



## **Competitiveness Review: An International Business Journal incorporating Journal of Global Competitiveness**

### **Emerald Article: The effect of ineffective leadership on individual and organizational performance in Jordanian institutions**

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#### **Article information:**

To cite this document: Naser A. Aboyassin, Najim Abood, (2013), "The effect of ineffective leadership on individual and organizational performance in Jordanian institutions", *Competitiveness Review: An International Business Journal incorporating Journal of Global Competitiveness*, Vol. 23 Iss: 1 pp. 68 - 84

Permanent link to this document:

<http://dx.doi.org/10.1108/10595421311296632>

Downloaded on: 25-01-2013

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# The effect of ineffective leadership on individual and organizational performance in Jordanian institutions

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## Abstract

**Purpose** – The purpose of this paper is to explore how ineffective leadership behaviour affects individual and organizational performance in Jordanian institutions.

**Design/methodology/approach** – Data obtained concerned ineffective leadership behaviour in Jordanian private and public institutions. Performance was evaluated based on a survey questionnaire distributed to managers in these institutions. To arrive at statistically significant conclusions, the authors used multiple regression and correlation analysis.

**Findings** – The results indicate that there is a statistically significant impact of ineffective leadership, as adjudged using four dimensions (lack of shared strategic vision, ineffective leadership characteristics, negative effect on labour relations, and ethical violation) on individual and organizational performance in Jordanian institutions. However, no statistically significant impact of one dimension (ineffective leadership characteristics) on organizational performance was noticed in a sample of Jordanian institutions.

**Research limitations/implications** – This study was limited to manager's point of view in Jordanian institutions. While there are some similarities with managers in Arab institutions, caution should be exercised when generalizing results of this study to other Arabian countries.

**Practical implications** – This study provides useful information and impartial advice for leaders of private and public institutions in Jordan. It also reveals the need for new leadership practices that should be adopted and presents certain ineffective leadership practices that deserve to be eliminated.

**Originality/value** – This study attempts to fill gaps in the literature on Arabian leadership practices. This is one of the few studies that examine the Jordanian environment with regard to identifying the nature of the relationship between ineffective leadership behaviour and organizational performance in Jordanian institutions. The paper's findings and recommendations are expected to benefit decision makers in their dealings with different Jordanian institutions.

**Keywords** Jordan, Leadership, Organizational performance, Individual performance, Ineffective leadership, Negative leadership, Arabian institutions

**Paper type** Research paper



## Introduction

History does not pay much attention to ineffective and defeated leaders. Rather, it focuses on those great victors who were astute leaders and who influenced history. Certainly, their resounding victories tend to eclipse the lackluster activities of ineffectual leaders. But, more importantly, it is the leaders who failed to inspire who are barely mentioned in the history books. Nowadays, the best and the worst leaders alike are under constant scrutiny and are the focus of many discussions. However, one difference

is that while history cares little for failed leaders, contemporary business analysts examine everything, including problems, myths, and the failures of ineffective leaders. The actions of an ineffective leader are usually a burden that falls on subordinates and from them on to the company and finally on the individual himself. This means that everyone pays the price of failure caused by ineffective leaders. Because there has been an increase in ineffective company leadership, many training courses have been organized and many studies have been conducted to find ways with which to deal with ineffective leaders.

Effective leadership styles have always played a positive role in motivating employees, raising their morale, and making a positive impact on individuals and organizational performance. Many studies have confirmed this influence (Ogbonna and Harris, 2000; Jing and Avery, 2008). Conversely, ineffective leadership styles are seen to have a negative impact on individuals and organizational performance. Business literature also is full of labels, such as destructive leaders, narcissistic leaders, and toxic leaders, that describe the traits of ineffective leaders (Goldman, 2006). The objectives of our study are to highlight the importance of leadership and to determine the impact of ineffective leadership on individual and organizational performance in Jordanian institutions.

