# Project Management and Employer Toxic Leadership: Implications for Managing a Road Improvement Project in Nepal

Dr Paul James

Graduate School, Bangkok University Rama 4 Road, Klong-Toey, Bangkok, Thailand

E-mail: paul.j@bu.ac.th

**Abstract**

This is a research paper that is focused on assessing the toxic leadership impacts of Project Management (Employer) on an 81Km road construction project in Nepal in terms of project performance. An interpretive methodology was utilised in order to help understand implicitly the management leadership's impact on the project. The scope for this research was the on-site supervisory team. The targeted population of interest was made up of 13 engineers located at 2 on-site offices in the early construction phase of a road construction project. The research outcomes consisted of five (5) main themes with corresponding nineteen (19) sub-themes.

The paper addresses raised issues of toxic leadership and determines outcomes and implications for the continuing project construction management. The paper also discloses that the Project Management of the Employer has been inadequate. Another specific outcome indicates that more effective leadership training focused on utilizing and embracing contemporary project leadership developments is essential to bring the project back into alignment with the planned Contractual construction schedules.

The Employer road construction management appears to be very weak due to their low level of technical knowledge, toxic leadership style, orientation and strategies adopted for the Project Management. The Employer also appears to operate with a demonstrated lack of coherent leadership or oversight that has resulted from a Toxic Leader approach. The outcomes of the integrated analysis shows that this has negatively altered the project quality and delivery expectations. Significant changes have been recommended to address these raised toxic leadership issues.

**Keywords**: Toxic Leadership, Employer, Road Construction Project, Nepal

# 1. Introduction

Complex projects require managerial treatments that impose appropriate constraints on how the project can be managed (Vidal and Marle, 2008) consistent with the application of project management standards, processes and practices. One of the major roles of project management in complex projects is to positively lead others (Remington and Pollack, 2007) – technically, managerially and administratively using appropriate principles and processes (PMI, 2021) to enhance project performance (Turner and Müller, 2005) and to conduct the successful completion of a complex project (Cristóbal, et al., 2018). Weak project management or ineffective care by the Employer or other stakeholders, negatively affect the project management capability and motivation (Lehmann, 2017) and the project's requirements (Wysocki and Lewis, 2001). This is also compounded when the project management acts directly as an agent of the Employer (James, 2016), rather than as an independent engineer (following FIDIC, 2010) thus, demonstrating Employer hidden intentions (Jäger, 2008). Leading a large interconnected, complex project, therefore has implications for managing people and resource management (Cavaleri and Reed, 2008).

## 1.1 Toxic Leadership

Toxic leadership is a pathology for destructive actions on projects, as it is harmful to everyone in the managing organisation. A toxic leader are those stakeholders who engage and reinforce destructive behaviour towards any person who performs against their misplaced, malignant and hostile operational "norms" (Sankowski, 1995) without recognising or acknowledging the consequences of their actions (Goldman, 2009). They also exhibit a selfish and narcistic abuse of power (Tiwari and Jha, 2022). These behaviours illustrate clear internal dysfunctional relationships (Savas, 2019) in which the leader is seen as wanting and underperforming (Lipman-Blumen, 2006), which is legitimised by the deliberate violation of interests of the organisation (Higgs, 2009) and inflict harm on individuals who do not support the toxic culture (Tepper, et al., 2004; Ashforth, 1994). Toxic leaders oppose good technical practices and initiate different operational objectives (Gallus, et al., 2013) that are inconsistent with expected outcomes that lead to a lack of senior management commitment to good managerial practices (Saleem, Malik and Malik., 2021). Where toxic leadership is recognised at institutional level, the organisation is being run in an authoritarian way to configure "damage" (Reed, 2004) underpinned by a defence mechanism to protect against such activities being conducted by the organisational management overseeing the project (Pelletier and Bligh, 2008) through vociferous protective collusion measures (Locatelli, et al., 2017). These measures include visible and public humiliation of individuals (Reed, 2004) and direct coercion through fear (Hornstein, 1996).

Müller and Turner (2007) indicate that toxic leadership is destructive in terms of measured performance outcomes and employee responses (Harris, Kacmar and Zivnuska, 2007). If a project's leadership behaviour becomes destructive, then the major stakeholders also accept such destructive leadership tendencies for no performance gains (Toor and Ofori, 2008; Shaw, Erickson and Harvey, 2011), thus reinforcing vulnerable and non-performing work environments. As an example of these environments, toxic leaders often employ control, bullying and coercion tactics (Hogan, Hogan and Kaiser, 2003) coupled with abusiveness

(Tavanti, 2011) as their main method for ensuring authoritive acceptance (Higgs, 2009). Underpinning this controlling behaviour appears to be narcissism (Maccoby, 1999) associated

with unethical behaviour (Niehus, 2011) and lack of personal integrity (Blair, Hoffman and Helland, 2008). Significantly, outcomes of toxic leadership often result in employees exiting the company (Bhandarker, and Rai, 2019; Branham, 2005) increasing costs (Reed, 2004), and reducing professional inputs and negatively affecting project performance further (Buckingham and Coffman, 1999; Whicker, 1996). This becomes more of an issue when the Engineer management become afraid of the toxic leader behaviour of the Employer (Einarsen, Aasland and Skogstad, 2007), leading to specific and incoherent management decisions linked to collusion, that often affect the Engineers independency (Kerzner, 2017).

Very little research has been conducted on such leadership traits and behaviours associated with ineffective leaders (Kellerman, 2004), destructive leaders (Harris, Kacmar and Zivnuska, 2007), toxic leaders (Rumsey, 2013) or despotic leaders (Naseer et al., 2016). Further, within construction projects there is a dearth of research conducted on the impacts of toxic leadership practices (Toor and Ogunlana, 2009). Thus, this research is centred on illuminating aspects of "dark leadership" consequences (Conger, 1990; Harms, Spain and Hannah, 2011) to assist in the development of more informed complex project management outcomes (PMI, 2021).

This creates the context for the research question, In what ways do Employer Toxic Leadership affect the management, personnel and performance of an 81Km Road rehabilitation Project in Nepal?

## 2. Methodology

Exploring Employer toxic leadership in an infrastructure project in Nepal, requires a qualitative inquiry to explore explicitly the stark project destructive issues raised within this context (Walsh, White and Young, 2008). This consideration targets relevant engineering personnel judgements raised out of individual site experiences. This research utilises the opinions and attitudes of on-site project personnel, who were considered authoritive "knowledge agents" (Benn et al., 2008) as their experiences were associated with the direct project context (Cassell and Symon, 2004) related to their perceptions of the project impact of the Employer managerial practices. The research method employed a semi-structured interview process, which was further reinforced through exploiting an inductive/theory building approach (Glaser and

Strauss, 1967). Due to the dearth of published research in this area and also reflecting the sensitivity and impact of the complicated toxic leadership environment on the project, this approach is designed to raise appropriate contextual data for the purpose of developing rich content and ensuing theory development (Cayla and Eckhardt, 2007). A pilot study was carried out with two (2) respondents from the population and excluded from the main interview process (following Maxwell, 2013) that permitted changes to language and the logic of the question routine questions given to respondents (Kim, 2011; James and James, 2011).

The research process focused on a closed population of thirteen (13), which was made up of "approved" engineers (Personnel approved by the Employer) who had on-going direct project related experiences. Respondents were chosen through employing the approach of a "population of interest" (Carman, 1990) ensuring empirical adequacy (Spanos, 1990) where all are constrained within an appropriate research frame (Ritchie and Lewis, 2003; Fink, 2000).

Interviews were conducted in English and took approximately one hour each, and were recorded with permission (Duranti, 2007). Using Gray and Wilcox (1995) and (James, 2014), each individual was questioned using an identical set of questions – reinforced with different probing questions (Balshem, 1991; Punch, 2014) - depending on the context of the question asked. Each individual's verbatim transcription using NVivo 12 (after Bailey, 2008) was returned to each respondent via e-mail (Harris and Brown, 2010) - for comment, correction, addition and/or deletion and return. The data was analysed through a procedure, where each interview was initially manually and independently interrogated and coded (Flick, 2018) leading to thematic analysis outcomes (Humble and Radina, 2019) through visually engaging with NVivo 12 (Walsh, White and Young, 2008). No portion of any interview discourse was left uncoded and the overall outcome represented the respondent's views through a progressive open-coding development (Buston, 1999). The resultant themes were developed out of the data interrogation (Adu, 2019), where validity was improved by using triangulation processes (Onwuegbuzie and Leech, 2007) connecting to documented outcomes. Further, supporting sub- theme analysis was conducted using complete data sets (Harwood and Garry, 2003; Ryan and Bernard, 2003).

