

UiTM *di hatiku*

# F B M

## *Insights*

FACULTY OF BUSINESS AND MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA, CAWANGAN KEDAH



eISSN 2716-599X



e-ISSN 2716-599X

**VOLUME 11**  
**2025**

**FBM INSIGHTS**

**Faculty of Business and Management**

**Universiti Teknologi MARA Cawangan Kedah**

**e-ISSN 2716-599X**

The editorial board would like to express their heartfelt appreciation for the contributions made by the authors, co-authors and all who were involved in the publication of this bulletin.

Published by : Faculty of Business and Management,  
Universiti Teknologi MARA Cawangan Kedah

Published date : 24 April 2025

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission from the Rector, Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani, 08400 Merbok, Kedah, Malaysia.

*The views, opinions, and technical recommendations expressed by the contributors and authors are entirely their own and do not necessarily reflect the views of the editors, the publisher and the university.*

## **FBM INSIGHTS EDITORIAL BOARD**

### **Advisor**

Dr. Yanti Aspha Ameira binti Mustapha, Universiti Teknologi MARA Cawangan Kedah

### **Chief Editor**

Dr. Zuraidah binti Mohamed Isa, Universiti Teknologi MARA Cawangan Kedah  
Dr. Norhidayah binti Ali, Universiti Teknologi MARA Cawangan Kedah

### **Managing Editor**

Dr. Azyyati binti Anuar, Universiti Teknologi MARA Cawangan Kedah  
Puan Nurfaznim binti Shuib, Universiti Teknologi MARA Cawangan Kedah  
Puan Nurul Izzati binti Idrus, Universiti Teknologi MARA Cawangan Kedah

### **Editors**

Dr. Dahlia binti Ibrahim, Universiti Teknologi MARA Cawangan Kedah  
Dr. Roziyana binti Jafri, Universiti Teknologi MARA Cawangan Kedah  
Puan Rosliza binti Md. Zani, Universiti Teknologi MARA Cawangan Kedah  
Puan Najah binti Mokhtar, Universiti Teknologi MARA Cawangan Kedah  
Puan Yong Azrina binti Ali Akbar, Universiti Teknologi MARA Cawangan Kedah  
Puan Hanani binti Hussin, Universiti Teknologi MARA Cawangan Kedah  
Puan Shakirah binti Mohd Saad, Universiti Teknologi MARA Cawangan Kedah  
Puan Wan Shahrul Aziah binti Wan Mahamad, Universiti Teknologi MARA Cawangan Kedah  
Puan Syukriah binti Ali, Universiti Teknologi MARA Cawangan Kedah  
Dr Rabitah binti Harun, Universiti Teknologi MARA Cawangan Kedah  
Puan Fatimah Norazami binti Abdullah, Universiti Teknologi MARA Cawangan Kedah  
Puan Jamilah binti Laidin, Universiti Teknologi MARA Cawangan Kedah  
Dr. Norhafizah binti Abdul Halim, Universiti Teknologi MARA Cawangan Kedah

### **Manuscript Editor**

Dr. Siti Norfazlina binti Yusof, Universiti Teknologi MARA Cawangan Kedah  
Dr. Berlian Nur binti Morat, Universiti Teknologi MARA Cawangan Kedah

### **Secretary**

Puan Intan Nazrenee binti Ahmad, Universiti Teknologi MARA Cawangan Kedah  
Puan Syahrul Nadwani binti Abdul Rahman, Universiti Teknologi MARA Cawangan Kedah