### **Literature review**

Ineffective, negative, bad, poor, or evil leadership are all terms which describe poor and unacceptable leadership qualities. They symbolize the dark side of leadership. What Barbara Kellerman calls “negative leadership,” is ineffective, harmful to a company, unethical, and harmful to a society, company, employees, and a drain on organizational resources (Kellerman, 2004). According to Goldman (2006), ineffective leadership is the result of personal turmoil. High-toxicity leadership is driven by arrogant narcissism (Goldman, 2009) which McFarlin and Sweeney describe as leadership that maximizes leaders’ own interests over those of subordinates, as well as the interests of the company. Likewise, a leader’s selfishness gives priority to a leader’s needs over his/her subordinate’s needs or undermines a leader’s institutional commitments. Excessive compensation and salaries are other examples of ineffective leadership (McFarlin and Sweeney, 2002). Dotlich and Cairo (2003) have identified a negative trait of prominent CEOs: such CEOs see themselves as being always right, while everything around them is wrong; they suffer from what may be called “blindness of a proud executive (Dotlich and Cairo, 2003). Ineffective leadership often commits leadership taboos, which fall under three categories: personal taboos, convictional taboos, and administrative position taboos (Smith, 2007).

Ineffective leadership can be thought of as directly contrasting successful leadership; while the latter has a positive influence on workers to achieve common goals, ineffective leadership, on the other hand, has an adverse impact on workers’ motivations to attain common goals. As such, ineffective leadership that is lacking in ethics or engages in dirty tricks, as mentioned in the encyclopedia of leadership (Encyclopedia, 2004), harms an organization over the long term (Gellerman, 1986).

Barbara Kellerman has suggested that ineffective leadership has two somewhat broader dimensions; namely, the ineffective side and immoral side. This means that ineffective leadership can be both inefficient and unethical. Reasons for the failure of ineffective leadership to achieve desired targets are the poor personal traits of leaders,

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skills shortage, negative strategies, and focusing only on short-term goals (Kellerman, 2004). However, the implications of ineffective leadership in its various forms, manifestations, and types are still wider than these definitions may suggest. In the context of this study, we can offer the following definition of ineffective leadership as a set of negative characteristics and inadequate capacities in the leadership that can lead to below par results in terms of efficiency, effectiveness, and ethics which prevents a company from accomplishing its goals and developing and motivating its employees to the fullest extent.

In order to distinguish between good and successful leadership and failed ones, we can classify leaders into four categories: first is the category of innovative specialist leaders. They represent the most influential human element in every company and constitute the foundation of nearly every success of the organization. Such leaders are few, only about 5-10 percent of all leaders. Second is the category of qualified leaders. These types of leaders know leadership as a craft and profession and their skills can achieve results that satisfy shareholders and stakeholders to a certain extent. This group of leaders represents a fair size with a proportion of about 40 percent of all leaders. Third is the category of normal leaders. They are the leaders who are identified as “Managers” and who deal with individuals and achieve some balance between the needs of individuals and administrative requirements, regulations, and rules. This class constitutes about 40 percent of all leaders. Fourth is the category of ineffective leaders. They are the leaders who even when they are put in charge of initially successful and viable firms degrade the once healthy companies such that they end up facing the threat of bankruptcy and liquidation. This group of leaders forms about 5-10 percent of the total; this proportion can increase with the increasing difficulties of a business environment, particularly in unusual situations (Paton, 2009).

#### *Ineffective leadership models*

In essence, ineffective leadership exerts a negative influence on others, preventing them from working towards their goals, undermining the interest of the organization, or, for that matter, the interest of its employees. We introduce ten models of ineffective leadership in companies:

- (1) *Self-inertia model*. When ineffective leadership is able to entrench itself, it seeks to protect itself, as well as its inability and inadequacy to improve matters, by keeping unqualified personnel and forming leadership teams of incompetent individuals (Hoover, 2004). Ineffective leaders remain uninspiring and they continue to hurt organizations in different ways through their negative influence, such as indicated in the category generation of fools (idiot procreation). Ineffective leaders surround themselves with similar people who work and think in the same way. This mindset usually leads to expulsion of talent (banishing talents) since a threat to ineffective leadership is seen as coming from those employees who have talent and merit; such persons become the target of abuse and expulsions. Idiot think leaders: ineffective leadership inculcates bad thinking in others. Besides that, it makes good individuals use their energy in doing useless things (Hoover, 2004).
- (2) *Life leaders' model*. Leaders who remain in their positions for a long period until no one believes that there is someone else who could replace the existing leadership.