The narrative that was advanced was based on substituting "credibility" (Johnson, 1997) and "dependability" (Lincoln and Guba, 1985) for "reliability" (Strauss and Corbin, 1990). This research focus utilises authentic observations reflecting the experiences of toxic leader(s) and the negative impact of their practices (Lambsdorff, 1998). These were designed to help build an analysis in the "interests of the public good" and engaging in a "…good-faith effort to report wrongdoing…" (Sinzdak, 2008).
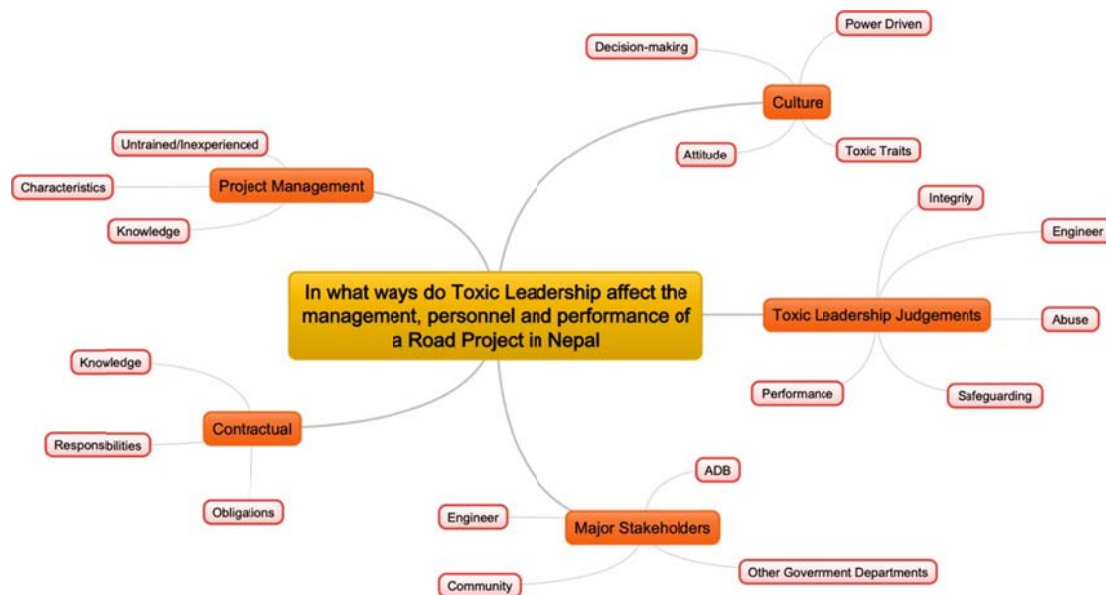


Figure 1. Research Outcomes

*2.1 Illustration of Research Outcomes*

The themed research outcomes for this analysis are shown in Figure 1, above. The outcomes are illustrated below in Table 1 and consists of five (5) main themes – Culture, Toxic

Leadership Judgements, Project Management, Contractual, and Major Stakeholders, and nineteen (19) sub- themes with 299 discussion targets. The discussion targets stated in this text are direct and meaningful statements from respondents, reflecting the authentic rationale of the methodology utilised. The discussion focuses on the sub-theme elements within each major key theme. The respondent's voice is revealed through a streamlined and articulated approach verbatim, where the reporting format is persuaded by Gonzalez (2008) and Daniels et al. (2007).

Table 1. Research question, themes and discussion targets

| Research Question | | |
|---|---|---|
| *In what ways do Employer Toxic Leadership affect the management, personnel and performance of an 81Km Road rehabilitation Project in Nepal?* | | |
| Main Themes | Sub-Themes | Discussion Targets |
| Culture | Power Driven | 17 |
| | Toxic Traits | 13 |
| | Decision-making | 15 |
| | Attitude | 21 |
| Toxic Leadership Judgements | Integrity | 15 |
| | Engineer | 18 |
| | Abuse | 13 |
| | Safeguarding | 10 |
| | Performance | 19 |
| Project Management | Characteristics | 11 |
| | Knowledge | 19 |
| | Untrained/Inexperienced | 16 |
| Contractual | Knowledge | 19 |
| | Responsibilities | 22 |
| | Obligations | 13 |
| Major Stakeholders | ADB | 9 |
| | Other Government Departments | 12 |
| | Community | 23 |
| | Engineer | 14 |
| | **Total** | **299** |

Table 1 above, indicates the responses for each identified sub-theme.

Brief Project Notes and Impacts*: This research is focused on a major 81Km road rehabilitation construction project in Nepal, where the oversight of the FIDIC 2010 - Pink Book project by the "Engineer" is managed by the JV Lead Partner - an internationally experienced managing entity. The project has underperformed considerably – (package 1 - 0.8% physical progress - 329 days; package 2 - 0.0% progress - 121 days) - despite the Employer having directly managed the project for more than 80% of this time; and before the

Engineer was selected (which appears to be an afterthought) with an initial project cost of US$256Mn partially funded by the ADB. Commencement letters were issued to the Contractors on "behalf of the Engineer" by the Employer, but not according to the Contract - as the Engineer was not appointed at the time of letter issues – leaving the Contractor and eventually the Engineer staff, confused as to who is Contractually managing the project. The project is at project management maturity level 1 (Crawford, 2021) which indicates an extremely immature project especially after almost a year of operation. There has been little scope planning, definition or validation, no Works approvals of any kind prior to the Engineer TL (after the above project time), and little or no adoption of project management practices with no Engineer PMO present. The Employer project management presents as a group with little vision, lacking project competency, drive and ambition. (All stated data is correct at time of publication. The use of any specific references for the above facts could affect the project visibility. This in turn would affect respondent confidentiality (Kaiser, 2009) as well as deductive disclosure (Tolich, 2004) and allow the Project/Employer personnel to be identified. Subsequently, the data presented above is appropriate, focused, applicable and clear - without revealing such references - and follows appropriate qualitative research methodology in doing so (Baez, 2002)).

\*This is presented to create a contextual basis for the application of the qualitative research methodology in which a note is used to provide a description of important contextual data (Alpi and Evans, 2019).

## 3. Results

The results are presented below, using extracted evidence based on Gonzalez, (2008). Consequently, by considering the research question - as above - the results are stated here as five (5) main-themes, and nineteen (19) sub-themes with 299 discussion targets - as indicated in Table 1 above. Each sub-theme theme is located and examined within each respective associated main-theme and at least one comment is provided from any respondent indicating an inclusive outcome of generated opinion.

*3.1 Main Theme – Culture*

In terms of Power Driven, this is typified by one respondent (7) who suggested that, ...They (\*DoR) are just bureaucratic bullies, with a disreputable agenda to redirect the road project monies to other government departments and local communities that should have already been funded directly by the government. Another respondent (10) denoted that, …No wonder no project progress has been made - just money given away - little progress of any worth constructed to date… (\*DoR - Department of Roads)

In terms of Decision-Making, this is typified by one respondent (11) who suggested that, ...DoR are really unethical. They are fearful of documentation according to the Contract and impose their will verbally in meetings as if it is the truth. Another respondent (6) denoted that, …Their primary aim appears to be to hide the basis for their decisions and to humiliate anyone who stands in their way. This happened to the new TL. Data, and full analysis reports were provided to the Employer, but they just ignore them – and then they make up issues to force the Engineer to react and blame the Engineer even when the issue does not exist - but they are never at site…

In terms of Toxic Traits, this is typified by one respondent (8) who suggested that, ...They are manipulative, negatively competitive, always right, suspicious, poisoning, petty, support only like-minded people, intentionally ostracizing; humiliate others in public without care… Another respondent (2) denoted that, …The Employer fails to acknowledge the reality of situations, blame others, with no accountability, no performance outcomes to key requirements, and leaves behind non-performers reinforcing the toxic culture where obvious threatening behaviour is the norm…