### **Technical Board**

Dr. Afida binti Ahmad, Universiti Teknologi MARA Cawangan Kedah

### **Graphic Designer**

Dr. Shafilla binti Subri, Universiti Teknologi MARA Cawangan Kedah

14.	<b>THE RISE OF SOCIAL MEDIA INFLUENCERS: HOW THEY ARE RESHAPING SOCIETY AND YOUTH CULTURE</b>	45
	<i>Etty Harniza Harun, Musdiana Mohamad Salleh &amp; Robekhah Harun</i>	
15.	<b>THE IMPLICATIONS OF TOXIC LEADERSHIP IN ORGANIZATIONS</b>	49
	<i>Norhafiza Hashim, Norafiza Mohd Hardi &amp; Shamsinar Ibrahim</i>	
16.	<b>SUSTAINABLE TOURISM IN MALAYSIA: ECONOMIC IMPACT AND STRATEGIC DEVELOPMENT</b>	51
	<i>Kamarudin Othman</i>	
17.	<b>THE EMERGENCE OF AI IN RETAIL: HOW IT'S CHANGING HOLIDAY SALES</b>	54
	<i>Mohd Fazil Jamaludin, Khairul Azfar Adzahar &amp; Mohd Shafiz Saharan</i>	
18.	<b>DIGITAL NOMADS: BOOSTING PRODUCTIVITY OR HINDERING PERFORMANCE?</b>	58
	<i>Wan Shahrul Aziah Wan Mahamad, Ramli Saad &amp; Yong Azrina Ali Akbar</i>	
19.	<b>SOCIAL MEDIA MARKETING IN MALAYSIA: INSIGHTS, CHALLENGES, AND SOLUTIONS</b>	62
	<i>Shazwani Mohd Salleh, Norhafizah Abdul Halim &amp; Wan 'Aliaa Wan Anis</i>	
20.	<b>CONTEMPORARY TRENDS IN SOCIAL MARKETING CAMPAIGNS</b>	67
	<i>Rabitah Harun, Nurul Hayani Abd Rahman &amp; Abidah Saad</i>	
21.	<b>SUSTAINABLE FINANCE: SUSTAINABILITY-LINKED LOAN</b>	69
	<i>Anita Abu Hassan &amp; Mohd Syazrul Hafizi Husin</i>	
22.	<b>THE IMPACT OF CLASSROOM DESIGN ON LEARNING: STRATEGIES FOR BETTER STUDENT OUTCOMES</b>	72
	<i>Azlyantiny Mohammad &amp; Nur Syazana Mohd Nasir</i>	
23.	<b>THE SYNERGY OF EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP: UNLOCKING LEADERSHIP EFFECTIVENESS</b>	75
	<i>Hanani Hussin &amp; Nurliyana Abas</i>	

# THE IMPLICATIONS OF TOXIC LEADERSHIP IN ORGANIZATIONS

Norhafiza Hashim

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[norha275@uitm.edu.my](mailto:norha275@uitm.edu.my)

Norafiza Mohd Hardi

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[nora0717@uitm.edu.my](mailto:nora0717@uitm.edu.my)

Shamsinar Ibrahim

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah  
[shamsinar508@uitm.edu.my](mailto:shamsinar508@uitm.edu.my)

## ABSTRACT

Toxic leadership is a big problem in workplaces, harming both employees and organizations. It causes poor performance, high employee turnover, and low morale. The article examines toxic behaviors that create harmful work settings, such as excessive control, micromanagement, and emotional abuse. Research shows these behaviors increase stress, distrust, and disengagement among employees. To solve this, the article suggests spotting toxic leadership early and encouraging better habits like empathy, emotional intelligence, and creating a supportive work culture. Positive leadership practices can reduce harm, improve employee well-being, and boost productivity.

**KEYWORDS:** Toxic Leadership, Emotional Abuse, Employee Well-Being, Organizational Culture

## INTRODUCTION

A developing issue in many organizations is toxic leadership, which is defined by actions that have a detrimental effect on workers' productivity and well-being. Toxic leaders foster unfavorable work conditions that result in low morale, high turnover, and poor performance. Tepper (2000) asserts that emotional abuse and micromanagement are examples of abusive leadership styles that lead to increased stress and decreased job satisfaction. According to Lipman-Blumen (2006), toxic CEOs create an atmosphere of mistrust and anxiety that might impede the growth of a company. Furthermore, Grazier (2016) points out that high turnover is a result of toxic leadership, as workers are looking for healthier workplaces.

## RECOGNIZING TOXIC LEADERSHIP

Since toxic leadership behaviors can take many various forms, it is important to be addressed early on. Toxic leadership behaviors, such as making decisions without consulting their employees, are often indicative of authoritarianism and hinder initiatives and creativity. According to Tepper (2000), employees who experience authoritarian leadership become disengaged because they feel helpless and unmotivated. Micromanagement, in which supervisors have undue influence over every facet of their workers' jobs, is another prevalent trait. According to Goleman (2012), micromanagement undermines emotional intelligence and trust, which makes it more difficult for leaders to relate to their people.

