TITLE: The Phenomenon of Dark Leadership A Conceptual Evaluation

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The Phenomenon of Dark Leadership A Conceptual Evaluation [1]

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Abstract

The concept of leadership has become a concept that attracts more and more attention with each passing day. Leadership is one of the most researched subjects in organizational literature, management discipline and many other fields. It is recognized that leadership is crucial for key organizational issues such as performance, as well as many other individual, group, and organizational indicators. The concept of leadership always includes a mystical meaning. It is thought that leaders are very different people from other people and have different characteristics. Because of this, it is believed that they are more competent and impressive than other people. However, many studies have shown that leaders do not consist of only positive, ideal characteristics. They even have some dysfunctional dark sides. Because of these aspects, they sometimes experience difficulties in bringing themselves and their organizations to success. The phenomenon of dark leadership has been tried to be expressed with many concepts in the literature. However, in essence, dark leaders are leaders who are characterized by the pursuit of power, success, and control, and are able to deftly use tools of psychological manipulation and control over others. This study was conducted with the motivation to better understand this phenomenon.

Keywords: *Leadership, Dark Leader, Management, Success*

Karanlık Liderlik Olgusu Kavramsal Bir Değerlendirme

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Öz

Liderlik kavramı her geçen gün daha fazla ilgi gören bir kavram haline gelmiştir. Liderlik, örgütsel literatürde, yönetim disiplininde ve diğer birçok alanda en çok araştırılan konuların başında yer almaktadır. Liderliğin, performans gibi temel örgütsel konular ve diğer birçok bireysel, grup ve örgütsel göstergeler için çok önemli olduğu kabul edilmektedir. En başından itibaren liderlik olgusu mistik anlamlar içeren bir kavram olmuştur. Liderlerin diğer insanlardan çok farklı kişiler olduğu ve farklı özelliklere sahip oldukları düşünülmektedir. Bu nedenle diğer insanlardan daha yetkin ve etkileyici olduklarına inanılır. Ancak birçok çalışma, liderlerin yalnızca olumlu, ideal özelliklerden oluşmadığını göstermiştir. Hatta liderlerin bazı işlevsiz karanlık tarafları bile olduğu ortaya konmuştur. Bu yönleri nedeniyle bazen kendilerini ve örgütlerini başarıya ulaştırmada güçlükler yaşarlar. Karanlık liderlik olgusu literatürde birçok kavramla ifade edilmeye çalışılmıştır. Ancak özünde, karanlık liderler, güç, başarı ve kontrol peşinde koşma ile karakterize edilen ve psikolojik manipülasyon araçlarını ustaca kullanabilen ve başkaları üzerinde kontrol sağlayabilen liderlerdir. Bu çalışma, bu olgunun daha iyi anlaşılması motivasyonuyla yürütülmüştür.

Anahtar Kelimeler: *Liderlik, Karanlık Lider, Yönetim, Başarı*

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Introduction

The concept of leadership has become a concept that attracts more attention with each passing day. One of the most important reasons for this is due to the fact that the concept plays important roles in all kinds of group life, from small to large. There is a great interest in leadership theory and practice in all areas (Hogan and Kaiser, 2005). Leadership books fill the front shelves of libraries and the bestseller sections of bookstores. The function of the leader always comes first at the point of whether an organizational structure will be successful or not.

The words leader and leadership are used in many different ways in our daily lives. The concept takes on different meanings depending on its context (Day, 2000; Osborn et al., 2002). It can be argued that the concept of leadership is a concept as old as the history of civilization. Because people who understand that acting together brings advantages for survival have formed groups and cooperated. For this reason, some people have come to the forefront who influence these groups, organize them, and enable them to act in line with their goals. Other members of the group followed them. The people who stand out in this interaction process are called leaders.

In many contexts, leadership is spoken of as a model of influence based on innovative ideas and creative achievements. When the concept is used in this context, its leading meaning comes to the fore. It is used to describe the dominant figure in an artistic and social movement or the innovator of a professional practice. Here, the concept is used in the sense of being a pioneer. For example, Albert Einstein was a leader in the development of modern physics, Paul Cézanne was a leader in the evolution of 20th century painting, or Martin Luther King Jr. was a leader in civil rights (Morill, 2010, p. 5). However, when leadership is mentioned today, leadership in organizations and institutions, which is more of a collective phenomenon and more direct and inclusive, comes to mind. In leadership terminology, this usage describes a figure of power and authority (French and Raven, 1959).

The negative reflections of dark leadership practices on the members of the organization is a phenomenon that should not be ignored. The compulsive and negative behaviors of the leaders while coordinating, managing the employees and trying to achieve the organizational goals should be examined. This type of leadership behavior causes psychological and physical harm to the followers. For this reason, the correct understanding of these dark sides of leaders is extremely important for the well-being of the organization and its employees (Aasland et al., 2010; Stelmokienė and Vadvilavičius, 2022). Detecting, knowing and recognizing negative leader behaviors is an important step in minimizing the psychological and physiological effects on employees. Giving more importance to this issue in the management literature will be valuable in terms of raising awareness. The main motivation of this study is to contribute to the literature by making this phenomenon more visible. For this purpose, first of all, the phenomenon of leadership is discussed as a concept, and the definitions of leadership by the researchers contributing to the literature are explained. Then, the phenomenon of the dark side as a personality trait was emphasized. Personality traits inclined to the dark side have been described. Then the topic of why the leaders have moved to the dark side has been discussed.