In terms of Attitude, this is typified by one respondent (5) who suggested that, ...The Employer is vociferous, unprofessional, irresponsible and backward looking throughout the project time… Another respondent (9) denoted that, …There is something very wrong with this Employer, it was not like this on other projects…

*3.2 Main Theme – Toxic Leadership Judgements*

In terms of, Integrity, this is typified by one respondent (4) who suggested that, ...They compromise the integrity of the Engineer and then they ignore the Contract or appropriate professional practices that affects their accountability… Another respondent (1) denoted that, …The Employer just doesn't care about integrity they just do it and then blame the Engineer when it is found to be incorrect or just plain wrong…

In terms of, Engineer, this is typified by one respondent (8) who suggested that, ...They attack the TL and anyone who supports him. It is disastrous, as the DoR have conducted themselves in this way for nearly a year, until the new TL arrived, and all they do is harass him and make it extremely difficult for him to do his job. Another respondent (3) denoted that, …They are really nasty people. They hurt the project…

In terms of, Abuse, this is typified by one respondent (6) who suggested that, ...The Employer abuses it position, to prevent the ADB knowing or getting to know about the levels of stress sustained within the project exacerbated by the continuing harassment of the Engineer staff and the Contractors for physical and monetary favours. Another respondent (11) denoted that, …This situation cannot be tolerated by the ADB as it reflects continued acceptance of bad behaviour that has led to the project time being wasted and increased economic risks due to bad project management failure by the Employer…

In terms of, Safeguarding, this is typified by one respondent (4) who suggested that, ...The Employer has created a situation where safeguarding of the community is left to centralized politicians that hijack the project scope and orientation for their own political end… Another respondent (3) denoted that, …The Client reinforces community responses to the project construction undertaking by ensuring that "grievances" such as clandestine behaviour and unethical demands for money are accepted and forces the Engineer to process such demands…

In terms of, Performance, this is typified by one respondent (10) who suggested that, ...Employer has not established, referenced or utilised any performance indicators stated under the Contract and appears to ignore the requirements of Contract. Another respondent (5) denoted that, …The Employer is using political means to divert ADB funding from the project into community projects that support the government orientations - therefore the Employer is grossly hindering the project…

*3.3 Main Theme – Project Management*

In terms of, Characteristics, this is typified by one respondent (7) who suggested that, ...They show little or no knowledge, unfounded decision-making, lack of consistency, irrational decisions. They do not show they understand the project management requirements and it shows by the bad decisions they make. So poor… Another respondent

(9) denoted that, …The Employer not only does not understand project management, but does not seem to want to learn from the International Engineer {who} is applying good project management practices…

In terms of Knowledge, this is typified by one respondent (5) who suggested that, ...The Employer lacks crucial authority, construction capability knowledge about the Project - despite being the Department of Roads. It is as if they are doing it deliberately… Another respondent (2) denoted that, …There are many other skills that the Employer lacks also, but even if they had them, they are never at site to provide any governance. They really need to listen to people who actually know better…

In terms of Untrained/Inexperienced, this is typified by one respondent (11) who suggested that, ...They have no real project management skills, that's why the Engineer is there, But they don't let them do their jobs; nor allow them to upskill DoR who appear very happy to frustrate and alienate every person who does not think like them. Another respondent (6) denoted that, …It's a shame that such senior DoR individuals conduct themselves in this way, especially when the Engineer's team leader is doing the best he can to bring the project forward without their help...

*3.4 Main Theme – Contractual*

In terms of Knowledge, this is typified by one respondent (2) who suggested that, ...The Employer does anything it wants. They show they have no knowledge about the Contract. Another respondent (6) denoted that, … For them (DoR) there is no Contract to follow. They are really unethical…

In terms of Responsibilities, this is typified by one respondent (7) who suggested that, ...The Employer does not follow the Contract, but still expects to make Contractors do what they want through verbal agreements that have no authority under the Contract. This makes it very difficult to make Contractors follow any approvals… Another respondent (6) denoted that, …The Employer completely ignore their responsibilities under the Contract, and expect the Engineer to follow every unusual demand from the Employer…

In terms of Obligations, this is typified by one respondent (5) who suggested that, ...Employers have stated that the Engineer is an employee of DoR, which ignores the Contract but also is attempt at abusing their position on the project… Another respondent (1) denoted that, …The Employer is arrogant enough to think they can get away with their stance - which is to ignore the Contract entirely. Which suggests why the Employer has employed the Engineer…

*3.5 Main Theme – Major Stakeholders*

In terms of ADB, this is typified by one respondent (2) who suggested that, ...The ADB should be horrified by the stance and behaviour of DoR staff on the project, as they showed

audacity that grossly affect the ADB compliance to established ADB norms of protocols due to bitter unethical behaviour… Another respondent (9) denoted that,

…The ADB personnel do not appear to counter the lies stated by the Employer and is supported by sycophants associated with ensuring that the project will either fail or will cost the ADB much more and be conducted for a longer period of time than initially planned…

In terms of Other Government Departments, this is typified by one respondent (7) who suggested that, ...It would seem that the DoR are ensuring that other departments can be used as an excuse to delay the project. This issue is a huge problem… Another respondent (3) denoted that, …A significant issue is that the project package delays in some part can be attributed to the NEA because they are so unprofessional, just like the DoR, where not one of the 3000+ electrical posts have been removed as they hold up the project progress. They have had plenty of time, but still the DoR do nothing…

In terms of Community, this is typified by one respondent (1) who suggested that, ...Some problems that the DoR have not solved or won't solved is the community demands for money for a host of projects and issues that should be funded by other government departments and not a road project. Community issues have been reported, but the DoR refuse to do anything about them, even when the Engineer does the assessment and reporting… Another respondent (8) denoted that, …The Community appear to be using the project as a cash-cow and the DoR encourage this…

In terms of Engineer, this is typified by one respondent (5) who suggested that, ...The Engineer has been weakened considerably by lies and more lies, and the ADB have not once questioned why the Employer can act in the way that they have - despite having the Contract in front of them… Another respondent (10) denoted that, …Doesn't seem right to me. Not all…has pressured the Engineer by threatening both the Engineer to withdraw a decision under the Contract, that the Engineer had full responsibility for and conducted the assessment according to Contractual requirements (which the Employer refused to participate in)…

## 4. Discussion

The outline discussion of the research implications for this study follows the main themes and is considered further below:

### 4.1 Culture

The toxic culture disbursed by the Employer has damaged the project and many individuals trying to ensure the project success - especially those from the Engineer. The toxic culture utilised by the Employer exacerbates many problems and issues at site, and destructive in terms of measured performance outcomes (Harris, Kacmar and Zivnuska, 2007). Thus, the toxic leadership culture illustrated through defensive, irrational, aggressive behaviour and as a means to utilise power as a way to manage the project, results in destructive outcomes that is underpinned by the lack of project progress.

The Employer has not accepted its role according to contractual requirements (FIDIC, 2010) and neither has the Employer accepted their mandate to apply appropriate levels of coordination and governance nor apply proper project management expertise (PMI, 2021). Further, it would appear that the Employer design outcomes such as alignment and designed levels could not be verified, as the benchmarks were either destroyed or when available were

unusable. For example, for package 2, out of 376 benchmarks, 372 were not existing, and those that were (3) were unusable, leaving 1 available. The Employer responded that this was a Contractor problem for them to solve. This is an example of site issues caused by the Employer and the continuing toxic leadership attitude to resist solving the issue (Matos, O'Neill, and Lei, 2018).

Given the evidence from the respondents, it is clear that the Employer personnel are not appropriately trained in project management and do not appear to want to learn - which needs to be challenged (PMI, 2021). This makes the project at high risk of failure due to the Employers lack of capability and derogatory stance and overtly failing a most important aspect of project management and that is conducting appropriate risk management. The toxic leadership culture appears endemic throughout the Employer and continues to greatly affect the project progress.