Another indication of toxic leadership is emotional abuse. Workers under toxic leaders often experience humiliation or a lack of value, which affects their self-esteem and creates a fearful work environment. This behavior not only undermines confidence but also causes stress and negative work dynamics (Lipman-Blumen, 2006). Additionally, toxic bosses may use fear to influence staff members or generate false information to manipulate others for their own benefit. Tepper (2000) emphasizes that these executives' lack of empathy causes alienation and anger, which eventually lowers staff morale and compromises the health of the organization.

## THE IMPLICATIONS OF TOXIC LEADERSHIP

Toxic leadership has serious repercussions for the organization and individual workers. Employees who work under toxic leadership may personally suffer from high levels of stress, anxiety, and burnout. Reduced productivity, disengagement, and absenteeism may result from this. Eventually, employees may become demoralized and uninspired, which impairs their performance.

At the organizational level, toxic leadership undermines company culture. When toxic behaviors go unchallenged, they create an environment where negativity, gossip, and conflict flourish. This can lead to high turnover as employees leave for healthier environments. Tepper (2000) explains that high turnover disrupts team cohesion and incurs high costs in recruitment and training. Additionally, toxic leadership can damage a company's reputation, making it harder to attract top talent. In a competitive job market, news of poor leadership practices can deter potential employees from applying.

## CONCLUSION

Toxic leadership can have far-reaching consequences for both employees and organizations. However, recognizing the signs of toxic leadership early and addressing these behaviors can help mitigate their effects. According to Lipman-Blumen (2006), the key to defeating toxic leadership is cultivating a positive leadership culture with sympathetic and encouraging leaders. Organizations may foster an atmosphere where workers feel appreciated and empowered by emphasizing good leadership practices and keeping leaders accountable, which will ultimately increase engagement, productivity, and success.

## REFERENCES

- Goleman, D. (2012). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Grazier, A. D. (2016). Toxic leadership and the impact on organizational effectiveness. *Journal of Leadership Studies*, 10(2), 15-29.
- Lipman-Blumen, J. (2006). *The allure of toxic leaders: Why we follow destructive bosses and corrupt politicians—and how we can survive them*. Oxford University Press.
- Tepper, B. J. (2000). Consequences Of Abusive Supervision. *Academy of Management Journal*, 43(2), 178–190. <https://doi.org/10.2307/1556375>

# **SUSTAINABLE TOURISM IN MALAYSIA: ECONOMIC IMPACT AND STRATEGIC DEVELOPMENT**

Kamarudin Othman

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah

[kbo176617@uitm.edu.my](mailto:kbo176617@uitm.edu.my)

## **INTRODUCTION**

Tourism emerges as a pivotal force in global economic advancement. This sector not only significantly contributes to the world's Gross Domestic Product (GDP) but also plays a crucial role in achieving various Sustainable Development Goals (SDGs). Specifically, tourism is intricately linked to SDG 8, 12, and 14, which focus on inclusive and sustainable economic growth, sustainable consumption and production (SCP), and the sustainable utilization of marine resources, respectively (Spencer & McBean, 2020). The United Nations World Tourism Organization (UNWTO) highlights the substantial impact of tourism, noting that it accounts for approximately 10% of global GDP. Furthermore, prior to the pandemic, this sector was instrumental in creating one out of every ten jobs globally, underscoring its significant role in the global economy (Fang, 2020; UNWTO, 2023). The multifaceted nature of tourism encompasses economic, social, and environmental aspects. Economically, tourism acts as a catalyst for investment, propels infrastructure development, and is a major contributor to foreign exchange earnings (Kline et al., 2018). Socially, it enhances cultural exchange and fosters a deeper understanding among diverse populations. Environmentally, tourism is increasingly recognized for its potential to promote conservation efforts and sustainable practices, aligning with global environmental sustainability goals (Sharpley, 2020). In the context of Malaysia, these global trends and impacts are particularly evident.

## **TOURISM IN MALAYSIA**

Tourism plays a crucial role in Malaysia's economy. In 2023, the sector contributed RM157 billion to the national GDP, accounting for 8.6% of total economic output (Berita Harian, 2024). This figure is expected to grow to RM198.7 billion in 2024, comprising 10.5% of the economy (World Travel and Tourism Council, 2024). Employment in tourism also saw significant growth, with approximately 3.4 million people employed in 2023, representing 21.4% of Malaysia's total employment (Department of Statistics Malaysia, 2023). Projections for 2024 suggest job numbers will surpass 2.4 million, reflecting a 5.2% increase from the previous year and a 5.3% rise compared to the 2019 peak (World Travel and Tourism Council, 2024).