Leadership as a Concept

Leadership is one of the most researched subjects in management discipline and many other fields. It is accepted that the phenomenon of leadership is decisive in many contexts when it comes to organizations. It is an important concept not only for performance, but also for different areas in the functioning of the organization. (Howell and Avolio, 1993). For example, Plato revealed that there is a difference between leadership and practice at the abstract level. Doing something and knowing how to do it are two different things. When it comes to modern times, the phenomenon of influence and domination has come to the fore. (Nienaber, 2010).

When the concept of leadership is considered, different definitions are encountered in the literature. An interesting feature of leadership studies is that the concept is less understandable compared to its popularity (Burns, 1978). The phenomenon of leadership in its broadest sense can be defined as influencing others to do a job and mobilizing a collective will to achieve the goals of the group to which it belongs. Concept was mostly expressed as the personal characteristics of a person in the 19th century, but later it began to be accepted as the art of influencing people (Rost, 1993, pp. 38-42). Leadership is a key concept for the field of organizational behavior. Not only researchers, but also practitioners are aware of this. It is extremely important in terms of individual and organizational interaction. Here the ability of the leadership to provide joint action emerges. A good leader is not only a source of inspiration for those who follow him, but also a person who meets all kinds of needs (Bhardwaj, 2012, p. 47). The leader is also an important actor in the decision-making process. Traditionally, it is thought that this process takes place from the top down through directives, but recently researchers have tended to describe it as a multi-faceted process. Therefore, just as leaders influence their followers, followers can influence leaders.

Table 1.
Definitions of Leadership

Hemphill and Coons, 1957	Leadership is to guide those who follow in the direction of goals.
Stogdill, 1950	Leadership is the ability to influence your own organization in order to achieve goals.
Fiedler, 1967	The leader is the person in the group with delegated duties, control or coordination in activities related to the Mission of the group
House, 1971	Leadership is the ability to motivate members of an organization in line with goals..
Daviss, 1977	Leadership is an enthusiastic persuasion activity towards goals.
Richards and Engle, 1986	Leadership is the act of achieving goals by creating vision and value.
Zaleznik, 1981	Leadership is the power to influence the actions and thoughts of others.
Schein, 1992	Leadership is the ability to step outside the known patterns for change.
Fry, 2003	Leadership is about putting forward strategies that provide opportunities and inspiration for the development of those who follow him.
Hogan and Kaiser, 2005	Leadership is the ability to build the right team for competition and direct them to the goal
Winston and Patterson, 2006	Leadership is the art of creating emotional and physical effort for organizational goals.

As can be understood from the table, the phenomenon of leadership has been described in different ways by different authors. These definitions, of course, vary according to the authors' own interests. Therefore, when we look at the organizational literature, there are different definitions related to leadership. These definitions reveal different aspects of the concept. While some emphasize the interaction aspect and character traits, others care about behavior and motivation.

Today, there is still a mystical air on the phenomenon of leadership. It is believed that leaders are very different people from other people, they have different characteristics. Because of this, it is believed that they are more competent and impressive than other people. In many studies, the concept of leadership has been tried to be explained around a number of virtues and ideals. In the literature, approaches focusing on positive leader behaviors and characteristics such as transformative leadership, interactionist leadership (Bass, 1985; 1993; 1997), ethical leadership (Brown et al., 2005) and authentic leadership (Walumbwa et al., 2008) have gained interest. The literature is extremely generous in this regard. However, many studies have shown that leaders are not just made up of positive, ideal characteristics (Tepper, 2007; Schyns and Schilling, 2013). They even have some dysfunctional dark sides. Due to these aspects, they experience difficulties in leading themselves and their organizations to success from time to time. However, despite the studies conducted in this field, the dark phenomenon of leadership, consisting of leadership behaviors that harm followers and organizations, still retains its mystery (Krasikova et al., 2013).

The Dark Side as a Personality Trait

Why do some people go astray when they reach the top? What psychological forces influence managers when they reach a powerful position? This is a question that is not easy to answer. To address these, it is necessary to deepen the understanding of the psychodynamics of leadership and the ups and downs of power. A number of clinical insights from dynamic psychiatry and psychoanalysis have the potential to be useful at this point. Kets de Vries (1989) has put forward important theses on this subject.

- Leadership is necessarily an isolating position. Because moving to a senior position in an organization requires struggle and effort. This situation increases their need for dependence on support and security.
- From the point of view of employees, leaders have a mystical power and they cannot be defeated. Consciously or unconsciously, such thoughts were born about them.
- The phenomenon of success can become a burden for leaders after some point. This situation strengthens the possibilities of making mistakes.

Loneliness and the obligation to succeed are important phenomena that can affect the leaders who lead their organizations. These phenomena can give rise to certain behavioral patterns. Ashforth (1994) has shown that leaders can engage in certain behaviors that can be interpreted as 'dark', which can lead to tyranny by underestimating those who follow them and not getting ideas from those around them. Often people oscillate between two thoughts. In one, leaders are unreliable and two-faced. In the other, leadership is believed to be necessary. Schilling (2009) claimed that leaders who exhibit behaviors that can be described as 'dark' often orient themselves towards personal goals rather than organizational goals. Examples of negative leadership occur in a wide variety of ways. Restrictive, unsuccessful, exploiting the other side, unfair, avoiding the responsibilities that rise up to them, leaders are negative leaders. Personality traits are extremely important in order to understand the phenomenon of leadership. There is a strong possibility that some disruptions in the decision-making process in organizations, especially, are caused by the personality traits of the leader, and this is related to the dark side of the leader (Hogan and Hogan, 2001). The fact that the leader has a long-standing personality problem may cause this (Goldman, 2006). It is noticeable that the studies that emphasize the dark side of the leader especially use concepts such as narcissism, machiavellianism and psychopathy (Clarke et al., 2015; Lamkin et al., 2017; Stelmokienė and Vadvilavičius, 2022).