*4.2 Toxic Leadership Judgements*

A major component of the toxic leadership judgements were due specifically to petty tyranny (Ashforth, 1994) - power-driven, lack of consideration, and humiliation of others in public proceedings is a direct result of this behaviour (Sankowski, 1995). This illustrates clearly the destructiveness and dysfunctional role the Employer has continued to execute on the project. The formalised indignation of a senior manager of the Employer during a meeting, when a major decision went against the Employer because of their outright project incompetence, resulted in the overt threat to bar the Engineer Team Leader from the project (and shortly after did), as a consequence of their abusive supervision (Tepper, 2000). This was also in part due to complicit and sycophantic behaviour of the out-of-country Engineer representative. Further, this constructed collusive toxic leadership style demonstrates a consistent threat to organisational stability (Vugt et al., 2003) through a culture of arrogancy, secrecy and restrictiveness (Avolio, Walumbwa and Weber, 2009). Furthermore, the Employer as the project leader, is considered and labelled a bully (Wyatt and Hare, 1997; Rayner and Cooper, 1997) materially archaic and hostile (Tepper, Moss, and Duffy, 2011) and provides little or no opportunity for shared decision-making (Yang, Wang and Jin, 2014).

The Employer appears to command at will, carries out their "project tasks" blatantly against ethical and "Contract" standards - within a culture where individuals who conformed to proper standards were targeted, abused and discredited (Ashforth, 1994) through unrelated practices and measures. Further, the Employer mandated (verbally) that the community issues needed to be managed by the Engineer, as the Employer had withdrawn its package managers back to Kathmandu (without informing the Engineer), rather than facing the effects of the project on the community and their lack of capability to deal with the locally raised issues. Evidence was raised of indiscriminate attacks were also made by community leaders and administrators on the Engineer and personally on the Team Leader, (indicating the only specific authority figure of the project) and which further displays the lack of ADB's governance awareness throughout the project for such social issues, and where ADB management remained silenced, muted and removed from exposure to site operations by the Employer.

The leadership style is based on impulse and aggression (Bowling and Beehr, 2006), intrusion and the need for control requirements with a lack of discussion and immediacy of actions through "petty tyranny" (Ashforth, 1994), which were often incorrect and biased

(Anand, Ashforth and Joshi, 2004). The culture only favours individuals within its operational clique (Furnham, 2010), which has resulted in lower "moral intensity" (Jones, 1991) and the lack of project performance.

*4.3 Project Management*

The outcomes indicate that Employer toxic leadership behaviour has reportedly resulted in many instances of adequate reports being forced to be withdrawn, shelved or ignored by the Employer. This has had a destructive effect on the project dynamics (Bass, 1990; Arrow and McGrath, 1995) causing further negative affects on trust and confidence in the Employer capability (PMI, 2021). The Employer appears to show no ethical leadership (Brown, Trevino and Harrison, 2005) or willingness to engage positively with complexity leadership (Uhl-Bien, Marion and McKelvey, 2007). The Employer's management's incapacity to meet contemporary project management requirements (APM, 2021) is through a lack of professional training and perhaps misguided contractual or technical interests. The Employer utilises an organisational "autocrat" stance (Richards and Freeman, 2002) whose focus has been to politically manipulate and shift blame and processes through unethical practices, without proper authorisation or trust (Puranam and Vanneste, 2009). There would appear to be a subsequent failure to apply appropriate oversight resulting in project decisions/outcomes that are not contractually or managerially underpinned, leading to an adversarial form of Contract project management (Regan, Love and Smith, 2015).

There would also appear to be substantive negative issues that impact on the project performance through a complicit (Goldman, 2009a) and secretive Employer agenda (Macpherson, 2015) leaving important contractual obligations unfulfilled and the project completely unmanageable and misdirected. This has both impacts on the Employer's reputation (Lipman-Bluman, 2006) with greater cost and ultimately reduced project value (Lehmann, 2017).

*4.4 Contractual*

It appears that the Employer does not only just ignore the Contract with the Engineer and their subsequent responsibilities (James, 2021) but also the Contractor's contract. Thus, it is difficult to understand how the Employer would react to and more importantly when, the many Contractual decisions that are necessary to be made throughout the project life. Previously, when the Employer had complete control of the project, the Employer's non-contractual stance created so many latent issues (such as issuing letters stated "on behalf of the Engineer" when no Engineer existed, that the actual Package commencement is considered null and void. The root-causes of these legacy issues are clearly the Employer's stance (Maemura, Kim and Ozawa, 2018) and are deemed as reoccurring - wasting more project time and effort (Long, et al., 2004) and ignoring contractual risk-based requirements (Han, et al., 2007) and necessary project performance outcomes. This despotic behaviour (Tepper et al., 2006) continues to ensure that these legacy issues remain unresolved, as the Employer still resists the Engineers solutions to resolve such according to the Contract and does not appear to want to avoid or mitigate project delays (Aibinu, 2009). Thus, Contractual risks have not been managed effectively due to the Employer's stance (Lee, et al., 2020). The Employer has thus created many of the project problems that are still live, and its responses against the Engineer when making proper and appropriate decisions against the Contract

requirements continue to be irresponsible and chaotic, as the Employer does not appear to recognise its responsibilities under the Contract (Kayastha, 2014; James, 2021).

*4.5 Major Stakeholders*

The Employer does not appear to recognise that the Engineer is a separate entity from the Employer, the same as one of the numerous independent major stakeholders such as the ADB. The Employer has stated many times (even in front of the ADB) that the Engineer is an employee of the Employer, which clearly indicates that the Employer does not understand the Contract. Thus, the Employer has refused to acknowledge the independency of the Engineer on this project (FIDIC, 2022).

Further, the Employer refuses to collaborate, plan or engage directly with other major stakeholders according to the Contract (Galvin, Tywoniak and Sutherland, 2021) and makes attempts to deflect its responsibilities to the Engineer, who has no authority relating to negotiating directly with such major stakeholders - such as the NEA (electricity department). This creates further delays, as the outcomes as it is reported from many meetings with other major stakeholders, were often ignored and where conflicting and inadequate decisions were made by DoR, who then expected the Engineer to renegotiate again. These practices were designed to ensure that the project did not progress (James, 2022) and shows a lack of stakeholder engagement (Jeffery, 2009).

Other government departments appear to use the project as a cash-cow facility, by providing exorbitant cost estimates against for example, the costs of electrical pole removal making the whole outcomes unviable, but are still accepted by the Employer. The Employer does not make checks to verify the cost estimates, nor does the Employer manage the communications requirements effectively - especially as the discussions were in a language that was not part of the Contract requirements. Further, the Employer fails to act as a coordinator between the various government departments and forces the Engineer (through threats) to conduct the inter- governmental work of the DoR. This reflects an arrogant, naive, and hostile stance which goes against good project management practices (PMI, 2021), as the work of the Engineer is focused on project requirements, rather than the political solutions of government. This is a central notion associated with the toxic leadership of the Employer. The ADB should be completely aware of this stance.

The Employer does not have management level personnel at site, which means that the Engineer must conduct the work of the Engineer and the Employer, when discussing social safeguarding or inter-government issues at site. The Employer also appears to violate organisational legitimacy and rules (Yen, Tian and Sankoh, 2013) through subterfuge and sabotage and in numerous cases, just being overtly dishonest as Contractual outcomes were always unreasonably resisted.

## 5. Employer Management's toxic leadership engagement and impact

The Employer management appears to lack a professional understanding and engagement of the project's technical, procedural, process and interpersonal skills requirements for the project (PMI, 2021) and subsequently need retraining (Reichard and Avolio, 2005; Roberts et al., 2005). Further, the management overseeing the project (ADB/DoR General Manager/Engineer) needs to review and assess their support of a situation that is determined as improper and unethical where the Employer (DoR) deliberately interrupt good process and

practices of the project (Tepper, 2007). This is done to essentially prevent the project progressing effectively, leading to wastage of money and HR resources. As an example, for the majority of the project to date, the Employer has not made appropriate project decisions resulting in the project commencement delays for one package of 329 days and for the other package, 116 days, with 0.02% actual physical progress - when upto 30% was planned. It is an irrational outcome that the Team Leader for the Engineer was expunged from the project for decision-making that adhered to the expected Contractual requirements (Fiordelisi and Ricci, 2014) and had brought the project to a more effective position by moving the project to progress more physically in 33 days, than when compared to the last 329 days. This indicated quite clearly the abuse of power, bullying and culture of chaos directed by senior managers of the Employer's organisation (Hodson, Roscigno and Lopez, 2006). This is also an attribute of the Engineer's country manager who acts as a sycophant and also does not reside in the country which means that the Engineer's independency is further compromised. Data indicated that much of this poor performance was attributed by the Employer to the Contractors. However, it took only 33 days to get both Contractors working to an Engineer's approved Works programme after the Team Leader arrived at site. The Contractors were, just like the Engineer, perceived as puppets by the Employer, to be mishandled and abused. Thus, the Employer's capability due to toxic leadership is brought into focus as a consequence and that with no progress for 329 days, illustrates conclusively that the Employer's toxic leadership stance was to blame for the project failures - which has continued, as the Team Leader was expunged for conducting the Engineer's premise professionally. Further, this outcome can be illustrated by the nastiness and arbitrary decision-making of the Employer which lacked objectiveness or merit - according to the Contract - in response to the many Contractual decisions the Engineer made during the 33 days leading to the Team Leader in order to successfully move the project forward.

