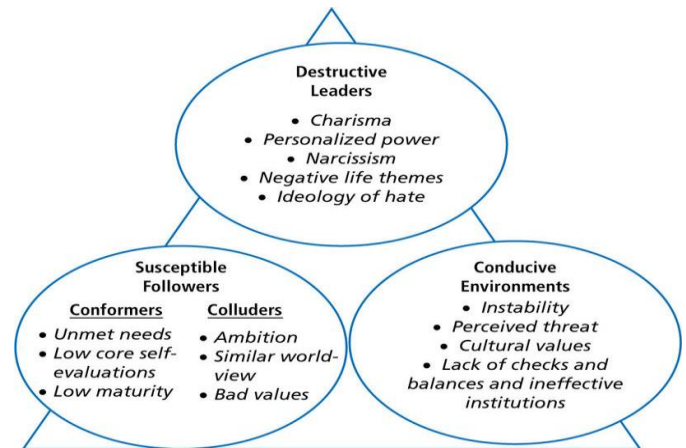
Source: Padilla et al. (2007)

2.3 Toxic Leaders in the Toxic Triangle

When an organisation is headed by a toxic leader(s), it is more worrisome (Atmadja 2019). It is worrisome because of the leader's responsibility and role to model desired or expected behaviours of their subordinates and building the culture the organisation wants to adopt as their organisational culture (Eisenbeiß and Brodbeck, 2013). Padilla et al (2007) are of the opinion that, subordinates take their gestures from leaders and if a leader portrays toxic behaviour the subordinates are likely to portray the same. Baronce (2015) supported the view of Padilla et al (2007) when he alluded that if leaders act in an unethically manner or engage in unethical behaviours in their day to day activities, like showing favouritism to some employees who will be bullying others, those closely working with such leaders will begin to portray similar behaviours. Green (2014) avers in his study that leaders may become toxic when they are threatened by successful subordinates and are ashamed of their incompetence. or not qualified for their positions job or leadership role. In his opinion Fischbacher-Smith (2015), alludes that if a leader is incompetent, employees may choose not to respect him/her, thus underrating both the leader and the organisational structure.

2.4 Impact of Fame Suppression on Labour Turnover

One common effect of toxic leadership is the mark left on employees about how they feel about their jobs. Zellars, Tepper and Duffy (2012) found that those who perceived their leaders to be lethal or abusive, are the very same employees who are more likely to be unsatisfied with their jobs, and less likely to exhibit excellent behaviours as per the organisation's expectations. Glaso, Vie, Holmdal, and Einarsen (2015) did a survey based on the effect and cause of toxic leaders and the victims to toxic behaviours. They projected that the context of the business environment may seriously affect the toxic event which created sensitive reactions based on the character of the victim. (Nielsen and Einarsen, 2012) supported the views of Glaso et al (2015) when they aver that those subordinates affected by the undesirable behaviours displayed by toxic leadership may comprise, but however not narrowed to,

decreased commitment, high labour turnover, low performance, workplace deviance, increased health problems, absenteeism and some acts of oppression.

The business environment is made intolerable by toxic/dysfunctional leaders. High labour turnover is a sign of employees reacting to intolerable working environment (Heppell 2011). Daniel and Metcalf (2015) carried out a study on toxic leadership behaviours in the United States Army. Daniel and Metcalf (2015) linked the constructive and toxic environment with leadership styles and behaviours to the conditions of military life. They came to a concluded that toxic behaviours were a major contributor to labour turnover in the Army, because of toxic superiors. However, the findings of Daniel and Metcalf are different from this study in that this research study found out that the relationship between fame suppression and labour turnover is insignificant but the rise of fame suppression will affect labour turnover.