From the point of view of McIntosh and Rima (1997), there are five types of examples of dark leadership.

1) The narcissistic leader
2) The compulsive leader
3) The paranoid leader
4) The co-dependent leader
5) The passive-aggressive leader

Of these five types, according to McIntosh and Rima (1997), narcissism is the most commonly researched type of dark leadership, however, the authors have suggested that all types of dark leadership have the potential to cause organizational turmoil.

Narcissistic leaders. The "narcissism" known as the personality structuring of our time comes from Narcissus, who saw his reflection in the water in Greek mythology and fell in love with this reflection, that is, himself, and consumed his life by following his love (himself) in pursuit of this love that he could not reach for a lifetime. People with narcissistic personality disorder are people who overestimate themselves physically and spiritually, consider themselves superior, constantly expect appreciation, attention and approval; they believe that they will immediately receive special attention wherever they go, that they deserve a superior place. The most beautiful, the most handsome, the most successful, the most brilliant person is himself or will be himself (Kohut, 1977). Narcissists care extremely about gaining the respect of others, they try very hard for it, but this strong desire is indicative of the need to compensate for repressed feelings of inferiority (Judge et al., 2006). Their self-esteem is very fragile. By seeing themselves as bigger than they are, they undermine their relationships with others. This condition also dulls their empathy abilities (Kohut, 1977). According to King (2007), it becomes very difficult to be successful in organizations with a narcissistic leader, especially during periods of crisis.

Compulsive leaders. Obsessive-Compulsive Disorder is a disorder consisting of obsessions or compulsions, or often both. Obsessions are uncontrollable repetitive ideas, thoughts, impulses and images that cause anxiety in most people, are unwanted and disturbing. They are persistent, compulsive, alien to the self, thoughts, impulses, words or images that come to the individual's consciousness unintentionally and are interpreted inappropriately (Yılmaz, 2018). A compulsive leader wants to maintain absolute power. Compulsive leaders sometimes excel at those aspects of management that focus on attention to details. But besides, it is seriously difficult to work under such leaders because of their obsession with detail and their excessive control (De Vries, 1994).

Paranoid leaders. Paranoia is the content of thinking that one will be persecuted by someone else. Individuals with this mindset may fear that they will be attacked, humiliated, deceived (Atmaca, 2016). The paranoia of the leader seriously endangers the freedom of the organization. A paranoid leader is not comfortable unless he controls everything. He constantly worries about what is happening in front of his eyes, suspects that things are going wrong or, worse, that someone is making secret plans. For this reason, they may exhibit hostile behavior towards their surroundings (Lipman-Blumen, 2006).

Co-dependent leaders. Such people basically have a border problem. Since they cannot distinguish where their own boundaries end and others' begin, they may exhibit extremely invasive behaviors. This situation can be very disturbing for those around. (Cook and Goff, 2002). Co-dependent leaders can be very successful at achieving goals, but they can never use their full potential. Because a significant part of their attention and energy goes to dealing with the shortcomings of employees, supporting them or compensating for them. As a result, they create business and team problems (McIntosh and Rima, 1997).

Passive aggressive leaders. People who exhibit passive-aggressive behavior cannot express themselves safely, they either hide their feelings, thoughts, wishes and needs or prefer to express them indirectly, by innuendo (Epstein, 1980). Such leaders have variable and sudden exits. Although he seems to accept the requests sent to him, he may not take them seriously in his inner world, he may not finish them on time, he may make conscious mistakes. These types of leaders have difficulty establishing empathy (McIntosh and Rima, 1997).

Tourish (2013) says that leaders, just like other people, do not always behave wisely. However, leaders differ from other people on one issue. It is the fact that they have tremendous power under certain conditions. In a sense, power can be defined as the ability to influence other people. Controlling the resources, the reward and punishment mechanism is what allows the phenomenon of power to emerge. The power obtained may not always be used in a positive way. But besides, for many people, the leader's use of force is a phenomenon that is considered normal.

Tourish (2013, pp. 15-16) says that in order to reveal the dark side of a leader and pull him in a positive direction, certain questions must be answered boldly.

- What do leaders really want from those who follow them? Is it pure obedience, or sound criticism, or something else that has not yet been named?

- What do those who follow the leader really want from him? Could a monetary reward be a sufficient answer? Or is it an autonomous space they want? Doesn't this desire conflict with the structure of modern organizations?

- Can another definition be put next to the definition of authentic leadership, namely, authentic followers? Can followers reveal their true selves in modern organizations? Do existing power structures and relationship patterns really allow this? Is there such an opportunity?

- The phenomenon of direct participation can become problematic as organizations grow. Smaller groups are given more authority to act on behalf of the organization, which reduces the opportunity for direct participation. What exactly is the position of hierarchy in organizational life?

- How innocent are followers in casual obedience? Individuals are reluctant to oppose authority, even when there is no strong resistance against them. Power, fame and money easily impress people and moreover frighten them. It is a very common phenomenon to take a passive position in the face of power rather than oppose it.

In fact, the phenomenon of dark leadership is a situation that can occur in all kinds of hierarchical relationships. In some cases, leaders do not hesitate to manipulate their followers for their own benefit. Followers also give up their real needs for those of the leader (Tourish, 2013, p.17). When McIntosh and Rima (1997) were working on the personality traits of the dark leader, they claimed that he suffered more or less, temporarily or permanently from the dark side. The dark side is the force behind the leader's desire to succeed. Many leaders are not aware of the personality disorders that govern them. Although success sometimes comes from the insistence of this dark side, sometimes it can be a painful process for everyone. When leaders recognize and learn about their own dark sides, they can prevent possible negativity (McIntosh and Rima, 1997, pp. 14-15).