In consideration of the above, some indications for reducing the level of toxic leadership found during the research assessment, enhancing leadership capability and reducing negative leadership experiences (Greyvenstein and Cilliers, 2012) on the project could include:

a)    An independent review of the Employer's attitude, project management capability and responses to Contractual requirements (Truitt, 2011)

b)    Develop rehabilitation and retraining programmes for the Employer project management in terms of technical, people, Contractual skills (Goldman, 2011) and reducing the support for toxic leadership traits (Jones, 1999; Tepper, 2007) especially for the individuals found to have caused the problems and issues for the previous 329 days at site

c)    Introduce more effective and independent oversight of Employer management activities which would entail a more robust and vigorous response from the ADB governance requirements (Evans and Wellsteed, 2020 - Table 1 (ADB))

d)    Ensure that the ADB follows through on appropriate governance and integrity outcomes without engaging in direct management of the project (ADB, 2015)

e)    Identify Employer management bullying and harassment behaviour issues (Richards and Freeman, 2002) and provide legitimate avenues (formal and informal) for project staff making claims regarding unwanted and destructive Employer toxic leader behaviours (Aasland, et al., 2010)

f)   Introduce supervised "integrity programmes" to underpin corporate development in the Road project governance, processes and procedures (Goldman, 2009a; Simons, 1999)

g)   Introduce a more collaborative process, overseen by the Engineer, to engage with major stakeholders and provide more effective communications processes to ensure that the DoR does not control the pace of the project (Davis and Love, 2011; SNC, 2020).

6. Conclusions

The project Employer enacted a hostile environment (Ashforth, 1994; Boddy, Ladyshewsky and Galvin, 2010) during a road project that continues, that was conducted through overt toxic leadership behaviour designed to create confusion and lack of project progress underpinning a continuing gross failure in project performance (PMI, 2021).

The Engineer Team Leader asked for several meetings with both Contractors, the Employer management and ADB together. This was refused - despite such meetings being arranged when the Employer was exclusively in control of the project. This indicates the lack of resolve of the Employer to want to make the project a success.

Under the leadership of the Employer, no project KPI's have been attained and most have been assessed as still at zero, leading conclusively to the lack of progress of the project and success (Baccarini, 1999) with no Employer management accountability (Discenza, and Forman, 2007). Thus, it considered a failed project (PMI, 2021; Chan and Chan, 2004).

The ADB appears to show a lack of transparency in assessing the reduced project performance, ignore obvious and important negative impacts associated with the Employer project management and is representative of a continuing systemic toxic environment employed by DoR management (O'Connor and Quinn, 2010). The ADB cannot continue to allow such management practices to be conducted, as they breach their own ADB operating principles (ADB, 2015). ADB should have sent a clear and strong message to the Employer about the DoR lack of capability and its continuing spend without project progress. Further, there is a consistent and incorrect statement from the Employer, that the Engineer is an employee of the Employer (Cerić, 2015) - which is not expected within the application of the Pink Book Contract (FIDIC, 2010). This shows the incoherent stance that the Employer has created in order to enact the toxic leadership role within the project.

Given that the level 1 project management maturity index is so low, it is difficult to understand why this project has remained at this level for a year and why DoR Management nor ADB have not reviewed the situation and posited appropriate steps for starting construction. With little effort made to move the project forward, it does heavily suggest that the major influence to this lack of project progress has been the Employer's toxic leadership, that burdened the project from the start. This reinforces the outcome associated with a vulnerable and non-performing project work environment.

The above reported negative organisational outcomes, are the product of a growing inertia of dysfunctional toxic leader behaviours, susceptible followers, and a contributing environment, where there is no discernible oversight - termed as the toxic triangle (Padilla, Hogan and Kaiser, 2007). The level of organisational knowledge regarding Contracts and project management indicate a continuing reduction of the DoR capability brought about by its own staff, who do not appear to want to learn about good project governance. Consequently, there would appear to be a governance failure (Finkelstein, 2005) by the DoR and the in-country

ADB administrators to discover and mitigate the wider impact of toxic leadership behaviour on the project performance as a whole (Hoel and Salin, 2003). The result is the extremely poor performance exclusively attributed to DoR project management failings through mismanagement and personnel ineffectiveness; and through deliberate obfuscation actions designed to create consistent and subsequent project activity failures.

The above discussion represent the status of toxic leadership and lack of professional project management legitimacy exhibited by the Employer - DoR management. The current toxic environment shows that the Employer is not serious about managing complex projects that cost hundreds of Millions of dollars, and shows no respect to the Engineer by using intimidation and threat tactics to reduce the progress of the project. Subsequently, the failing project cannot be delivered on time, with the Contractually expected quality nor according to the designed schedule (PMI, 2021). Thus, toxic leadership is seen as an important operational aspect to eradicate from the project in order to ensure the project success.

## References

Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S. (2010). The prevalence of destructive leadership behaviour. *British Journal of Management, 21*(2), 438-452. https://doi.org/10.1111/j.1467-8551.2009.00672.x

ADB. (2015). Integrity Principles and Guidelines. [Online] Available: https://www.adb.org/documents/integrity-principles-and-guidelines

Adu, P. (2019). *A Step-by-Step Guide to Qualitative Data Coding.* New York, USA: Routledge.

Aibinu, A. (2009). Avoiding and mitigating delay and disruption claims conflict: Role of pre-contract negotiation. *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction, 1*(1), 47-58. https://doi.org/10.1061/(ASCE)1943-4162(2009)1:1(47)

Alpi, K., & Evans, J. (2019). Distinguishing case study as a research method from case reports as a publication type. *Journal of Medical Library Association, 107*(1), 1-5. https://doi.org/10.5195/jmla.2019.615

Anand, V., Ashforth, B., & Joshi, M. (2004). Business as usual: The acceptance and perpetuation of corruption in organizations. *Academy of Management Perspectives, 18*(2), 39-53. https://doi.org/10.5465/AME.2004.13837437

APM. (2021). *APM Body of Knowledge.* 7th Edn. Buckinghamshire, UK: Association for Project Management.

Arrow, H., & McGrath, J. (1995). Membership dynamics in groups at work. A theoretical framework. In: Staw, B., & Cummings, L. (Eds.), *Research in organizational behavior* (Vol. 17, 373-411). Greenwich, CT, USA: JAI.

Ashforth, B. (1994). Petty tyranny in organizations. *Human Relations, 47*(7), 755-778. https://doi.org/10.1177/001872679404700701

Avolio, B., Walumbwa, F., & Weber, T. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology, 60,* 421-449. https://doi.org/10.1146/annurev.psych.60.110707.163621

Baccarini, D. (1999). The logical framework method for defining project success. *Project*

*Management Journal, 30*(4), 25-32.

Baez, B. (2002). Confidentiality in qualitative research: Reflections on secrets, power and agency. *Qualitative Research, 2*(1), 35-58. https://doi.org/10.1177/1468794102002001638

Bailey, K. (2008). *Methods of Social Research.* New York, USA: The Free Press.

Balshem, M. (1991). Cancer, Control and Causality: Talking about Cancer in a Working-Class Community. *American Ethnologist, 18*(1), 152- 172. 10.1525/ae.1991.18.1.02a00070

Bass, B. (1990). *Bass and Stogdill's handbook of leadership: Theory, research and management applications.* New York, USA: Free Press.