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- (3) *No leadership model*. In many cases, companies operate without any director or officer; thus, in many cases, organizations seem leaderless.
  - (4) *Unethical leaders*. Unethical successful leadership can also hurt an organization by creating more leaders who succeed, but who are without real moral values. Eventually the institution ends up facing a real problem.
  - (5) *Inefficient leader*. A leader who leads the company or group without possessing the qualifications is inefficient and ineffective (Dorner, 1996).
  - (6) *Administrative model myopia (managerial myopia)*. Leaders who deal with their environment using a reactive approach. They lose direction of their company's strategy and strategic vision; this keeps them only responding to events happening around them.
  - (7) *Leaders of the past*. The rapidly changing environment shows that key leaders are those who master the concepts, methods, and probably apprise themselves of the past, even while learning about new concepts and methods for the future.
  - (8) *Partial leadership model (micro leadership)*. Ineffective leadership that often appears in the form of acting as a partial leader. Because they think small, they end up submerging their workers with unimportant tasks, sapping their enthusiasm, and thus becoming a source of everyday problems for subordinates (Oliver, 2008).
  - (9) *Narcissistic leadership*. This describes passive leaders who show a high degree of unjustifiable narcissism while dealing with others. Narcissism is a self-loving among leaders (Allio, 2007).
  - (10) *Dismal leadership model*. Describes ineffective leadership that is gloomy in its outlook, just as the word is made up of two Greek words meaning "bad day," so negative leaders create negative days for employees (Scholtes, 1998).

Now, how can we reduce the menace of ineffective leaders? We can answer as follows: by improving methods of selecting leaders, increasing leadership participation in the day to day work of staff at different levels, building a culture of integrity, establishing a system that gives out early warning signals of impending troubles, and focusing on the strengths and minimizing the weaknesses of a company (Dotlich and Cairo, 2003). There are several indicators of operational failure of leadership, such as failure to respond effectively to technology, product, or a new service so as to stay in the race with competitors, inability to identify a clear vision for the company, failure to implement a sound growth strategy, poor communication with board members, loss of talented individuals, and the inability to get alternative replacements for them (Dotlich and Cairo, 2003). Such indicators can be spotted in an individual leader actions and the company:

- *The ineffective leadership level*. A leader needs to recognize what his/her weakness is. The first thing is to understand the purpose of an organization, in contrast to the personal goals of individuals in an organization. The second indicator is self-confidence: do the leaders believe in themselves and is he or she capable of achieving the goals that are in line with his/her responsibility? The leader who believes in himself, however, but does not trust his staff has a real problem. The third indicator is about values and moral choices: does the individual look only at the profit, regardless of values and ethical principles? Ineffective leadership

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generally bends business rules very efficiently and profitably but at the expense of employees, customers, and society (Badarcco and Webb, 1995). Others called it the mirror and expression test: "Can I look at myself in the mirror after decision-making, or can I talk about it in the news or with the media?" (Drucker, 1995).

- *Working level personnel.* Increasing labor turnover, low morale, unsettled labor relations, less loyalty from the workers to the company, functional narrow views, and increasing career victims: after each failure, ineffective leadership looks for new scapegoats on which to dump the responsibility for the failure. Usually individuals from lower levels are the sufferers (Svendsen, 2000).
- *Organizational or company level.* The loser, due to ineffective leadership, is the company that provides resources and capabilities that are misused by ineffective leadership. Studies show that ineffective leadership can cost companies anything and everything. We can show that most negative indicators which characterize such leadership are low overall performance in terms of parameters like total amount of sales, profitability, market share, and company market value. In addition, there can be indicators like narrowing the competitive gap, slow and late responses to market changes, ethical scandals and ethical violations which can particularly affect a growing company: ineffective leadership has a wide and diverse impact on stakeholders (Svendsen, 2000).

With ineffective leadership that is target-oriented and focused on short-term relations, a company's relationship with most of its stakeholders can face a real problem. This is because the company leadership loses a basic resource, i.e. relationship capital, one of the three components of intellectual capital (human capital, organizational, and relations) (Najim, 2010). Though some research shows that a consequence of this loss is weakness in performance, other research shows that the consequence is a powerful performance. Obviously, there is no definitive single conclusion emerging from previous studies, although these have enabled researchers to build their study hypotheses. Based upon the above studies and discussions, the following research null hypotheses are posed by the author:

*HO<sub>1</sub>.* There is no impact from ineffective leadership dimensions on individual performance in a sample of Jordanian institutions.