Many of the academic studies conducted on the personality traits of dark leaders highlight psychopathic, narcissistic and machiavellian traits (Kennedy et al., 2021). So much so that individuals with these personality traits come to the fore more actively, especially during periods of uncertainty that many people fear (Guillén et al., 2022). According to Babiak and Hare (2007), dark leaders are leaders who are characterized by the search for power, success and control, who are able to skillfully use psychological manipulation and control tools over

others. The behaviors these leaders display include lying, manipulating other people for their own gain, blaming and abusing others, and making high-risk business decisions. As a result, it has been seen that the behavior of leaders in this character at work reduces the efficiency of organizations and has negative effects on other employees (Mackey et al., 2019).

Lammers, et al., (2010) their study is important in that it reveals the relationship between the power and the dark side. It has been shown how the moral contradictions of leaders increase as they gain power. The study argues that leaders use moral values to justify their own behavior and therefore feel less responsible and have more power. The study also examined the strategies that leaders use to manage moral contradictions. These strategies include defending oneself by using the moral values of others, blaming others for responsibility, denying moral contradictions, and redefining moral values.

What Is the Dark Side of Leadership
It can be said that the focus on the dark side of leadership in the management discipline began in the last two decades of the twentieth century. In the past, there has been admiration for leaders who exhibit certain characteristics that can be described as the dark side. The charisma of these leaders and their ability to get a job done have mostly been met with appreciation (Itzkovich et al., 2020). It is necessary to emphasize that leaders can exhibit both supportive and destructive behaviour (Kaluza et al., 2020). But despite all this, dark leaders were also known to put their subordinates in difficult situations from time to time, to be coercive. However, this information would not be used against the dark leaders. There has always been a mostly distant attitude towards the dark sides of these people (Lipman-Blumen, 2006). Of course, there are a number of reasons for this. First of all, a perception that is mostly caused by leadership studies is important. According to this perception, leaders have more positive and useful characteristics, and organizations can achieve success thanks to their leaders. Success, charisma and revolutionary qualities have always been attributed to leaders.

According to Kellerman (2004), it is possible to encounter a leader who exhibits bad and unethical behavior not only in the business world, but everywhere. However, this concept of bad leadership has only just begun to be studied. Since the beginning of the twenty-first century, there has been a focus on this phenomenon and it has come to be thought that the much-praised leadership position is perhaps not such a resourceful and moral position. When it comes to a leader, it may not be right to think that he will necessarily behave correctly and ethically. This leader may have dark characteristics. The idea that leaders are of good character may be an illusion (Herbst 2014).

Scientists use different terminologies when describing the dark sides of leaders. They use the term toxic and destructive when naming dark leadership (Uslu, 2021). Destructive leadership is really difficult to define, perhaps the best approach is that this type of leadership can only be understood when seen (Padilla et al. 2007). However, all of these definitions are used to express harmful and negative leadership behavior. Such leaders harm not only their followers, but also their organizations. Scholars identify the dark side of leadership as toxic (Lipman-Blumen, 2006), destructive (Padilla et al. 2007; Krasikova et al., 2013), tyrannical (Ashforth 1994) and dysfunctional (Goldman, 2006).

The behavior and rhetoric displayed by the leader towards his subordinates affect them. This interaction of the leader can arouse positive emotions on subordinates, as well as negative emotions. These undesirable behaviors of the leader, which cause the exclusion of subordinates from the organization, are expressed as dark leadership. Therefore, dark leadership is defined as the dark side or non-functional part of the personality traits that the leader has. Because leaders are human beings, they cannot always make rational decisions and act within the framework of logic. However, the decision taken by a leader affects the entire structure of the organization, unlike other employees. Leaders may not always act in the best interests of the organization when making decisions, sometimes they may think in their own interests. Despite all kinds of objections from

subordinates, they can make decisions that endanger the future of organizations and even be destructive for the organization and insist on implementation. Ashforth (1994) revealed that in the interaction between the leader and his followers, the negative attitudes of the leader have harmful consequences. Leaders who exhibit negative attitudes have consequences such as disappointment, stress, unhappiness, cooling down from work, lack of self-confidence on their followers.

There is an interesting relationship between power and leadership. It is thought that the phenomenon of power is an element that derails the leader and negatively affects him. However, power is extremely important for the leader, as long as the leader holds power, he can have a say in the use of valuable resources. However, while typically leaders have more power than their subordinates, not all leaders will have the same amount of power at their disposal. Inevitably, some leaders will command more power than others. The most well-known framework related to the leader's power sources is legitimate power, reward power, coercive power, expert power, and referent power (French and Raven, 1959). All these sources of power exist because the followers believe in the position and legitimate authority of the leader. In short, these are powers derived from position and individual.

Numerous recent studies have supported the idea that high-powered individuals may feel less constrained than low-powered individuals. For this reason, it has been observed that high-powered individuals engage in more goal-oriented behaviors and act in more variable ways. It has also been determined that people with high power have more confidence in themselves and take more risks (Galinsky et al., 2003). The power-approach theory (Keltner et al., 2003) suggests that power deflects attention away from situational cues and toward internal states, goals, attitudes, and beliefs, which in turn, would lead to high power individuals' actions being guided by their internal preferences. It can create a dangerous combination when leaders who are pursuing individual success encounter communities of people who are looking for heroes. This situation can bring a certain type of leadership approach to the fore. According to this point of view, the more the leader's hunger for power, the more damage he will cause around him (McClelland, 1970).

