

Phenomenological explanation of the effects and consequences of negative and destructive leadership style in Farhangian University administrators (based on Inarsen's model)

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Abstract

Research in the past mainly focused on the positive aspect of leadership. However, research on the negative aspects of leadership is faster. The current research was conducted with the aim of explaining the consequences of negative leadership style phenomenologically, emphasizing its two prominent aspects, i.e. leadership as abusive supervision, and libertarian leadership, in Farhangian University administrators based on Inarsen's model (2007). This research was a qualitative research with an interpretive phenomenological design. For this purpose, 14 experts and professors of management and educational leadership and organizational behavior management, at the level of Farhangian University, were selected as a sample using the criterion-based purposeful sampling method and based on the principle of theoretical saturation, and the data were collected through semi-structured interviews. Structured was compiled with these people. After transcribing, the text of the interviews was analyzed using Dickelman's approach and thematic analysis method in MAXQDA 2018 software. And some data were also collected in the form of a review based on the results of studies in this field. The findings showed that both types of leadership styles have significant negative consequences for organizations, followers, and leaders. And also, both leadership in the sense of incorrect supervision, and libertarian style leadership are very different in terms of the leader's actual behaviors. According to the obtained components, it is suggested to the university authorities to choose leaders for campuses and educational centers who do not have the unpleasant characteristics of this leadership style while studying and familiarizing themselves with negative leadership styles.

Key words: leadership style, destructive leadership, Negative leadership, laissez-faire leadership style, abusive supervision

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Introduction

Research on leadership has long been focused on positive characteristics and behaviors of leaders. such as trying to find the best leader, or the behavior that promises the best results (Schilling, 2009). Negativity has been driven (Tepper, 2007). Research has shown that negative leaders (such as narcissistic or psychotic leaders) have a significant negative impact on organizations and their members. Grijalva, Harms, Newman, Gaddis & Fraley, 2015);(Landay, Harms & Cred , 2019). The same applies to research related to negative leadership. Several studies using meta-analysis methods have shown that negative forms of leadership, such as abusive leadership (Tepper, 2000), or destructive leadership (Einarsen, Skogstad & Aasland, 2010), have a negative relationship with the attitudes and behaviors of their followers. have (Martinko, Harvey, Brees & Mackey, 2013), 2013); Schyns & Schilling). A significant number of researches have also shown that leaders who do nothing (laissez-faire leadership) have had significant negative consequences for their organizations and followers. (Judge & Piccolo, 2004). The importance of the issue is such that if the negative effects and consequences related to it are not identified and adjusted in time, it will have many harmful consequences from different personal, social, financial, physical and psychological dimensions for organizations, their employees and It will have its own leaders. In the past, efforts have been made to categorize the field of leadership, with a special focus on its dark and negative side. But the most prominent conceptual model in this regard is presented by (Einarsen & et al, 2007). They distinguish the behavior of the leader in terms of the goal (followers versus the task/organization), in the sense that the behavior of the leader can be in favor of or against the organization, in favor of and in favor of the employee or against the employee or against it. . The current research sought to scientifically answer the following basic questions: What is the concept of negative leadership and what is its purpose and intention? Which tools and means of leadership does he use to influence the behavior of his subordinates, and finally, what are the consequences of negative and destructive leadership based on the metamodel of Inarsen et al. By finding the answers to these questions, the researcher can provide solutions to eliminate or adjust the negative consequences.

Methodology

In order to achieve a deep and rich description of the experiences, attitudes and perceptions of the participants regarding the negative and destructive effects and consequences of leadership at the level of administrators of Farhangian University, a qualitative research method with an interpretive phenomenological design was used. The participants were 14 experts and specialists who had sufficient information about management and leadership and organizational behavior. These people were selected from among the faculty members of Farhangian University in a judgmental and purposeful manner and based on the saturation rule. For this purpose, snowball method was used among various targeted sampling methods.

Data was collected through semi-structured interviews with these people. After conducting each interview, the researcher put the conversations on paper and the data analysis was done simultaneously with the data collection and by using Dickelman's method (Abedi et al., 2004). In order to analyze the data obtained from the interviews, thematic analysis technique (theme) was used. In order to achieve the accuracy and validity of the research and to prevent the issuing of judgments based on prejudices, the methods of agreement between the interviewee and the interviewer, review by members, and peer review were used. Also, to calculate the reliability of the coding done, the reliability method of agreement between two selected interviews was used, each of which was coded twice in a 15-day interval by the researcher. The reliability of the agreement between two coders in this study was 85%. In addition, a number of basic concepts were obtained through the review of related articles.