This major hypothesis contains four sub-hypotheses:

*HO<sub>1a</sub>.* There is no impact of lack of shared strategic vision on individual performance.

*HO<sub>1b</sub>.* There is no impact of ineffective leadership characteristics on individual performance.

*HO<sub>1c</sub>.* There is no impact of negative labor relations on individual performance.

*HO<sub>1d</sub>.* There is no impact of ethical violations on individual performance.

*HO<sub>2</sub>.* There is no impact from ineffective leadership dimensions on organizational performance in a sample of Jordanian institutions.

This major hypothesis contains four sub-hypotheses:

- HO<sub>2a</sub>*. There is no impact of lack of shared strategic vision on organizational performance.
- HO<sub>2b</sub>*. There is no impact of ineffective leadership characteristics on organizational performance.
- HO<sub>2c</sub>*. There is no impact of negative labor relations on organizational performance.
- HO<sub>2d</sub>*. There is no impact of ethical violations on organizational performance.

## Methodology

### Instrument

An examination of existing questionnaires suggested that these were not entirely suitable for the conditions of the present research. Hence, a number of questionnaire items were developed for the purpose of the present study which was based on previous literature studies, as well as use of consultations, skills, and the expertise of others. The questionnaire was prepared in several phases:

- *Phase I*. To achieve full honesty and to ensure a fairly representative survey (face validity), it was checked by five arbitrators who had much experience and proven competence.
- *Phase II*. A pilot test was conducted to ensure stability of the scale. After 14 days, the questionnaire was again used by the same group and persistence in final conclusions was considered acceptable for this study.
- *Phase III*. This phase included the final round of the survey to arrive at the results of true and high persistence. The survey was also subjected to Cronbach's  $\alpha$  test to establish its reliability and adequacy of high-resolution, as well as to measure what was under test. As the test results of the survey show 0.745 being greater than 0.60, proves that there is internal consistency between the questionnaire items and their correlations (Table I).

The 26-item survey asked managers to rate their responses on a scale from 1 to 5. Subjects were free to express their level of agreement with given statement via a five-point Likert-type scale, ranging from 5 meaning "strongly agree" to 1 meaning "strongly disagree" that was designed for each question, 4 meaning "agree," 3 meaning "indifferent," 2 meaning "disagree" In this study the survey consisted of three parts: the first included collecting demographic information, the second included 26 items about leading leadership style behavior, the third included six statements to measure the individual and organizational performance in Jordanian organizations (the Appendix).

Key variables	Number of items	Cronbach's test results
Strategic vision	6	0.686
Leadership characteristics	6	0.890
Negative effect on labor relations	7	0.812
Ethical violations	7	0.753
Total	26	0.745

**Table I.**  
Cronbach's test results  
factor, validity and  
reliability analysis  
of factors



There were three levels of acceptance: high, medium, and low. The acceptance level was evaluated according to the following formula: class interval = (maximum class – minimum class)/number of levels = (5 – 1)/3 = 1.33, Then: low acceptance = 1 – 2.33, medium acceptance = 2.34 – 3.66 and high acceptance = 3.67 – 5.00. Based on the literature review, researchers' opinion which matches the sample opinion regarding the importance of these dimensions (Table II), the four dimensions of ineffective leadership in Jordanian institutions are as follows: lack of shared strategic vision, ineffective leadership characteristics, and negative effect on labor relations with arithmetic averages of 2.98, 2.76 and 3.20, respectively, which show medium consent (acceptance). For ethical violations, with arithmetic average of 3.77, results show high consent (acceptance) which signifies existence of ethical problems with leadership in Jordanian institutions. Ineffective leadership characteristics:

- self-interest above company interest;
- self-interest at the expense of the workers;
- leader is right in all circumstances;
- leader focus always self centered;
- negative impact of the leader on workers;
- lack of ethics;
- focusing on workers' defects to derive personal advantages;
- focusing on short-term results;
- sacrificing workers when failure occurs; and
- lack of innovative capacity (the Appendix).