Conger (1990), who has done one of the pioneering studies on dark leadership, has also drawn attention to the deep emptiness that a dominant leader can leave behind himself. Leaders like to be the center of attention, because they want all the attention, they fill every space themselves, so when their places are empty, they leave, leaving a big gap behind. When it comes to a charismatic leader, his authority can be extremely centralized. This is an element that weakens the authority structures that should be shared in an average organization. A destructive leader with a strong ego is so willing to fill every gap that he leaves no one behind who can take the initiative. Since the leader has a high power to influence, his followers also become unable to see situations that he cannot see. These characteristics of the leader, such as charisma, strength and communication ability, which are vital in some circumstances, constitute his dark side in some cases. Conger (1990) says that the leader does not do this consciously. Ashforth (1994), on the other hand, talks about the conscious use of power and authority. Although the leader uses management methods such as imposing his own thoughts and ideas by force, oppressing his subordinates, not giving them initiative to manage the so-called organization well, what he is actually doing is imposing his own dark sides on his followers.

At this point, it is necessary to open a separate parenthesis on the relationship between the dark leader and his followers. There is a complex relationship between dark leaders and their followers that includes organizational and individual conditions. The dark leader may exhibit inappropriate and unethical behavior, and if followers follow him behind these behaviors, then it can be said that they also knowingly or unknowingly contribute to this form of management. It can be argued that the dark aspects of the leadership then somehow involved their followers as well. The dark side has a certain charm. Dark aspects can affect leaders as well as affect their followers (Clements and Washbush 1999). This situation reveals the complex relationship between leader and followers. Members of the organization can also manipulate to influence the leader. It should be noted,

therefore, that destructive organizational outcomes are not only the responsibility of toxic leadership but also that of susceptible followers (Padilla et al. 2007). But followers, just like most leaders, may not be aware of these dark aspects. According to some researchers, the phenomenon of destructive leadership is not only caused by the personal characteristics and ambitions of the leader. In addition, followers and the general context also have an important role (Padilla et al. 2007).

In order for a certain behavior pattern to qualify as dark leadership, it is important that the behaviors are continuous, not short-term or once manifested. When evaluating dark leadership behavior, situations such as a person's environment and circumstances, demographic characteristics, personal characteristics, marital status play an active role (Tepper, 2000).

Why Leaders Derail to the Dark Side

Rapid developments in the globalizing world have created great expectations and difficulties for organizations and leaders. In such an environment, it is getting more and more difficult for organizations to survive and fight with competitors. Therefore, the job of leaders is also becoming more difficult. The main topic of popular books on leadership or more serious academic books or articles is success-oriented. The entire collection in this field is based on success-oriented one way or another. In the last instance, the main criterion in leadership action is whether the leader succeeds in making his followers successful. This situation creates a kind of tension to achieve success (Kets de Vries, 1989). Over time, people's perception of the concept of success has also changed. From the days when success was seen as a process, it has now passed to a stage where success is evaluated as a result. The path taken, the effort given for this is not important, it is important whether the result is achieved or not (McIntosh and Rima, 1997, p. 20). This result-oriented approach leads to stress in leaders and increases their error rates. The leader's motivations for success or the desire to maintain his current status can push him to the dark side. Since it is always hoped that leaders will lead employees and the organization to success, their personality traits should also be in a way that meets these expectations and should be accepted in the organization. The idea that being result-oriented legitimizes the means is a problematic approach.

The dark leader can use the basic needs of his followers as leverage in order to motivate his followers towards their own goals. Individuals who are vulnerable in the organization due to their security, belonging needs and low self-esteem prefer to follow the dark leader instead of confronting him. Members of the organization may find no other way but to follow the leader. After all, there is a leader in front of them who uses his power and authority, albeit in a bad way (Clements and Washbush 1999). A leader who already has dark aspects in his personality traits is able to squeeze his followers and demand unethical behavior from them due to the pressure of success. When the demands of such leaders are not met, devastating results can occur. Leaders whose dark features predominate are also quick to take revenge (Syed et al., 2022).

In the literature, there are studies showing parallelism between some personality traits that can be defined as personality disorders and leader behaviors in the workplace. Hogan and Hogan's (2001) study is interesting in this aspect. They identified 11 leadership tendencies that are compatible with the personality disorders specified in the DSM-IV published by the American Psychiatric Association. . They have classified the managers who fall into this category. These are; excitable, skeptical, cautious, reserved, leisurely, arrogant, mischievous, colorful, imaginative, diligent, dutiful.

Excitable. Individuals who fall into this category are afraid of being disappointed. They think that negative things will happen. They expect to be rejected, ignored, criticized, or treated unfairly. As a result, they are alert to signs that others are or will treat them badly. When they think they are being mistreated, they may exhibit emotional reactions that may include shouting. Because they are so alert for signs of mistreatment, they find them everywhere, even when others can't see it. What makes these people the most noticeable is their emotional outbursts. In short, these types of people change jobs often and build unsuccessful relationships because they get frustrated very easily. Their first reaction in such a situation is to walk away.

Skeptical. Conspiracy theories are extremely important for people with this character. Being wronged and betrayed and being deceived is a reality that they may encounter at any time. As a result, they constantly carry the suspicion that they will be mistreated, and when they think this is happening, they respond openly and directly. Sometimes the response they give may even include physical violence, sometimes they seek their rights on the basis of law. They constantly think that they will be betrayed by their relatives.

Cautious. Being criticized and blamed for people of this character is a great destruction. They are very afraid of others revealing their mistakes. Because of these fears, they are constantly on the alert. Any criticism is a blow to them. Because they are sensitive to possible criticism, they see dangers and threats everywhere, even if others cannot see them. They do not allow their subordinates to use initiative. People with this type of character are generally disliked because they are indecisive and cautious. This situation can be challenging for those around them. They are meticulous and careful. They avoid taking steps without being sure. They resist change.