The National Tourism Policy 2020-2030 provides strategic direction for the sector, emphasizing enhanced governance, specialized tourism investment zones, smart tourism initiatives, improved demand sophistication, sustainable practices, and workforce development. These measures aim to position Malaysia among the top ten global tourism destinations, aligning with government objectives to leverage the sector for national development. The MADANI framework highlights tourism as a high-value, strategic area critical for enhancing the service ecosystem and advancing value chains (Ministry of Economy Malaysia, 2023).

Despite its potential, the industry faces challenges, including dependence on international visitors, which leaves it susceptible to global economic and geopolitical risks. Overdevelopment in tourist areas raises environmental concerns, endangering key attractions

(UNWTO, 2023). To mitigate these issues, Malaysia is emphasizing sustainable tourism by balancing economic progress with environmental conservation. Programs like the Green Hotels Association and eco-tourism initiatives encourage responsible travel, while diversifying into medical, educational, and agro-tourism reduces reliance on seasonal demand (Malaysia Healthcare Travel Council, 2021).

## CONCLUSION

Tourism in Malaysia is a dynamic and essential part of the economy, offering a rich array of experiences to international and domestic travelers. Although the industry faces challenges such as economic dependency and environmental sustainability, ongoing efforts in diversification and responsible tourism practices are paving the way for a more resilient future. As Malaysia continues to evolve its tourism strategies, it remains a prime example of how a nation can leverage its cultural and natural assets to captivate a global audience, fostering economic development while preserving its heritage and environment for future generations. Looking ahead, Malaysia's commitment to sustainable tourism and strategic policy implementation will be key in overcoming challenges and securing a prosperous and environmentally balanced future for its tourism sector.

## REFERENCES

- Berita Harian. (2024, June). Pelancongan dijangka sumbang RM198.7 bilion kepada ekonomi tahun ini. *Berita Harian*. <https://www.bharian.com.my/bisnes/lain-lain/2024/06/1264064/pelancongan-dijangka-sumbang-rm1987-bilion-kepada-ekonomi-tahun-ini>
- Department of Statistics Malaysia. (2023). *Tourism satellite account 2023*. [https://storage.dosm.gov.my/tourism/tourism\\_2023.pdf](https://storage.dosm.gov.my/tourism/tourism_2023.pdf)
- Fang, W. T. (2020). *Tourism in emerging economies*. Springer Singapore.
- Kline, C., McGehee, N., & Delconte, J. (2018). Built capital as a catalyst for community-based tourism. *Journal of Travel Research*, 58(6), 899–915. <https://doi.org/10.1177/0047287518787935>
- Malaysia Healthcare Travel Council. (2021). *Malaysia Healthcare Travel Industry Blueprint 2021-2025*. <https://www.mhtc.org.my/wp-content/uploads/pdf/malaysia-healthcare-travel-industry-blueprint-2021-2025.pdf>
- Ministry of Economy Malaysia. (2023). *Mid-Term Review of the Twelfth Malaysia Plan (KSP RMKe-12) 2021-2025*. <https://www.ekonomi.gov.my/ms/galeri-gambar/kajian-separuh-penggal-rancangan-malaysia-kedua-belas-ksp-rmke-12-2021-2025>
- Sharpley, R. (2020). Tourism, sustainable development and the theoretical divide: 20 years on. *Journal of Sustainable Tourism*, 28(11), 1932–1946. <https://doi.org/10.1080/09669582.2020.1779732>
- Spencer, A. J., & McBean, L. M. (2020). Alignment of tourism investment to the SDGs in Jamaica: An exploratory study. *Worldwide Hospitality and Tourism Themes*, 12(3), 261–274. <https://doi.org/10.1108/whatt-02-2020-0010>

United Nations World Tourism Organization. (2023). *World Tourism Organization annual report*. UNWTO. <https://www.unwto.org/news/international-tourism-to-end-2023-close-to-90-of-pre-pandemic-levels>

World Travel & Tourism Council. (2024). *Malaysia's travel and tourism sector projected to exceed previous heights*. WTTC. <https://wtcc.org/news-article/malaysias-travel-and-tourism-sector-projected-to-exceed-previous-heights>