Chovwen, Balogun and Olowokere, (2014), opines that job stress, professed organisational justice, or lowered organisational support. However, the results from Rutherford, Wei, Park, and Hur, (2012) states that job stress also influence labour turnover intentions. Aguiniga, Madden, Faulkner, and Salehin (2013), made a conclusion that leaders should provide support to their employees, as this has proved to reduce labour turnover. Work burnout as opined by Sulea, Filipescu, Horga, Ortan, and Fischmann, 2012), such as when a cruel or upset leader engages in relational mistreatment, also influences labour turnover. Sulea et al (2012) are of the view that although the involvements and experience may diverge, the actions by destructive leaders endures labour turnover the most. Ghosh, Reio and Bang (2013), opines that of the causes and factors that triggers labour turnover, leadership behaviours stands apart as the direct cause. In their view, Chovwen et al. (2014), opines that the intention by employee to leave the organisation, is closely related to a superior's leadership behaviour. In Palanski, Avey, and Jiraporn (2014) research study, employees indicated that employees' less satisfaction with their jobs is caused by overseers' offensive behaviours, triggering the possibility of high labour turnover. Tummers, Groeneveld, and Lankhaar (2013), summarised in their study that pressure from the business environment was the major contributor labour turnover in nursing homes. Laschinger (2012) avers that supervisors influence labour turnover as opposed to their colleagues. Drennan and Richey, (2012) alludes that a subordinate sees the boss as the company in whole, and any disappointment or dissatisfaction with the supervisor grow into dissatisfaction with the company triggering the intention to leave the company.

Although there are so many reasons that may cause turnover, Galleta et al (2013) found that many individuals leave their organisation mainly because they want to avoid clashing with their supervisors. Negative leadership sinks interpersonal relations amid subordinates and supervisors creating a gap for employees of wanting to leave the company (Kim, Lee, and Lee, 2013). When they carried out their study on organisational support, Wright, Kim, Wilk, and Thomas (2012) identified that when subordinates have the full support and back up from their superiors, they are likely to stay with the organisation for quite

a long time. Kangas (2013) results were much more similar to Wright et al. (2012), when he postulates that employees are less likely to leave the organisation when they feel they have the full back up and support of their leaders. When a leaders show positive behaviours to their subordinates, this can have a reciprocal impact on both the employees and the organisation. Staying positive all the time by the leaders, and giving an ear to subordinates' requirements helps encourage employees to abide by the business strategy, (Zehir, Müceldili, Altindağ, Şehitoğlu, and Zehir, 2014). Good and supportive leadership behaviours does not bring any stress to the employees (Gallus et al., 2013) and job satisfaction is generally increased, (Mawritz , Mayer, Hoobler, Wayne and Marinova, 2012). Kammeyer, Wanberg, Rubenstein and Zhaoli (2013), found there is a link amid managers failing to support their employees as well as preventing subordinates from realising their tasks and higher levels of labour turnover.

When an employee shows highest levels of being devoted to an organisation is what is termed as organisational commitment by (Yucel, 2012). In other words, being committed to an entity is the sacrifice by a subordinate is to endure with a certain company. One labour turnover predictor as postulated by (Galletta, Portoghese, Battistelli, and Leiter, 2013), is the intention to leave a company. People can only be committed to the organisation if the leadership style and behaviours match their expectations, (Yucel 2012). Leadership behaviours and styles have either a direct or indirect consequence on the employee commitment to the organisation, (Sušanj and Jakopec, 2012). Whenever employees suspect they are not treated equally as other employees by their supervisor(s), they will not be fully committed to the company and will lastly be forced into turnover thoughts (Poon, 2012). Fiordelisi and Ricci (2014) have a slightly different view on the causes of labour turnover. According to them, the corporate culture has an influence on both leader and CEO turn over. Just like lower level employee turnover, labour turnover on higher positions might also be experienced in companies with superiors that have a control culture, unlike companies that promote creativity and innovation, (Fiordelisi and Ricci, 2014). A team of scholars, Costanza, Blacksmith, Coats, Severt, and DeCostanza (2016) alluded that companies with flexible values tend to succeed in the long term, mainly because of the possibility of stable leadership behaviours. When companies control upper-management practices in a way this will lead them controlling internal practices which can promote the business environment and corporate culture, (Fiordelisi and Ricci 2014). Work place relations should be maintained at all levels to ensure the better performance of organisations (Harrison and Bazzy, 2017)

According to the scholars who have researched on how fame suppression affect labour turnover, many are in agreement that decreased commitment, fear, absenteeism, bullying by fame suppressors have contributed a lot to high labour turnover in organisations. Others are of the opinion that organisational cultures as well have contributed to labour turnover. However, they did not bring out the percentage relationship between labour turnover and toxic (suppressors) leaders and how they affect the growth of organisations especially in SMEs.

