

Leaders Behaving Badly in Higher Education: Constructing Toxic Leadership from Followers

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Abstract : The aim of this research was to explore academician perception of toxic leadership in higher education organizations. The data consisted of 17 semi-structured interviews with academicians' grade 45 above. According to them, toxicity in higher education organizations can be categorized as dysfunctional command, employee anti-social, less trust and commitment, abusive supervision, tyranny, unethical, hierarchical structures, and permissive environment. While they believed that culture, climate, and situational factors may form a toxic development and have the greatest influence on toxicity determination in higher education organizations. Respondents acknowledged that the future studies should involve the person who had held positions to get their opinions. These results emphasized the need for the leaders to learn about leadership in order to avoid a negative performance of the higher education organizations in the near future.

Keywords : academician perception, higher education organizations, leadership, toxic leadership

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