Benn, N., Buckingham, S., Domingue, J., & Mancini, C. (2008). Ontological Foundations for Scholarly Debate Mapping Technology. In: *2nd International Conference on Computational Models of Argument* (COMMA '08), Toulouse, France.

Bhandarker, A., & Rai, S. (2019). Toxic leadership: emotional distress and coping strategy. *International Journal of Organization Theory & Behavior, 22*(1), 65-78. https://doi.org/10.1108/IJOTB-03-2018-0027

Blair, C., Hoffman, B., & Helland, K. (2008). Narcissism in Organizations: A Multisource Appraisal Reflects Different Perspectives. *Human Performance, 21*(3), 254-276. https://doi.org/10.1080/08959280802137705

Boddy, C., Ladyshewsky, R., & Galvin, P. (2010). Leaders without ethics in global business: corporate psychopaths. *Journal of Public Affairs, 10*(3), 121-138. https://doi.org/10.1002/pa.352

Bowling, N., & Beehr, T. (2006). Workplace harassment from the victim's perspective: A theoretical model and meta-analysis. *Journal of Applied Psychology, 91*(5), 998-1012. https://doi.org/10.1037/0021-9010.91.5.998

Branham, L. (2005). *The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act before It's Too Late.* New York, USA: American Management Association.

Brown, M., Trevino, L., & Harrison, D. (2005). Ethical leadership: a social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*(2), 117-134. https://doi.org/10.1016/j.obhdp.2005.03.002

Buckingham, M. & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently.* New York, USA: Simon & Schuster.

Buston, K. (1999). NUD*IST in action: its use and its usefulness in a study of chronic illness in young people. In: Bryman A., and Burgess R.G., (Eds.) *Analysis and Interpretation of Qualitative Data. London,* UK: Sage Publications.

Carman, J. (1990). Consumer Perceptions of Service Quality: An Assessment of the SERVQUAL Dimensions. *Journal of Retailing, 66*(1), 33-55.

Cassell, C., & Symon, G. (2004). *Essential Guide to Qualitative Methods in Organizational Research.* London, UK: Sage Publications.

Cavaleri, S., & Reed, F. (2008). Leading dynamically complex projects. *International Journal of Managing Projects in Business, 1*(1), 71-87. https://doi.org/10.1108/17538370810846423

Cayla, J., & Eckhardt, G. (2007). Asian Brands without Borders: Regional Opportunities and Challenges. *International Marketing Review, 24*(4), 444-456. https://doi.org/10.1108/02651330710761017

Cerić, A. (2015). *Trust in Construction Projects.* London, UK: Routledge.

Chan, A., & Chan, A. (2004). Key performance indicators for measuring construction success. *Benchmarking: An International Journal, 11*(2), 203-221. https://doi.org/10.1108/14635770410532624

Conger, J. (1990). The dark side of leadership. *Organizational Dynamics, 19*(2), 44-55. https://doi.org/10.1016/0090-2616(90)90070-6

Crawford, J. (2021). *Project Management Maturity Model.* London, UK: CRC Press.

Cristóbal, J., Carral, L., Diaz, E., Fraguela, J., & Iglesias, G. (2018). *Complexity and Project Management: A General Overview. Complexity,* Article ID 4891286. https://doi.org/10.1155/2018/4891286

Daniels, J., Bradley, M., Cramer, D., Winkler, A., Kinebrew, K., & Crockett, D. (2007). The Successful Resolution of Armed Hostage/Barricade Events in Schools: A Qualitative Analysis. *Psychology in the Schools, 44*(6), 601-613. https://doi.org/10.1002/pits.20250

Davis, P. & Love, P. (2011). Alliance contracting: adding value through relationship development. *Engineering, Construction and Architectural Management, 18*(5), 444-446. https://doi.org/10.1108/09699981111165167

Discenza, R., & Forman, J. (2007). Seven causes of project failure: how to recognize them and how to initiate project recovery. Paper presented at PMI® Global Congress 2007 - North America, Atlanta, GA. Newtown Square, PA: Project Management Institute.

Duranti, A. (2007). Transcripts, like Shadows on a Wall. *Mind, Culture, and Activity, 13*(4), 301-310. https://doi.org/10.1207/s15327884mca1304_3

Einarsen, S., Aasland, M., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly, 18*(3), 207-216. https://doi.org/10.1016/j.leaqua.2007.03.002

Evans, L., & Wellsteed, A. (2020). Evaluation of the One ADB Approach, Dec. [Online] Available: https://www.adb.org/sites/default/files/filefield_paths/EAP-One-ADB-evaluation.pdf

FIDIC. (2022). Crucial role of collaboration highlighted at Americas FIDIC contracts conference. May 2022. [Online] Available: https://fidic.org/node/36964

FIDIC. (2010). Pink Book 2010 – Conditions of Contract for MDBs for construction projects (building and engineering works designed by the employer). FIDIC, Geneva, Switzerland.

Fink, A. (2000). The Role of the Researcher in the Qualitative Research Process. A Potential Barrier to Archiving Qualitative Data. *Forum: Qualitative Social Research, 1*(3), article 4.

Finkelstein, S. (2005). When bad things happen to good companies: strategy failure and flawed executives. *Journal of Business Strategy, 26*(2), 19-28. https://doi.org/10.1108/02756660510586300

Flick, U. (2018). *The SAGE Handbook of Qualitative Data Collection.* New York, USA:

SAGE Publications.

Furnham, A. (2010). *The Elephant in the Board Room.* Basingstoke, UK: Palgrave Macmillan. http://dx.doi.org/10.1057/9780230281226

Gallus, J., Walsh, B., van Driel, M., Gouge, M., & Antolic, E. (2013). Intolerable Cruelty: A Multilevel Examination of the Impact of Toxic Leadership on U.S. Military Units and Service Members. *Military Psychology, 25*(6), 588-601. http://dx.doi.org/10.1037/mil0000022

Galvin, P., Tywoniak, S. & Sutherland, J. (2021). Collaboration and opportunism in megaproject alliance contracts: The interplay between governance, trust and culture. *International Journal of Project Management, 39*(4), 394-405. https://doi.org/10.1016/j.ijproman.2021.02.007

Glaser, B., & Strauss, A. (1967). The Discovery of Grounded Theory: Strategies for Qualitative Research. Chicago, USA: Aldine.

Goldman, A. (2011). Demagogue to dialogue. An alternative to toxic leadership in corporate downsizings. *Organisational Dynamics, 40*(3), 235-241. http://dx.doi.org/10.1016/j.orgdyn.2011.04.011

Goldman, A. (2009a). *Destructive Leaders and Dysfunctional Organizations: A Therapeutic Approach.* New York, USA: Cambridge University Press.

Goldman, A. (2009). *Transforming Toxic Leaders.* CA. USA: Stanford Business Books, Stanford University Press.

Gonzalez, C. (2008). Conceptions of, and approaches to, teaching online: a study of lecturers teaching postgraduate distance courses. *Higher Education, 57*(3), 299-314. https://doi.org/10.1007/s10734-008-9145-1

Gray, J., & Wilcox, B. (1995). *Good Schools, Bad Schools.* Milton Keynes, UK: Open University Press.

Greyvenstein, H., & Cilliers, F. (2012). Followership's experiences of organizational leadership: A systems psychodynamic perspective. *South African Journal of Industrial Psychology, 38*(2), 1-10. http://dx.doi.org/10.4102/sajip.v38i2.1001

Han, S., Park, S., Kim, D., Kim, H. & Kang, Y. (2007). Causes of bad profit in overseas construction projects. *Journal of Construction Engineering Management, 133*(12), 932-943. https://doi.org/10.1061/(ASCE)0733 -9364(2007)133:12(932)

Harms, P., Spain, S., & Hannah, S. (2011). Leader development and the dark side of personality. *The Leadership Quarterly, 22*(3), 495-509. https://doi.org/10.1016/j.leaqua.2011.04.007

Harris, L., & Brown, G. (2010). Mixing interview and questionnaire methods: Practical problems in aligning data. *Practical Assessment, Research and Evaluation, 15*(1), 1-19.