#### *Sample*

The study sample consisted of 66 top managers collected with no focus on a specific company or sector; in fact, it was based on the geographical dimension adopted randomly in selecting private, governmental, industrial, and service companies deployed in South, North, East, and West of Amman. Sample included respondents from several places such as Ministries of Justice, Public Works, Finance, Social Development, the Secretariat of Amman National Electricity Company, universities, banks, hotels, small projects, Engineers Union. Properties of the sample which sent replies to our questionnaire from amongst the eighteen organizations were as follows. The proportion of males accounted for 76 percent and females accounted for 24 percent, while 18 percent of respondents' were single and 82 percent were married, about 42 percent of the respondents were between the ages 25 and 34 years. For their educational level,

Key variables (dimensions)	Mean	SD	Acceptance level
Lack of shared strategic vision	2.98	0.54	Medium
Leadership characteristics	2.76	1.08	Medium
Negative effect on labor relations	3.20	0.84	Medium
Ethical violations	3.77	0.54	High
General	3.08	0.82	Medium

**Table II.**  
Arithmetic averages of  
ineffective leadership  
behaviors in Jordanian  
institutions



bachelors 58 percent, as regards their years of experience 32 percent from six to ten years in the Appendix (Table AI).

**Results**

SPSS was used to obtain the statistical means, percentages, standard deviations, multiple regressions, and correlation and determinations coefficients.

*HO<sub>1</sub>*. There is no statistically significant impact of ineffective leadership dimensions: lack of shared strategic vision, ineffective leadership characteristics, negative effect on labor relations, and ethical violation on individual performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $F = 31.075$  and  $p = 0.000$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of ineffective leadership dimensions on individual performance in Jordanian institutions. The analysis also revealed that  $R^2 = 0.320$  which indicated that the size of the explanatory power of this form was high (Table III). Results also revealed that a significant relationship exists between the independent variables of the four dimensions and the dependent variables of Jordanian institutions involving individual performance.

Dependent variable is the individual performance. Independent variables are the four dimensions of ineffective leadership.

*HO<sub>1a</sub>*. There is no statistically significant impact of lack of shared strategic vision on individual performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 0.112$  and  $p = 0.011$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of lack of shared strategic vision on individual performance in a sample of Jordanian institutions (Table IV).

*HO<sub>1b</sub>*. There is no statistically significant impact of ineffective leadership characteristics on individual performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 1.873$  and  $p = 0.046$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of ineffective leadership characteristics on individual performance in a sample of Jordanian institutions (Table IV).

*HO<sub>1c</sub>*. There is no statistically significant impact of negative effect on labor relations on individual performance in a sample of Jordanian institutions at the 0.05 level

Variables	B	R	R <sup>2</sup>	F	Sign.	Statistical decision
Individual performance	-0.566	0.566	0.320	31.075	0.000	Null rejected
Organizational performance	0.220	0.221	0.049	3.387	0.007	Null rejected

**Table III.**  
Regression coefficients summary for dimensions of ineffective leadership

Independent variable	B	SE	β	t	Sign.	Statistical decision
Constant	2.749	0.989		2.780	0.007	Null rejected
Lack of shared strategic vision	0.020	0.177	0.011	0.112	0.011	Null rejected
Ineffective leadership characteristics	0.194	0.104	0.207	1.873	0.046	Null rejected
Negative effect on labor relations	0.424	0.143	0.355	2.954	0.004	Null rejected
Ethical violations	0.657	0.183	0.350	3.592	0.001	Null rejected

**Table IV.**  
Coefficients of the regression analysis of the impact of ineffective leadership dimensions on individual performance

of significance. The analysis resulted in  $t = 2.954$  and  $p = 0.004$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of negative effect on labor relations on individual performance in a sample of Jordanian institutions (Table IV).

$HO_{1d}$ . There is no statistically significant impact of ethical violations on individual performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 3.592$  and  $p = 0.001$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of ethical violations on individual performance in a sample of Jordanian institutions (Table IV).

The (B) parameter values of ineffective leadership dimensions: lack of shared strategic vision, ineffective leadership characteristics, negative effect on labor relations, and ethical violation are 0.020, 0.194, 0.424 and 0.657, respectively. This means ethical violations variable has the largest impact on individual performance and lack of shared strategic vision has the lowest impact on the individual performance (Table IV).