III. METHODOLOGY

This research study employed the quantitative research approach. The research philosophy employed by this research was positivism, a deductive approach was used and the research design was descriptive survey. A sample size of 160 was drawn for this research and a self-administered questionnaire was used as research instruments. The results were presented in a quantitative analysis of data through correlation and regression techniques.

IV. FINDINGS

A total of 160 questionnaires were distributed and 107 were returned however, 10 were discarded. The response rate from the study was 67%. Results from the Spearman's correlation coefficient between fame suppression and company growth showed a negative figure of -0.069 meaning that fame suppression has a negative effect on SMEs growth although the relationship is not so strong.

4.1 Fame Suppression on Labour Turnover

Table 4.1 below shows questionnaire responses made on fame suppression versus labour turnover. The other objective of this study was to investigate the effect of fame suppression on employee turnover. With regard to data collected from respondents there was an indication that many people disagreed constituting a total of 51% that fame suppression has been the cause of employees leaving the organisation. However, a total of 34% agreed to the notion that fame suppression caused labour turnover. Fiordelisi and Ricci, (2014), supported this view when they concluded in their research findings that it is not only toxic behaviours that cause labour turnover, but according to them labour turnover can be influenced by corporate culture.

TABLE 4.1 Responses of fame suppression and labour turnover

Question	SD	D	N	A	SA
During my stay with the company I have noticed some people leave the organisation.	14 (14%)	22 (23%)	27 (28%)	19 (20%)	15 (16%)
Fame suppression has been the cause of employees leaving the organisation.	24 (25%)	25 (26%)	15 (15%)	15 (15%)	18 (19%)
On several occasions I have thought of getting another job somewhere even at the same compensation level with this company.	19 (20%)	22 (23%)	17 (18%)	25 (26%)	14 (14%)
Some critical staff members left the organisation during my stay with the organisation.	20 (21%)	10 (10%)	22 (23%)	19 (20%)	26 (27%)
Labour turnover has been affecting the organisation's growth and productivity.	10 (10%)	21 (22%)	27 (28%)	18 (19%)	21 (22%)

Source: Research 2021

4.2 Fame Suppression versus Labour Turnover

TABLE 4.2 Spearman's rho Correlations

			Presence	Fame_Suppression_labor_turnover
Spearmans rho	Presence	Correlation Coefficient	1.000	.060
		Sig. (2-tailed)	.	.559
		N	97	97
	Fame_Suppression_labor_turnover	Correlation Coefficient	.060	1.000
		Sig. (2-tailed)	.559	.
		N	97	97

Source: Research 2021

Using the Spearman's correlation coefficient, the relationship between fame suppression and labour, a Spearman's rho of 0.060 shows that there is a very insignificant relationship between these two however the small relationship is negative which entails that the more there is presence of fame suppression in a company the more labour turnover however this is very insignificant.

Regression Analysis

Testing of hypothesis for fame suppression and company growth

The research hypothesis was tested as stated below:

H0: There is no relationship between fame suppression and labour turnover in aluminium fabricating SMEs industry in Zimbabwe.

H1: There is a relationship between fame suppression and labour turnover in aluminium fabricating SMEs industry in Zimbabwe.

To test this hypothesis a regression and correlation analysis was carried out.

Fame suppression and company growth regression and correlation analysis.

The test was on fame suppression and labour turnover in aluminium fabricating SMEs industry in Zimbabwe. The hypothesis under test is that as the organisations leadership suppress their subordinates it results in employees leaving the organisation. Fame suppression formed the independent variable (X) and data is generated from the responses made by questionnaire respondents in binary form with 1 representing presence of fame suppression and 0 absence of fame suppression in an organisation while turnover is presented by the (Y) dependent variable as shown in table below.