Reserved. Persons with high scores on this dimension seem self-absorbed, self-focused, indifferent to the feelings or opinions of others. They are especially indifferent to their employees. They seem indifferent to rejection and criticism. They have a tough personality. This situation can sometimes be an advantage. They can stand up straight in turbulent times. However, it is not easy to work under such people because they ignore the needs, moods or feelings of others.

Leisurely. For people of this character, everything they do is right. They behave as they please. They are confident in their own abilities. However, they are cynical about other people's abilities. These types of people are sensitive to disrespect. They immediately become defensive in the face of abuse. They usually have good social skills. When they think they have been deceived, they may immediately attempt to retaliate.

Arrogant. It is extremely important for people of this character to be liked and appreciated. They want to be pampered all the time. They like authority, position and excessive self-respect. They want to be successful in everything they do. When their needs and expectations come to naught, they quickly get angry. According to clinical psychologists, the main reason for this anger is the underlying feeling of insecurity. They do not accept failure and error. When things go well, it's because of them, and when things go bad, it's always others who are to blame.

Mischievous. People with this type of character expect love and attention from others. So they are demanding. They want to use other people's resources. They can use others easily. They are reckless about meeting expectations. They are overconfident and no one knows what they will do when. Some of their best aspects are that they are attractive, funny, interesting, bold and a little seductive. Their bad characteristics are that they are impulsive, reckless, valueless, unscrupulous and compulsive. However, these people can handle stressful and heavy tasks with great self-confidence. Because they get bored easily, they like risky jobs.

Colorful. Persons with high scores on this dimension believe that others will find them interesting, engaging, and worth paying attention to. They are successful in attracting attention to themselves, collecting all the attention. The most distinctive thing about these people is that they are immediately noticeable. They perform extremely well in public settings. It is extremely fun to watch such people, but they also have such an unpredictable personality. They're not necessarily extroverts, they're just good at drawing attention to themselves. As they act spontaneously, they also do not take into account negative feedback.

İmaginative. They have a colorful personality. They see the world differently than everyone else. They both surprise and amuse people with their extraordinary thoughts and perceptions. They enjoy the reactions they can evoke in other people with their unusual forms of self-expression. These people often seem bright, colorful, insightful, imaginative, playful, and innovative, but also as eccentric, odd, and flighty. Usually, people around them may experience problems due to the fact that such people change very quickly. However, they always have an attraction because they have a creative and interesting character.

Diligent. It is extremely important for such people to do their job well. They do not want to clash with authority, on the contrary, they want to be in its favor. They are hardworking, careful and meticulous, and they demand the same meticulousness from others. They pay too much attention to the rules, they want the same from others, they are even coercive about it. What makes these people the most distinctive is their conservatism, detail orientation, risk aversion, and at the same time, they are reliable and predictable. These people are good role models who support high standards of professionalism in performance and behavior. However, they are not very satisfied with what their subordinates do and they keep them under constant control.

Dutiful. These people are deeply concerned with being accepted and with getting along, especially with authority figures. What makes these people the most distinctive is that they are good-natured, polite, cordial and indecisive. They are extremely reluctant to defend their staff and challenge authority. They tend to rise up in organizations because they rarely criticize anyone or complain about anything, and because they don't threaten anyone.

These dimensions are characteristics that arise from the personalities of leaders inclined to the dark side. If leaders exhibit such personality traits under pressure, the first ones who will notice them are the staff who work with them. Because bad leaders often lower their guard next to their staff. Of course, with the actions that people take, why they do them are different issues. A person often makes the same mistake because he does not learn from his experiences (Hogan and Hogan 2001). At this point, the importance of performance evaluation criteria in organizations emerges. Dark personality traits can be suppressed within the group if the ethical issue takes an important place in the performance evaluation criteria (Nassif, 2019). But of course, this alone is not enough. First of all, the organizational context that prepares the environment for the occurrence of such behaviors should be questioned (Wisse and Rus, 2022). Leaders often reveal challenging personality traits in order to manage the situation for themselves when they are under pressure and in a difficult situation. However, of course, the detection of these personality disorders is not easy. The dark side often also reveals the elements that lead people to success (McIntosh and Rima, 1997). Every personality has a dark side that tends to show up under stress. The distinction between identity and reputation, that is, how others see us, is one of the motivations for the emergence of the dark side (Hogan and Hogan 2021).

Discussion

In the field of practice and in academic circles, it is an undeniable fact that leadership is a really important issue in the field of organizational behavior. It is recognized that leadership is very important for basic organizational problems such as performance, as well as for many other individual, group and organizational indicators. Today, there is still a mystical air on the phenomenon of leadership (De Vries, 1994). It is believed that leaders are very different people from other people, they have different characteristics. Because of this, it is believed that they are more competent and impressive than other people. However, many studies have shown that leaders are not just composed of positive, ideal characteristics (Conger, 1990; Başar et al., 2016; Bahadır and Çakırel, 2022; Özdemir and Karaçınar, 2022). They even have some dysfunctional dark faces. First of all, the definition of the dark side is a concept that can change according to context and person, and there is a dark side in everyone. However, it must be admitted that unusual behavior is a more distinguishable phenomenon in successful, hardworking, ambitious, high-ego people who are under consideration. In fact, the phenomenon of dark leadership is a situation that can occur in all kinds of hierarchical relationships. The phenomenon of dark leadership has been tried to be expressed with many concepts in the literatüre (McIntosh and Rima, 1997). But at its core, dark leaders are leaders who are characterized by the search for power, success and control, who are able to skillfully use psychological manipulation and means of control over others. In the last place, their own interests are above everything (Schyns and Schilling, 2013)