$HO_2$ . There is no statistically significant impact of ineffective leadership dimensions: lack of shared strategic vision, ineffective leadership characteristics, negative effect on labor relations, and ethical violation on organizational performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $F = 3.387$  and  $p = 0.007$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of ineffective leadership dimensions on organizational performance in Jordanian institutions. The analysis also revealed that  $R^2 = 0.049$  and  $R = 0.221$ , which indicated a weak overall relationship between the independent variables of the four dimensions of ineffective leadership and the dependent variables in a sample of Jordanian organizational performance (Table III).

Dependent variable is the organizational performance. Independent variables are the four dimensions of ineffective leadership.

$HO_{2a}$ . There is no statistically significant impact of lack of shared strategic vision on organizational performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 0.243$  and  $p = 0.008$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of lack of shared strategic vision on organizational performance in a sample of Jordanian institutions (Table V).

$HO_{2b}$ . There is no statistically significant impact of ineffective leadership characteristics on organizational performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 0.507$  and  $p = 0.614$ . Therefore, null hypothesis was accepted that there is no statistically significant impact of ineffective leadership characteristics on organizational performance in a sample of Jordanian institutions (Table V).

**Table V.**  
Coefficients of the regression analysis of the impact of ineffective leadership dimensions on organizational performance

Independent variable	B	SE	$\beta$	$t$	Sign.	Statistical decision
Constant	2.298	0.823		2.792	0.007	Null rejected
Lack of shared strategic vision	0.036	0.148	0.030	0.243	0.008	Null rejected
Ineffective leadership characteristics	0.044	0.086	0.072	0.507	0.614	Null rejected
Negative effect on labor relations	0.154	0.119	0.199	1.287	0.003	Null rejected
Ethical violations	0.519	0.152	0.427	3.408	0.001	Null rejected

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*HO<sub>2c</sub>*. There is no statistically significant impact of negative effect on labor relations on organizational performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 1.287$  and  $p = 0.003$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of negative effect on labor relations on organizational performance in a sample of Jordanian institutions (Table V).

*HO<sub>2d</sub>*. There is no statistically significant impact of ethical violations on organizational performance in a sample of Jordanian institutions at the 0.05 level of significance. The analysis resulted in  $t = 3.408$  and  $p = 0.001$ . Therefore, null hypothesis was rejected and the alternate hypothesis was accepted that there is a statistically significant impact of ethical violations on organizational performance in a sample of Jordanian institutions (Table V).

The (B) parameter values of ineffective leadership dimensions: lack of shared strategic vision, ineffective leadership characteristics, negative effect on labor relations, and ethical violation are 0.036, 0.044, 0.154 and 0.519, respectively. This means ethical violations variable has the largest impact on the organizational performance and lack of shared strategic vision has the lowest impact on the organizational performance (Table V).

## Discussion

The study presented here show that there is a set of ineffective leadership characteristics, such as a leader perceiving that he is right in all circumstances or a leader's wrong focus, and these characteristics have negative impact on employees. These characteristics have been confirmed by other studies. The present study tested the impact of ineffective leadership four dimensions on the individual and organizational performance standards. We found that ineffective leadership has such an adverse impact on individuals and companies that it may even lead to failure of a company. Failure has been conceptualized in two ways. First, leaders fail because they lack important characteristics or abilities to succeed. Second, leaders may possess undesirable qualities that cause failure. In this study, we assumed that failure is more likely when leadership exercises ineffective impact on the two levels, individual and organizational.

In this paper, the impact of ineffective leadership behavior on the individual and organizational performance in a sample of Jordanian organizations was analyzed and we have identified a relationship between leadership behaviors and performance as elaborated below. The sample majority of the managers were males (76 percent) and the rest were females (24 percent). In terms of education level, the majority held BSc degrees (58 percent) and, in terms of years of experience, the highest proportion had between 6 and 10 years experience in their managerial positions (32 percent). On the basis of age (42 percent) were between 25 and 34 years of age, and, on the basis of marital status, 82 percent were married.

Results of test hypotheses:

- The results indicate that in Jordanian organizations, there is statistically significant impact of ineffective leadership dimensions: lack of shared strategic vision, ineffective leadership characteristics, negative effect on labor relations, and ethical violation on individual's performance; this result seems logical because ineffective leadership is not expected to value conscientious members at work.

