

# Review of: "Strategies to Resolve Toxic Leadership Actions in Engineering Institutions which Impede Faculty Performance and Innovation"

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Potential competing interests: No potential competing interests to declare.

## 1. Originality: Does the paper contain new and significant information adequate to justify publication?

Originality is manifested through: The choice to study the concept of toxic leadership at the educational level.

## 2. Relationship to Literature:

The introduction does not appeal to the reader, the ideas expressed are not well founded. They appear to reflect the author's opinion. The used references are old and do not value the subject in the current era: The introduction does not reflect the work quality.

Additionally, the author gives various definitions, but there is an absence of theoretical positioning. The author does not cite in the literature the theoretical approaches to the concept studied, despite mentioning in the abstract the Radical Activity Theory

## 3. Methodology:

Not clear, more details are requested.

The study conducted follows a qualitative methodological approach based on observation. The sample observed and the number of years of observation is very large. But this leads to some questioning about the collection of data, the position of the person or group of individuals who carried out the observatory study, their ages, their positions, how were they able to do this work? Are they teachers and if it's just one person, how could she have done it?

The author talks about triangulation, however, in the paper he mentions observation and discussions of faculty members without mentioning the tool used. And the third technique of data collection?

## 4. Results:

The author gives a good situational description.

There is a hugely relieving sentence in the dissertation **Weak** but Outstanding Faculty Members' and which represents the fraction of people who continue to work but never complain despite everything, this sentence confirms the existence of

high-quality professors and that even the toxic leaders claim their performances.

This sentence sends hope for a better future.

The question that arises, how to avoid toxic leaders, or how to avoid their influences knowing that these are leaders who possess charisma, personalized power and they are well supported by the selection committees?

**This question remains unanswered.**

## **5. Implications for research, practice and/or society:**

The subject dealt with is very sensitive. It is within two limits that represent taboos or sensitive topics in developing countries, namely, politics and higher education, more specifically, engineering institutions. These institutions are supposed to bring out heads capable of leading development. The author had the courage to raise the problem and he has a lot of credit for the effort he was able to make in collecting data under conditions that seem difficult.

The author proposes several solutions that can be adapted to different cultural contexts.

## **6. Quality of Communication:**

The expressions used are clear and readable.

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