There are a number of reasons that reveal the dark side of the leader. First of all, the personality traits of the leader are important here (McIntosh and Rima, 1997). A leader with dark aspects in his personality traits is able to squeeze his followers in a stressful business environment and demand unethical behavior from them. Members of the organization may find no other way but to follow the leader. After all, there is a leader in front of them who uses his power and authority. The dark aspects of the leader emerge under certain conditions. Firstly, in today's business world, where there is high competition, the evaluation of success as a necessity is a great source of stress for the leader. It is not how you play the game that matters, but whether you win or not. In such an atmosphere, the leader will consider every way legitimate to win. This situation will bring his machiavellian side to the fore whether he wants to or not. The leader's motivations for success or the desire to maintain his current status can push him to the dark side.

In today's world where human relations are centered, human relations are as valuable as knowledge. The leader's attitude and behavior are extremely important for the productivity and happiness of employees. In this regard, the negative climate created by the leader within the organization negatively affects the motivation of employees, so it can cause damage to the entire organization. Considering that every behavior of the leader also affects the people with whom he is in contact, it is clear that the interaction between the leader and his staff is also very important for the phenomenon of dark leadership. Just as the positive energy of the leader is passed on to subordinates, the negative energy reflected by the leader also affects the followers.

Conclusion

The negative effects of dark leadership practices on the members of the organization are an important phenomenon. The bad faith that leaders harbor while managing employees, trying to realize the goals of the organization, and the negative behaviors they exhibit are definitely points that need to be addressed. Detecting, knowing and disclosing negative leader behaviors is an important step for eliminating the negative environment that occurs in the workplace. Disclosure of this negative management style will be an important step in minimizing the psychological and physiological effects on employees.

The fact that the study is based directly on the human factor creates limitations in making generalizations at certain points. Although there are studies on this subject in the literature, the subject of leadership has been predominantly studied in a positive way. Increasing empirical studies on this subject will enrich the field. In particular, since the phenomenon of leadership is closely related to socio-cultural processes, the inclusion of the culture of the society as a variable in future studies has the potential to be beneficial in terms of literature.

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Genişletilmiş Özet

Amaç

Liderlik olgusu her geçen gün daha fazla ilgiyi üzerinde toplayan bir kavram haline gelmiştir. Bunun en önemli nedenlerinden biri, küçükten büyüğe her türlü grup hayatında kavramın önemli roller üstlenmesinden kaynaklanmaktadır. Karanlık liderlik uygulamalarının örgüt üyeleri üzerindeki olumsuz yansımaları göz ardı edilmemesi gereken bir olgudur. Liderlerin çalışanları koordine ederken, yönetirken, örgüt amaçlarını gerçekleştirmeye çalışırken sergiledikleri zorlayıcı ve olumsuz davranışlar mutlaka irdelenmelidir. Olumsuz lider davranışlarının tespit edilmesi, bilinmesi ve tanınması, çalışanlar üzerindeki psikolojik ve fizyolojik etkilerin en aza indirilmesinde önemli bir basamaktır. Yönetim yazınında bu konuya daha fazla önem verilmesi farkındalık yaratılması açısından değerli olacaktır. Bu çalışmanın temel motivasyonu, bu olgunun daha görünür kılınmasını sağlayarak kavramı çeşitli boyutlarıyla ele alıp yazına katkı sağlamaktır.

Tasarım ve Yöntem

Liderlik, yönetim disiplininde ve diğer birçok alanda en çok araştırılan konuların başında gelmektedir. Liderliğin, performans gibi temel örgütsel sorunlar için olduğu kadar diğer birçok bireysel, grup ve örgütsel gösterge için de çok önemli olduğu kabul edilmektedir. Karanlık liderlik davranışları takipçilere psikolojik ve fiziksel açıdan çeşitli zararlar vermektedir. Bu nedenle liderlerin bu karanlık yüzlerinin doğru anlaşılması örgütün ve çalışanlarının iyiliği açısından son derece önemlidir. Bu amaçla öncelikle liderlik olgusu bir kavram olarak ele alınmış, yazına katkı sağlayan araştırmacıların liderlik tanımlamaları anlatılmıştır. Kavram olarak liderlik olgusuna bakıldığında literatürde farklı tanımlarla karşılaşılmaktadır. Liderlik üzerine yapılan kapsamlı araştırmalara rağmen, kavramın en gözde ancak en az anlaşılan olgulardan biri olduğu söylenebilir (Burns, 1978). Mükemmel lider, yalnızca astlarının verimliliği artırma potansiyeline ilham vermekle kalmayıp, aynı zamanda örgütsel hedeflere ulaşma sürecinde onların gereksinimlerini de karşılamaktadır (Bhardwaj, 2012, p. 47).

Liderlik olgusun literatürdeki farklı tanımları incelendikten sonra çalışmada bir kişilik özelliği olarak karanlık taraf olgusu üzerinde durulmuştur. Karanlık tarafa meyilli kişilik özellikleri tanımlanmıştır. Bazı insanlar zirveye ulaştıklarında neden yoldan çıkarlar? Güçlü bir konuma ulaştıklarında yöneticileri hangi psikolojik güçler etkilemektedir? Bu soruların basit cevapları yoktur. Bunları ele almak için, liderliğin psikodinamiği ve gücün iniş çıkışları hakkındaki anlayışın derinleşmesi gerekmektedir. Dinamik psikiyatri ve psikanalizden elde edilen bir dizi klinik içgörü, bu noktada yararlı olma potansiyeli taşımaktadır. Çalışmada karanlık taraf tanımlanırken psikoloji literatüründen yararlanılmıştır.