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- The results indicate that in Jordanian organizations, there is statistically significant impact of ineffective leadership dimensions: lack of shared strategic vision, negative effect on labor relations, and ethical violation on organizational performance.
  - There is no statistically significant impact of ineffective leadership characteristics dimension on organizational performance in a sample of Jordanian organizations based on this logic, ineffective leadership characteristics does not have a positive impact on organizational performance in Jordanian organizations.
  - The results also indicate that ethical violations variable has the largest impact on individual performance and lack of shared strategic vision has the lowest impact on the individual performance.

Survey results have revealed the first major premise and supporting hypotheses, that ineffective leadership's four characteristic dimensions have significant negative impact on individual performance in Jordanian companies, is consistent with many studies on negative leadership. This is especially true for off-track leadership and destructive leadership behavior anti-subordinate. As survey results revealed, ineffective leadership in three dimensions, lack of shared strategic vision, negative effect on labor relationships, and lack of ethics, has a significantly adverse effect on organizational performance, whereas ineffective leadership characteristics has no significant effect on organizational performance. These results are consistent with other studies that linked poor leadership (or toxic, destructive, and leadership derailment) (Reed, 2004; Padilla *et al.*, 2007). No one can deny that ineffective leadership probably has a coercive power over employees, and, unfortunately, there is hardly any way to contain its ill effects. Indeed, Burns (2003) suggests that the ill effects of ineffective leadership can be long lasting and the survival of a company might have to await the leader's exit from the scene.

### **Conclusions**

Ineffective leadership is present in most companies at almost all levels. Just as successful leadership is identified through the basic dimensions of leadership, ineffective leadership can also be studied through the four dimensions considered for this purpose: shared strategic vision, ineffective leadership characteristics, labor relations, and ethics. Ineffective leadership affects performance at both the organizational and individual level. In the Jordanian institutions sample, ineffective leadership has had a negative impact on individual and company performance. The absence of metrics of ineffective leadership has led to the emergence of insensitive and ineffective leadership and has led to the failure to identify the impact of such leadership. Therefore, it is more important for all companies to make an effort to identify ineffective leadership so as to minimize its adverse impact.

### **Recommendations and future studies**

In light of the findings of this study, the authors make the following set of recommendations:

- There should be development and training of managers and subordinates in Jordanian organizations to detect and eliminate ineffective leadership practices.

An effort should also be made to foster a good leadership style that enables organizations to achieve excellence and success. Action should be taken to abandon ineffective leadership styles that have a negative impact on performance.

- The proportion of females in leadership positions is at a low percentage level (24 percent). More effort should be put to help women assume leadership positions in Jordanian institutions so as to benefit from their capabilities and achieve a gender balance.
- Because the ethical violations variable has the largest impact on the individual and organizational performance, managers must work to create ethical environment institutions. To create ethical organizations, managers must introduce many possible ethical acts such as providing strategic leadership of ethics, establishing written codes of conduct, developing formal mechanisms for dealing with ethical problems, and providing training in ethics.
- In the future, complementary studies should be conducted that will take into account the impact of modern methods of leadership on individual and organizational performance with the introduction of new elements of assessment for judging performance, excellence, success, and creativity.

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#### Further reading

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#### Appendix

Characteristics	<i>n</i>	%
<i>Gender</i>		
Male	50	76
Female	16	24
<i>Age in years</i>		
Less than 25	4	6
25-34	28	42
35-44	25	38
45-54	8	12
Over than 54	1	2
<i>Marital status</i>		
Not married	12	18
Married	54	82
<i>Education level</i>		
High school	2	3
Community college	10	15
College degree bachelor	38	58
Graduate degree master	12	18
Graduate degree doctorate	4	6
<i>Experience in years</i>		
Less than 5	19	30
6-10	12	32
11-15	14	21
Over 15	11	17

**Table AI.**  
Demographic  
characteristic for  
participants

Survey Questioners

In this survey we seek your opinion about certain managerial practices in your organization. For the following questions, please circle the number that most accurately reflects your perception about the following practices.