Harris, K., Kacmar, K., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly, 18*(3), 252-263. https://doi.org/10.1016/j.leaqua.2007.03.007

Harwood, T., & Garry, T. (2003). An Overview of Content Analysis. *The Marketing Review, 3*(4), 479-498. https://doi.org/10.1362/146934703771910080

Higgs, M. (2009). The good, the bad, and the ugly: Leadership and narcissism. *Journal of Change Management, 9*(2), June, 165-178. https://doi.org/10.1080/14697010902879111

Hodson, R., Roscigno, V., & Lopez, S. (2006). Chaos and the abuse of power: Workplace bullying in organizational and interactional context. *Work and Occupations, 33*(4), 382-416. https://doi.org/10.1177/0730888406292885

Hoel, H., & Salin, D. (2003). Organisational antecedents of workplace bullying. In: Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. (Eds). *Bullying and emotional abuse in the workplace: International perspectives in research and practice.* London, UK: Taylor & Francis.

Hogan, J., Hogan, R., & Kaiser, R. (2003). Management derailment: personality assessment and mitigation. In: Zedeck, S. (ed.). *American Psychological Association Handbook of Industrial and Organizational Psychology.* Washington, DC, USA: American Psychological Association.

Hornstein, H. (1996). *Brutal bosses and their prey.* New York, USA: Riverhead Books.

Humble, A., & Radina, E. (2019). *How Qualitative Data Analysis Happens.* New York, USA: Routledge.

Jäger, C. (2008). *The Principal-Agent Theory within the Context of Economic Sciences. Germany:* Norderstadt, Herstellung und Verlag.

James, P. (2022). *Delay Analysis and Assessment in Construction.* London, UK: Business Books.

James, P. (2021). *The FIDIC Contract Suite Assessments.* London, UK: Business Books.

James, P. (2016). Assessing Contractor's Innovation Issues in a Large Complex Civil Engineering Project in Pakistan. *International Journal of Applied Engineering Research, 11*(15), 8452-8463.

James, P. (2014). Managerial Challenges Impacting on Contractor Led Tunnel TBM Design: A Kingdom of Saudi Arabia Metro Project. *Engineering Management Research, 3*(2), November, 2014.

James, P., & James, T. (2011). *Qualitative Research Methods for Health Services,* London, UK: Megellan UK Press.

Jeffery, N. (2009). Stakeholder Engagement: A Road Map to Meaningful Engagement. #2 in the Doughty Centre 'How to do Corporate Responsibility' Series, School of Management, Cranfield University, UK.

Jones, R. (1999). Dysfunctional behavior in organizations, part A: violent and deviant behavior, part B: non-violent dysfunctional behavior in organizations. *Personnel Psychology, 52*(3), 771- 775. https://doi.org/10.1111/j.1744-6570.1999.tb00180.x

Jones, T. (1991). Ethical decision making by individuals in organizations: an issue-contingent model. *Academy of Management Review, 16*(2), 366-395. https://doi.org/10.2307/258867

Johnson, B. (1997). Examining the validity structure of qualitative research. *Education, 118*(3), 282-292.

Kayastha, G. (2014). Importance of contract administration for timely construction of hydropower projects without disputes. Hydro Nepal: *Journal of Water, Energy and*

*Environment*, 14, 49-51. https://doi.org/10.3126/hn.v14i0.11265

Kaiser, K. (2009). Protecting Respondent Confidentiality in Qualitative Research. *Qualitative Health Research, 19*(11), 1632-1641. https://doi.org/10.1177/1049732309350879

Kellerman, B. (2004). *Bad Leadership: What It Is, How It Happens, Why It Matters.* Boston, MA., USA: Harvard Business School Press.

Kerzner, H. (2017). Project Management (Case Studies). John Wiley & Sons, London, UK.

Kim, Y. (2011). The Pilot Study in Qualitative Inquiry: Identifying Issues and Learning Lessons for Culturally Competent Research. *Qualitative Social Work, 10*(2), 190-206. https://doi.org/10.1177/1473325010362001

Lambsdorff, G. (1998). An Empirical Investigation of Bribery in International Trade. *European Journal for Development Research, 10*(1), 40-59. https://doi.org/10.1080/09578819808426701

Lee, J., Ham, Y., Yi, J., & Son, J. (2020). Effective Risk Positioning through Automated Identification of Missing ContractConditions from the Contractor's Perspective Based on FIDIC Contract Cases. *Journal of Management in Engineering, 36*(3), 05020003/1-11. https://doi.org/10.1061/(ASCE)ME.1943-5479.0000757

Lehmann, O. (2017). *Situational project management: the dynamics of success and failure.* London, UK: CRC Press.

Lincoln, Y., & Guba, E. (1985). *Naturalistic Inquiry.* Beverly Hills, CA., USA: Sage Publications.

Lipman-Blumen, J. (2006). *The Allure of Toxic Leaders.* Oxford, UK: Oxford University Press.

Lippel, K. (2010). The law of workplace bullying: An international overview. Comparative Labor Law & Policy Journal, 32(1), 1-13. https://ssrn.com/abstract=1908467

Locatelli, G., Mariani, G., Sainati, T., & Greco, M. (2017). Corruption in public projects and megaprojects: There is an elephant in the room! *International Journal of Project Management, 35*(3), April, 252-268. https://doi.org/10.1016/j.ijproman.2016.09.010

Long, N., Ogunlana, S., Quang, T., & Lam, K. (2004). Large construction projects in developing countries: A case study from Vietnam. *International Journal of Project Management, 22*(7), 553-561. https://doi.org/10.1016/j.ijproman.2004.03.004

Maccoby, M. (1999). Narcissistic Leaders, the incredible pros, the inevitable cons. *Harvard Business Review, 82*(1), 1-11.

Macpherson, R. (2015). *Conscious Leadership: Beyond Perception and Belief. Bloomington,* IN, USA: Balboa Press.

Maemura, Y., Kim, E., & Ozawa, K. (2018). Root Causes of Recurring Contractual Conflicts in International Construction Projects: Five Case Studies from Vietnam. *Journal of Construction Engineering and Management, 144*(8). https://doi.org/10.1061/(ASCE)CO.1943-7862.0001523

Matos, K., O'Neill, O., & Lei, X. (2018). Toxic Leadership and the Masculinity Contest Culture: How "Win or Die" Cultures Breed Abusive Leadership. *Journal of Social Issues,*

*74*(3), 500-528. https://doi.org/10.1111/josi.12284

Maxwell, J. (2013). Qualitative Research Design: An Interactive Approach. London, UK: Sage Publications.

Müller, R., & Turner, R. (2007). Matching the project manager's leadership style to project type. *International Journal of Project Management, 25*(1), 21-32. https://doi.org/10.1016/j.ijproman.2006.04.003

Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *Leadership. Quarterly. 27,* 14–33. https://doi.org/10.1016/j.leaqua.2015.09.005

Niehus, P. (2011). *The Toxic Manager.* Queensland, Aus: Toowoomba.

O'Connor, P., & Quinn, L. (2010). Organizational capacity for leadership. In: van Velsor, E., McCauley, C.,& Ruderman, M. (Eds). *The Center for Creative Leadership Handbook of Leadership Development.* San Francisco, CA., USA: Bass.

Onwuegbuzie, A., & Leech, N. (2007). Sampling Designs in Qualitative Research: Making the Sampling Process More Public. *The Qualitative Report, 12*(2), 238-254.

Padilla, A., Hogan, R., & Kaiser, R. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly, 18*(3), 176-194. https://doi.org/10.1016/j.leaqua.2007.03.001

Pelletier, K., & Bligh, M. (2008). The Aftermath of Organizational Corruption: Employee Attributions and Emotional Reactions. *Journal of Business Ethics, 80,* 823-844. https://doi.org/10.1007/s10551-007-9471-8

PMI. (2021). *PMBOK Guide.* Philadelphia, PA., USA: PMI.

Punch, K. (2014). *Introduction to Social Research: Quantitative and Qualitative Approaches.* London, UK: Sage Publications.

Puranam, P., & Vanneste, B. (2009). Trust and governance: Untangling a tangled web. *Academy of Management Review, 34*(1), 11-31. https://doi.org/10.5465/amr.2009.35713271

Rayner, C., & Cooper, C. (1997). Workplace bullying: Myth or reality – Can we afford to ignore it? *Leadership and Organization Development Journal, 18*(4), 211-214. https://doi.org/10.1108/01437739710182313

Reed, G. (2004). Toxic leadership. *Military Review, 84,* (July-August), 67-71.