Ardından liderlerin neden karanlık tarafa kaydıkları konusu tartışılmıştır. Yönetim disiplininde liderliğin karanlık tarafına odaklanmanın, yirminci yüzyılın son yirmi yılında başladığı söylenebilir. Geçmişte, karanlık taraf diye nitelenebilecek belirli özellikleri sergileyen liderlere hayranlık duyulmuştur. Bu liderlerin karizması ve bir işi yaptırabilme gücü çoğunlukla takdirle karşılanmıştır. Ancak daha sonra bu tip kişilik özellikleri sergileyen liderlerin izleyenleri üstündeki olumsuz etkileri ön plana çıkmıştır.

Bulgular

Küreselleşen dünyada yaşanan hızlı gelişmeler örgütler ve liderler için büyük beklenti ve zorluklar ortaya çıkarmıştır. Böylesi bir ortamda örgütler için hayatta kalmak ve rakiplerle mücadele etmek her geçen gün daha da zorlaşmaktadır. Dolayısıyla liderlerin işi de zorlaşmaktadır. Liderlik konulu popüler kitapların ya da daha ciddi akademik kitap ya da makalelerin temel konusu başarı odaklılıktır. Bu alandaki tüm külliyat öyle ya da böyle başarı odaklılık üzerine kuruludur. Son kertede liderlik eyleminde temel ölçüt liderin kendisini izleyenleri başarıya ulaştırıp ulaştıramadığıyla ilgilidir. Bu durum bir çeşit başarıya ulaşma gerginliği yaratmaktadır (Kets de Vries, 1989).

Zaman içinde insanlardaki başarı kavramı algısı da değişmiştir. Başarının bir süreç olarak görüldüğü günlerden, başarının sonuç olarak değerlendirildiği bir aşamaya geçilmiştir artık. Gidilen yol, bu uğurda verilen emek önemli değildir, sonuca ulaşıp ulaşılmadığı önemlidir (McIntosh and Rima, 1997, p. 20). Bu sonuç odaklı yaklaşım liderlerde strese yol açıp onların hata oranlarını artırmaktadır. Liderin başarmak için sahip olduğu motivasyonlar ya da mevcut statüsünü koruma isteği onu karanlık tarafa itebilmektedir. Liderlerle ilgili her zaman çalışanları ve örgütü başarıya götürmeleri umulduğundan kişilik özelliklerinin de bu beklentileri karşılayacak biçimde olması ve örgütte kabul görmesi gerekmektedir. Sonuç odaklı olmak araçları meşrulaştırır düşüncesi sıkıntılar doğurmaktadır.

Olgunun bir de liderleri takip edenler boyutu vardır. Karanlık lider, takipçilerini kendi amaçları yönünde motive edebilmek için onların karşılanmamış temel ihtiyaçlarını koz olarak kullanabilmektedir. Güvenlik, aidiyet ihtiyaçları ve düşük özgüvenleri sebebiyle örgütte savunmasız olan bireyler, karanlık liderle karşı karşıya gelmek yerine ona uymayı tercih etmektedirler. Örgüt üyeleri lideri takip etmekten başka bir yol bulamayabilirler. Sonuçta kötü bir şekilde de olsa, gücünü ve yetkisi kullanan bir lider vardır karşılarında (Clements and Washbush 1999). Zaten kişilik özelliklerinde karanlık yönler bulunan lider, başarı baskısı nedeniyle takipçilerini sıkıştırıp onlardan etik dışı davranışlar talep edebilmektedir.

Literatürde kişilik bozuklukları olarak tanımlanabilecek birtakım kişilik özellikleriyle iş yerindeki lider davranışları arasında paralellik gösteren çalışmalar vardır. Amerikan Psikiyatri Birliği tarafından yayımlanan DSM-IV'de belirtilen kişilik bozukluklarıyla uyumlu 11 liderlik eğilimini belirlemişlerdir. Bu kategoriye giren yöneticileri sınıflandırmışlardır.

Sınırlılıklar

Çalışmanın insan faktörünü doğrudan baz alması, belirli noktalarda genellemeler yapma konusunda kısıtlar doğurmaktadır. Literatürde bu konuda çalışmalar olsa da, liderlik konusu ağırlıklı olarak olumlu anlamda çalışılmıştır.

Öneriler

Bu konuda görgül çalışmaların artması alana zenginlik katacaktır. Özelikle liderlik olgusu sosyo-kültürel süreçlerle yakından ilgili bir olgu olduğundan, gelecekte yapılacak çalışmalarda, ait olunan toplum kültürünün de bir değişken olarak yer alması literatür açısından faydalı olma potansiyeli taşımaktadır.

Özgün Değer

Çalışma karanlık liderlik olgusuna kavramsal bir çerçeve çizme iddiasındadır. Liderlerin diğer insanlardan çok farklı kişiler olduğu, farklı özelliklere sahip oldukları düşünülmektedir. Bundan dolayı onların diğer insanlardan daha yetkin ve etkileyici olduklarına inanılmaktadır. Ancak birçok çalışma göstermiştir ki, liderler sadece olumlu, ideal özelliklerden oluşmamaktadır. Bu konunun önemle vurgulanması daha demokratik ve etkileşimsel bir çalışma ortamının yaratılmasına katkı sağlayacaktır. Bu nedenle kavramın derli toplu bir değerlendirmesi son derece önemlidir.

Araştırmacı Katkısı: Umut DAĞISTAN (%100).