Strategic Vision

	Items	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	The company leadership does not have a future task to work for it.					
2	In many cases, leadership understands the capabilities and strengths of the company.*					
3	In many cases leadership understand the *. company's market and environment.					
4	Leadership does not have clear strategy for what the company strives to achieve.					
5	Company usually faces difficult circumstances due to unexpected events.					
6	don't know what the company Employees leadership wants from them.					

Leadership Characteristics

	Items	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	Leader works for his or her own interest that been put above company's interest.					
2	Company leadership is right in all circumstances.					
3	Leadership seeks to be in the center of attention for everything in the company.					
4	Company leadership takes care of its needs at the expense of the demands of employees.					
5	Leadership focuses on short-term work results.					
6	Leadership does not hesitate to sacrifice employees when failing to achieve the desired results.					

(continued)



Work Relationships

	Items	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	The company is characterized by discouraging work relations.					
2	Employees generally have a sense of non-recognition of their efforts.					
3	The company recently dismissed workers which led to the emergence of negative sentiment within the rest of employees.					
4	Failure is blamed at lower levels staff					
5	There are no initiatives for improving labor relations in the company.					
6	Employees suffer from a lack of understanding of their needs by leadership.					
7	Some workers seek to leave the company for feeling of lack of importance.					

Work Ethics

	Items	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	There is a feeling among workers that their salaries are little compared to the high salaries in senior jobs.					
2	I don't think that the leadership can take decisions, not appropriate for the public and community.					
3	Leadership features ethical role models.					
4	Leadership of the company provides a criterion working ethics in employee's evaluation along with performance standards.					
5	Company takes into account transparency and justice in its decisions and policies towards					

(continued)

The effect of ineffective leadership

6	I think that the company can sacrifice workers when errors occur.					
7	Company taking into account the .*reputation rather than taking quick profits					

Items were reverse-scored..\*

Individual Level Results

	Paragraph	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	Company at tracts the best people to work.					
2	Employees are stabile at work and loyal to the company.					
3	Employees of the company work in enthusiasm and high morale.					

Organizational Level Results

	Paragraph	Strongly Agree 5	Agree 4	Indifferent 3	Disagree 2	Strongly Disagree 1
1	Company earned high profits over the past years.					
2	Company has good relations with stakeholders (suppliers, customers, etc).					
3	Company develops its products and services better than competitors.					

These items ask for some personal and organizational information. Please be assured that your responses to these questions are confidential, and it will be used only for the purpose of this study. Please answer each item.

1. Gender: 1. ----- Male    2. ----- Female  
3. Age:    1. ----- less than 25 years                                      2. ----- 25-34 years  
              3. ----- 35-44 years    4. ----- 45-54 years  
              5. Over than 55 years  
3. Marital status 1. ----- Married                                      2 ----- Not married  
4. Educational background:  
              1. ----- High School    2. ----- Community College  
              3. ----- College Degree (BA)     4. ----- Graduate Studies (Masters)  
              5. ----- Graduate Studies (Doctorate)

(continued)

5. Years of Experience in this position:
- 1. ----- Less than 1 year
  - 2. ----- 1-5 years
  - 3. ----- 6-10 years
  - 4. ----- 11-15 years
  - 5. ----- Over 15 years
6. The nature of ownership in this organization is considered primarily as:
- 1. ----- Private Sector
  - 2. ----- Public Sector
  - 3. ----- Other: (Please Specify) -----
7. The primary field of this organization is:
- 1. ----- Service
  - 2. ----- Manufacture
  - 3. ----- Other. (Please Specify) -----

!!! YOUR PARTICIPATION IN THIS SURVEY IS HIGHLY APPRECIATED!!!

Ineffective Leadership Characteristics

What do you think is the most important characteristics of the "ineffective (negative) leaders?

Please choose the appropriate answer:

Proposed properties	Yes	No
1. Leadership self-interest above company interest.		
2. Leadership self-interest at the expense of the workers.		
3. Leaders see themselves right in all circumstances.		
4. Leaders are always the centre of attention.		
5. The negative impact on employees.		
6. Lack of ethics.		
7. Focusing on workers' defects to derive personal advantages.		
8. In the performance emphasis on short-term results.		
9. Sacrifice workers when failure occurs.		
10. Lack of innovative capacity.		
11. Other: A. B. C.		

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