4.3 Fame Suppression and Labour Turnover Analysis

The purpose of running this regression was to measure the extent of fame suppression on labour turnover in the construction industry's SMEs as well as determining what percentage of labour turnover is being caused by fame suppression. The analysis is shown on table below.

TABLE 4.3 Fame suppression and labour turnover

Year	Fame suppression	Labour turnover (%)
2015	1	3.4
2016	0	2.20
2017	0	2.30
2018	0	2.50
2019	1	3.10
2020	1	3.30

Source: Industrial Psychology Consultants Zimbabwe Nepotism Prevalence in the Workplace Report (2015-2020).

Linear regression showing the relationship between fame suppression and labour turnover.

Equation describing the relationships among variables:

$$Y = a + bx$$

$$b = \frac{(n\sum xy - \sum x \sum y)}{(n\sum x^2 - (\sum x)^2)}$$

$$a = \frac{(\sum y - b\sum x)}{N}$$

Y test results produced Y= 0.024 +0.005X linear relationship

Interpretation: The intercept value of 0.024 the coefficient for the independent variable 0.005 this indicates that the presence of fame suppression is less likely to cause change in labor turnover as it will only increase by 0.5%.

Pearson Correlation Analysis

Pearson's Correlation coefficient for increase in fame suppression on labour turnover.

Pearson's Correlation coefficient (rp) showing strength of the relationship between fame suppression and company growth:

$$rp = \frac{(n\sum xy - \sum x \sum y)}{[(n\sum^2 - (\sum x)^2)X(n\sum y^2 - (\sum y)^2}$$

$$rp = 0.3090$$

Interpretation: Therefore using Pearson correlation the results are showing that there is a strong positive linear relationship between fame suppression and job labour turnover. This means that increase in fame suppression leads to increased labour turnover of employees.

Coefficient of determination for fame suppression on labour turnover and Interpretation

rp^2 $= 0.3909^2 \times 100\%$

rp^2 $= 0.152803\%$

Interpretation: 15.28% of the differences in labour turnover were caused by fame suppression whereas the other 84.7197% of the differences labour turnover were caused by some other factors.

Therefore: We discard null hypothesis that there is no relationship between fame suppression and labour turnover, and accept alternative hypothesis that states there is a relationship between fame suppression and labour turnover. There is a solid positive linear connection between fame suppression and labour turnover of 0.3909. Increase in the fame suppression led to 0.152803% differences in labour turnover while 84.7197% of the differences was due to some other external factors.

Further studies can explore on more strategies that the SMEs can use to improve to eliminate fame suppression. This research was geographically limited to Harare so further studies can explore in other towns where other fundamentals may be different, in other sectors too. Further research again may build a model that includes other external factors like PESTLEG factors that affect company growth, innovation and job satisfaction. The model can also be extended to large companies for further research and potential extension of the debate.

V.   CONCLUSIONS

There is a solid positive linear relationship between fame suppression and labor turnover of 0.3909. Increase in the fame suppression led to 0.152803% differences in labour turnover while 84.7197% of the differences was due to some other external factors. Pearson correlation the results are shows that there is a strong positive linear relationship between fame suppression and job labour turnover. It therefore follows that fame suppressors facilitated labour turnover. People do not leave organisations they leave people who fame suppressors. It is therefore imperative to identify firm suppressers in the organisation and use emotional intelligence to deal with them.