Regan, M., Love, P.,& Smith, J. (2015). Public Infrastructure Procurement: A Review of Adversarial and Non-Adversarial Contracting Methods. *Journal of Public Procurement, 15*(4), 405-438.

Reichard R., & Avolio, B. (2005). Where are we? The status of leadership intervention research: a meta-analytic summary. In: Gardner, W., Avolio, B., & Walumbwa, F. (Eds). *Authentic Leadership and Practice: Origins, Effects, and Development,* 203–226. Elsevier Science, Oxford, UK.

Remington, K., & Pollack, J. (2007). *Tools for complex projects.* England, UK: Gower Publishing Limited.

Richards, H., & Freeman, S. (2002). *Bullying in the workplace: An occupational hazard. Isle of Man,* UK: Harpers Collins, MP Publishing.

Ritchie, J., & Lewis, J. (2003). *Qualitative Research Practice: A Guide for Social Science Students and Researchers*. London, UK: Sage Publications.

Roberts, L., Dutton, J., Spreitzer, C., Heaphy, E., & Quinn, R. (2005). Composing the reflected best-self-portrait: building pathways for becoming extraordinary in work organizations. *Academy of Management Review, 30*(4), 712-736. https://doi.org/10.5465/AMR.2005.18378874

Rumsey, M. (2013). The Oxford Handbook of Leadership (Eds). Oxford, UK: Oxford University Press.

Ryan, G., & Bernard, H. (2003). Techniques to Identify Themes. *Field Methods, 15*(1), 85-109. https://doi.org/10.1177/1525822X02239569

Saleem, F., Malik, M., & Malik., M. (2021). Farida Saleem, Muhammad Imran Malik & Muhammad Kamran Malik. Len Tiu Wright (Reviewing editor). Toxic Leadership and Safety Performance: Does Organizational Commitment act as Stress Moderator? *Cogent Business & Management, 8*(1), https://doi.org/10.1080/23311975.2021.1960246

Sankowski, D. (1995). The Charismatic Leader as narcissist: Understanding the Abuse of Power. *Organizational Dynamics, 23*(4), 57-71. https://doi.org/10.1016/0090-2616(95)90017-9

Savas, (2019). Impact of Dysfunctional Leadership on Organizational Performance. *Global Journal of Management and Business Research: Administration and Management, 19*(1), 37-41.

Shaw, J., Erickson, A., & Harvey, M. (2011). A method for measuring destructive leadership and identifying types of destructive leaders in organizations. *The Leadership Quarterly, 22*(4), 575-590. https://doi.org/10.1016/j.leaqua.2011.05.001

Simons, T. (1999). Behavioral integrity as a critical ingredient for transformational leadership. *Journal of Organizational Change Management, 12*(2), 89-104. https://doi.org/10.1108/09534819910263640

Sinzdak, G. (2008). An Analysis of Current Whistleblower Laws: Defending a More Flexible Approach to Reporting Requirements. *Cal.L. Rev., 96*(6), 1633-1668. http://scholarship.law.berkeley.edu/californialawreview/vol96/iss6/5

SNC. (2020). New Alliances: collaborative contracting in the GCC projects market. [Online] Available: https://www.snclavalin.com/~/media/Files/S/SNC-Lavalin/documents/beyond-engineering/new-alliances-collaborative-contracting-in-the-gcc-projects-market.pdf

Spanos, A. (1990). Towards a Unifying Methodological Framework. In: Modelling Economic Series: Readings in Econometric Methodology. In: William, C., & Granger, J. *Readings in Econometric Methodology.* Oxford, UK: Clarendon Press.

Strauss, A., & Corbin, J. (1990). *Basics of Qualitative Research: Grounded Theory, Procedures and Techniques.* Newbury Park, Chicago, USA: Sage Publications.

Tavanti, M. (2011). Managing Toxic Leaders: Dysfunctional Patterns in Organizational

Leadership and How to Deal with Them. *Human Resource Management, 6*(83), 127-136. HRM(ZZL)_6-2011eng_Tavanti-M_127-136

Tiwari, M., & Jha, R. (2022). Narcissism, toxic work culture and abusive supervision: a double- edged sword escalating organizational deviance. *International Journal of Organizational Analysis, 30*(1), 99-114. https://doi.org/10.1108/IJOA-05-2020-2187

Tepper, B., Duffy, M., Henle, C., & Lambert, L. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology, 59*(1), 101-123. https://doi.org/10.1111/j.1744-6570.2006.00725.x

Tepper, B., Moss, S., & Duffy, M. (2011). Predictors of abusive supervision: Supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance. *Academy of Management Journal, 43,* 279-294. https://doi.org/10.0.5465/AMJ.2011.60263085

Tepper, B. (2007). Abusive Supervision in Work Organizations: Review, Synthesis, and Research Agenda. *Journal of Management, 33*(3), 261-289. https://doi.org/10.1177/014920630730081

Tepper, B. (2000). Consequences of abusive supervision. *Academy of Management Journal, 43*(2), 178-190. https://doi.org/10.2307/1556375

Tepper, B., Duffy, M., Hoobler, J., & Ensley, M. (2004). Moderators of the Relationship between Coworkers' Organizational Citizenship Behavior and Fellow Employees' Attitudes. *Journal of Applied Psychology, 89*(3), 455-465. https://doi.org/10.1037/0021-9010.89.3.455

Tolich, M. (2004). Internal confidentiality: When confidentiality assurances fail relational informants. *Qualitative Sociology, 27*(1), 101-106. https://doi.org/10.1023/B:QUAS.0000015546.20441.4a

Toor, S., & Ogunlana, S. (2009). Ineffective leadership: Investigating the negative attributes of leaders and organizational neutralizers. *Engineering, Construction and Architectural Management, 16*(3), 254-272. https://doi.org/10.1108/09699980910951663

Toor, S., & Ofori, G. (2008). Leadership vs. management: how they are different, and why! *Journal of Leadership and Management in Engineering, 8*(2), 61-71.

Truitt, D. (2011). The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency. *Sage Open, 1*(3). https://doi.org/10.1177/2158244011433338

Turner, R., & Müller, R. (2005). The Project Manager's Role as a Success Factor on Projects: A Literature Review. *Project Management Journal, 36*(2), 49-61.

Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly, 18*(4), 298-318. https://doi.org/10.1016/j.leaqua.2007.04.002

Vidal, L. & Marle, F. (2008). Understanding project complexity: implications on project management. *Kybernetes, 37*(8), 1094-1110. https://doi.org/10.1108/03684920810884928

Vugt, M., Jepson, S., Hart, C., & Cremer, D. (2003). Autocratic leadership in social dilemmas: A threat to group stability. *Journal of Experimental Social Psychology, 40*(1), 1-13.

https://doi.org/10.1016/S0022-1031(03)00061-1

Yang, R., Wang, Y., & Jin, X. (2014). Stakeholders' Attributes, Behaviors, and Decision-Making Strategies in Construction Projects: Importance and Correlations in Practice. *Project Management Journal, 45*(3), 74-90. https://doi.org/10.1002/pmj.21412

Yen, T., Tian, Y., & Sankoh, F. (2013). The Impact of Prevalent Destructive Leadership Behaviour on Subordinate Employees in a Firm. *American Journal of Industrial and Business Management, 3*(7), 595-600. http://dx.doi.org/10.4236/ajibm.2013.37069

Walsh, S., White, K., & Young, R. (2008). Over-Connected? A Qualitative Exploration of the Relationship between Australian Youth and Their Mobile Phones. *Journal of Adolescence, 31*(1), 77-92. https://doi.org/10.1016/j.adolescence.2007.04.004

Whicker, M. (1996). *Toxic Leaders: When Organizations Go Bad.* Westport, CT: Quorum Books.

Wyatt, J., & Hare, C. (1997). *Work Abuse: How to recognise it and survive it.* Rochester VT, USA: Schenkman Books.

Wysocki, R.,& Lewis, J. (2001).*The World Class Project Manager: A professional development guide.* New York, USA: Perseus Publishing.

**Copyrights**