Results

Based on the results obtained from the interviews and in response to the question, what is negative leadership? The interviewees agreed that a complete definition of leadership should include followers and employees, organizational environment, leaders and managers, and the time factor. And leaders can use these factors as a tool to exercise their negative and non-constructive leadership. In response to the question, what are the effects and consequences of negative and destructive leadership in Farhangian University? The findings show that this consequence It is divided into 3 main thematic groups with the titles: consequences related to followers and employees, consequences related to leaders themselves, and consequences related to the organization. And each of the main themes includes several sub-themes (contents of the table below).

Effects and consequences of negative leadership related to followers and subordinates, self-leadership and organization in Farhangian University

basic concepts	Categories
	Related to employees and subordinates
Psychosis	
Inefficiency	"
Intention to move higher	"
Increase leave	
Efficiency and poor performance	"
Increase in medical expenses	
Job dissatisfaction	
low mood	
Negative work relationships	
Negative attitude towards work	
Counterproductive and unproductive work behavior	
Reducing organizational citizenship behavior	
increased stress	"
decrease in well-being	
Lack of commitment to the organization	
Decreased life satisfaction	

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More conflict at home Low quality of public and work life Increase in psychological pressure and personal conflict	
basic concepts	Categories
Related to self-leadership	
Leader's narcissism Inefficiency Poor performance Obligation and consent of supervisor Negative impact on the achievement of organizational goals Injustice by the leader hostile behavior Breaking the rules of the supervisor supervisor aggression Stress caused by determining the organization's goal The supervisor's retaliatory reaction Negative view of followers Tendency to attribute the behavior of others to negative intentions The personality of the leader Leaving the subordinates alone role conflict Ambiguity of role Leaders' lack of commitment to the organization Bad leadership itself Fear of making mistakes High neuroticism To bear the penalty of mistakes	
basic concepts	Categories

Related to the organization

- Increasing psychological pressure and team and organizational conflict
- Negative impact on organizational goals
- Weakening the morale of collective and organizational work
- Weakness in planning
- Organizational injustice
- Organizational performance weakness
- Ambiguity in organizational goals
- Organizational silence
- Decreased efficiency
- Reduced effectiveness
- Increasing team dissatisfaction
- Weakness in sharing knowledge in the organization

Discussion and conclusion

In this research, an attempt has been made to identify the effects and consequences of negative and non-constructive leadership in Farhangian University based on Inarsen's meta-model with a phenomenological approach. The results of the research showed that the effects and consequences of this leadership style are divided into consequences for subordinates and followers, consequences related to the organization, and consequences for leadership itself. This type of leadership has had many negative effects and consequences on the employees of organizations. Among them, it can lead to psychosis of employees and followers, more turnover, increased leave, increased medical expenses, lack of job satisfaction, low morale, increased Stress, reduction of citizenship behavior and... that these results with research results (Grijalva, Harms, Newman, Gaddis & Fraley, 2015) ; (Landay, Harms & Cred'e, 2019); (Tepper, 2007); (Martinko & et al, 2013); (Schyns & Schilling, 2013); (Tepper, 2000) , It matches. In the dimension related to leadership itself, works such as: injustice by the leader, hostile behavior of the leader, retaliatory reaction, negative view of employees and followers, conflict and ambiguity of role, etc. are the results that are in line with the research findings; (Colquitt, 2001) ; (Schyns & Schilling, 2013) ; (Greenberg, 1993); (Liang & et al, 2016) ; (Mawritz, Greenbaum, Butts & Graham, 2016); (Pan & Lin, 2016)) ; (Hansbrough & Jones, 2014) , concordance has it. And finally, in the dimension related to the organization, there are effects such as increased team dissatisfaction, weak teamwork spirit, organizational injustice, reduced efficiency, etc., and negative leadership consequences, which are in line with the research findings of (Barling & Frone, 2016); (Skogstad, Hetland, Glaso & Einarsen, 2014,) is compatible. The results obtained from the present research require more attention from Farhangian University managers to take the necessary measures to provide a healthy organizational environment. And as the discussion about the meta-model of the present research showed, the future of negative leadership research is from A clear distinction of existing concepts, and mapping out future concepts, would benefit. In general, future research should focus on the prevalence of its issues, different types of leadership, and their specific antecedents and consequences.

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