REFERENCES

1. Baronce, E. (2015). *From passivity to toxicity: Susceptible followers in a conducive environment* (Masters' thesis, Linnæus University, Sweden). Retrieved from ttp://www.diva-portal.org/smash/get/diva2:839156/FULLTEXT01.pdf
2. Chovwen, C. O., Balogun, S. K., and Olowokere, B. O. (2014). *Determinants of job hopping experience among private and public sector employees' turnover intention.* IFE Psychologia: An International Journal, 22, 114-124.
3. Costanza, D., Blacksmith, N., Coats, M., Severt, J., and DeCostanza, A. (2016). *The effect of adaptive organizational culture on long-term survival. Journal of Business and Psychology*, 31(3), 361-381. doi:10.1007/s10869-015-9420-y
4. Drennan, F. S. and Richey, D. (2012*). Skills-based leadership: The first-line supervisor part I. iSafety Management,* 57, 59-63. Retrieved from http://www.asse.org
5. Eisenbeiß, S. A., and Brodbeck, F. (2013). *Ethical and unethical leadership: A cross-cultural and cross-sectional analysis. Journal of Business Ethics*, 122(2), 343-359. doi:10.1007/s10551-013-1740-0
6. Fischbacher-Smith, D. (2015). *The enemy has passed through the gate: Insider threats, the dark triad, and the challenges around security. Journal of Organisational Effectiveness: People and Performance*, 2(2), 134-156. doi:10.1108/JOEPP-03-2015-0010
7. Fraher, A. L. (2016). *A toxic triangle of destructive leadership at Bristol Royal Infirmary: A study of organizational Munchausen syndrome by proxy. Leadership*, 12(1), 34-52. doi:10.1177/1742715014544392
8. Galletta, M., Portoghese, I., Battistelli, A. and Leiter, M. P. (2013). *The roles of unit leadership and nurse-physician collaboration on nursing turnover intention. Journal of Advanced Nursing*, 69, 1771-1784. doi:10.1111/jan.12039
9. Gangata. K., and Matavire, E.H.M. (2013). *Challenges facing SMEs in accessing finance from financial institutions: The case of Bulawayo, Zimbabwe.* International Journal of AppliedResearch and Studies. 2(7) 1-10. 09)
10. Glaso, L., Vie, T. L., Holmdal, G. R. and Einarsen, S. (2015). *An application of affective events theory to workplace bullying. European Psychologist*, 16, 198-208. doi:10.1027/1016-9040/a000026
11. Ghosh, R., Reio, T. G. and Bang, H. (2013). *Reducing turnover intent: Supervisor and co-worker incivility and socialization-related learning. Human Resource Development International*, 16, 169-185. doi:10.1080/13678868.2012.756199
12. Green, J. E. (2014). *Toxic leadership in educational organizations. Education Leadership Review,* 15(1), 18-33. Retrieved from http://www.ncpeapublications.org.
13. Harrison, T., and Bazzy, J. D. (2017). *Aligning organizational culture and strategic human resource management. Journal of Management Development*, 36(10), 1260-1269. doi:10.1108/JMD-12-2016-0335
14. Heppell, T. (2011). *Toxic leadership: Applying the Lipman-Blumen model to political leadership. Representation*, 47, 241-249. doi:10.1080/00344893.2011.596422
15. Herald Report, September (2019), *Construction industry should adopt BIM processes.* Harare: Herald.
16. *Industrial Psychology Consultancy Zimbabwe* (2017), Nepotism Prevalence in the Workplace Report.
17. Kammeyer-Mueller, J., Wanberg, C., Rubenstein, A.and Zhaoli, S. (2013). Support, undermining, and newcomer socialization: Fitting in

during the first 90 days. *Academy of Management Journal*, 56, 1104-1124. doi:10.5465/amj.2010.0791

18. Kangas, H. M. (2013). The development of the LMX Relationships after a newly appointed leader enters an organization. *Human Resource Development International*, 16, 575-589. doi:10.1080/13678868.2013.825438

19. Kazunga.O (2017), *SMEs Formalise Operations*. https://www.chronicle.co.zw/18-500-smes-formalise-operations

20. Kim, T. G., Lee, J. K., and Lee, J. H. (2013). Do interpersonal relationships still matter for turnover intention? A comparison of South Korea and China. *International Journal of Human Resource Management*, 24, 966-984. doi:10.1080/09585192.2012.743472

21. Laschinger, H. S. (2012). *Job and career satisfaction and turnover intentions of newly graduated nurses. Journal of Nursing Management*, 20, 472-484. doi:10.1111/j.1365-2834.2011.01293.x

22. Leonard, J. B. (2014). *The dissolution of effective leadership: A multiple-case study analysis of destructive leadership* (Master's thesis). Retrieved from University of Tennessee Honors Thesis Projects. (Order No. 1800)

23. Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J. and Marinova, S. V. (2012). *A trickledown model of abusive supervision. Personnel Psychology*, 65, 325–357. doi:10.1111/j.1744-6570.2012.01246.x

24. Mhlanga P. (2017), Construction Industry shrinks, *The Financial Gazette*, www.financialgazette.co.zw. Accessed 27 May 2020

25. Mutongi.C and Mazhawiza (2019), Fame suppression: How to deal with it, EPRA *International Journal of Muiltidisciplinary Research Vol 5*. Issue 4.

26. Nielsen, M. B., and Einarsen, S. (2012). *Outcomes of exposure to workplace bullying: A meta-analytic review*. Work and Stress, 26, 309-332. doi:10.1080/02678373.2012.734709

27. Nyapfumbi.G (2017), *Exploring the Growth Challenge for SMEs: A case of Construction Firms in Harare*, Harare:University of Zimbabwe.

28. Nyoni, T., and Bonga, W.G (2017). Towards factors affecting delays in construction projects: A case of Zimbabwe, *Dynamic Research Journals' Journal of Economics and Finance* (DRJ-JEF), 2 (1): 12-28

29. Padilla, A., Hogan, R., and Kaiser, R. B. (2007). *The toxic triangle: Destructive leaders, susceptible followers, and conducive environments*. Leadership Quarterly, 18(3), 176-194. doi:10.1016/j.leaqua.2007.03.001

30. Palanski, M., Avey, J., and Jiraporn, N. (2014). The effects of ethical leadership and abusive supervision on job search behaviours in the turnover process. *Journal of Business Ethics, 121, 135-146. doi:10.1007/s10551-013-1690-6*

31. Reed, G. (2014), ''Toxic leadership'', Military Review, July-August, pp. 67-71.

32. Seeger, M.W., Ulmer, R.R., Novak, J.M. and Sellnow, T. (2015), ''Post-crisis discourse and organizational change, failure and renewal'',*Journal of Organizational Change Management, Vol. 18 No. 1, pp. 78-95.*

33. Stark, M. (2003), *Time to Treat Toxic Emotions at Work, Working Knowledge for Business Leaders Archive*, Harvard Business School, Boston, MA.

34. Sušanj, Z., and Jakopec, A. (2012*). Fairness perceptions and job satisfaction as mediators of the relationship between leadership style and organizational commitment*. Psihologijske Teme, 21, 509-526.

35. Tummers, L. G., Groeneveld, S. M., and Lankhaar, M. (2013). Why do nurses intend to leave their organization? A large-scale analysis in long-term care. *Journal of Advanced Nursing, 69, 2826-2838. doi:10.1111/jan.12249*

36. Wright, P. J., Kim, P. Y., Wilk, J. E. and Thomas, J. L. (2012). *The effects of mental health symptoms and organizational climate on intent to leave the military among combat veterans*. Military Medicine, 177, 773-779. doi:10.7205/MILMED-D-11-00403

37. Yucel, I. (2012). *Examining the relationships among job satisfaction, organisational commitment, and turnover intention: An empirical study. International Journal of Business and Management,* 7(20), 44-56. doi:10.5539/ijbm.v7n20p44

38. Zehir, C., Müceldili, B., Altindağ, E., Şehitoğlu, Y. and Zehir, S. (2014). Charismatic leadership and organizational citizenship behaviour: The mediating role of ethical climate. Social Behaviour and Personality: *An International Journal, 42, 1365-1375. doi:10.2224/sbp.2014.42.8.1365*

39. Zellars, K. L., Tepper, B. J.and Duffy, M. K. (2012). Abusive supervision and subordinates' organizational citizenship behaviour. *Journal of Applied Psychology, 87, 1068-1076. doi:10.1037/0021-9010.87.6.1068*

40. *Zimbabwe National Statistics Agency*, (2019) Labour Force and Child Labour Survey Report.