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REVIEW ARTICLE

MAQUIAVELLIAN LEADERSHIP AND ITS IMPACTS IN THE GENERATION OF KNOWLEDGE

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ABSTRACT

This article intends to open space for future research on the development of more effective leaderships in Higher Education Institutions (IES), in the sense that when the teacher perceives that his leader's actions are abusive can signal and even protect himself from the effects that Such actions may cause in their performance and organizational well-being. Private Higher Education Institutions (IES), like all profit organizations, need to survive in the business world, not only by providing quality education but by ensuring profits for the operation of their activities. These need to guarantee the adequate application of their resources to be able to capture clients / students and survive in a capitalist world in which the search for capital is increasingly frenetic, no matter how much the means must be applied to conquer it, that is, in words Of Machiavelli: "The End justifies the means". And in this scenario of the great competitions arise the modern questions about the possible styles or types of leadership that would be more adequate to make the organizations reach their objectives, that is, it would be necessary to make that the organizations reach their objectives that the directions Or coordinators of higher education apply abusive supervision, because what has been observed, currently, is that in the eagerness to earn profits, or reach their goals, some leaders of IES has been leaning in the lines of Machiavelli and are very inclined to exercise leadership Abusive. Thus, the key point of the research will be to analyze the impacts of an abusive coordination on the performance of teachers in the work with focus on "knowledge generation"; Such a study is of great relevance to the organizational world and, mainly, to Higher Education Institutions (HEIs), since these are the main ones responsible for "knowledge generation".

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INTRODUCTION

This study will be presented in a university in Brazil that is considered an apolitical educational institution, with indeterminate duration, founded in 2001, created through law and published in Official Gazette. The institution ranks among the country's private higher education institutions and like all organizations, needs to survive in the business world, not only offering quality education but ensuring profits for the operation of its activities. It needs to guarantee the adequate application of its resources in order to capture clients / students and survive in a capitalist world in which the search for capital is increasingly frenetic, no matter how much the means must be applied to conquer it, that is, in the Machiavelli's words: "The End justifies the means". And in this scenario of the great competitions arise the modern questions about the possible styles or types of leadership that would be more adequate to make the organizations reach their objectives, that is, it would be necessary to make that the organizations reach their objectives that the directions Of campuses or course

coordinations apply abusive or Machiavellian supervision, since what has been observed now is that in the eagerness to earn profits or reach their goals some IES leaders have been leaning on the lines of Machiavelli and are very likely to exercise abusive leadership . Of course Machiavelli was not some man, for he wrote his principles, which we can say of governance for kings and princes. For many years the Machiavellian heritage has been propagated in organizations by leaders who believe in their methods to achieve their goals effectively. Niccolo Machiavelli was born in Florence in 1469 and has held many public positions. His writings have been interpreted as abominable by many, but at the juncture of the twenty-first century, where recession looms in every country, where resources are becoming increasingly scarce and Humanitarian chaos is installed in the sense that some peoples are in a state of misery, it can be clearly perceived that there is a certain lack of control on the part of the leaders of the organizations in the sense of knowing to tread the way of the management of people with a Certain ethics, or to be more accurate with a certain positive leadership. This lack of tact, skill, has led downstream employees, that is, the abusive behavior of organizational leaders has led many employees who are pressured by work dependency to develop problems of

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low productivity and even serious health-related illnesses. job. Of course the romantic world of organizations no longer exists, if ever there was one and perhaps being skeptical in the sense that we can be positive leaders in business and so everyone will be happy forever would just be one more story of "White of Snow and the Seven Dwarves "or who knows" Alice in Wonderland ". Since the organizational world has become preponderant in the capitalist system, man has sought to obtain power and to attain power, to be a great brand, to be number one on the podium one can not think naively, for in the real world, in the World of men, it is not at all times that ethics and purity prevail. Organizations to achieve their goals have taken a lot from their leaders to bring their teams to maximum efficiency and the leadership that is exerted by these leaders does not contribute, sometimes in the best ways. In fact, the abusive leader uses a variety of means to get the subordinate to do what he wants, many use even the cheating to reach their targets, use a mask every day, their styles and behaviors are so flexible that they seem actors In a large theater of operations. For the employees, the followers of these leaders need to be attentive, because they can be manipulated to the point of exhaustion. Employees need to be aware of possible traces of manipulation on the part of the boss, even when they present themselves with signs of pure naiveté, because the background of this may be a bed full of thorns, that is, a great trap.

Leaders who are very cherished by their qualities and who excel at exaggerated ethics can only be willing to win the trust of their followers and then do what they want and that is what this study is based on, that is, the world of great competition will always be A great theater in which leaders will use their skills to make their followers reach their established goals, organizations will always pursue this and universities are not left out of this scenario, in which case the teacher is the main agent in this Process and therefore it is the main asset within the company (Chiavenato, 1999), since part of it is the task of ensuring that education establishes itself with quality and maintains the student in the university. In this sense, this needs to be well in his workplace to produce more and better, that is, he needs to work with the feeling of satisfaction at work and also be aware that he does not suffer from the coordinations or directions of the universities that this Subordinate. The collaborator who now acts in the XXI century, that is, that has the opportunity to witness through the media attacks like September 11 in which terrorists launch commercial planes in the towers of the World Trade Center in New York; Where natural disasters on a large scale, in this case we can mention the "Tsunami", the name given to a phenomenon caused by a large-scale earthquake that occurred in the Indonesian seabed, leaving about two hundred and twenty thousand dead and still , Which has accompanied a rampant global economic crisis that has not been seen since 1929, when a large American bank "Lehman Brothers" goes bankrupt for performing risky real estate transactions creating a major crack in the world economic system, can not afford to Live in naivety.

This collaborator can not remain inattentive to the system in which he is inserted, and especially the leadership that commands him, because the world itself shows him that he must be attentive to everything and everyone. We could cite here a number of events that have punctuated this twenty-first century, but what can be deduced from all this is that employees can not fail to perceive what is happening around them, and leaders can not help but listen, for in this way many disastrous events In the work environment can be avoided or

detailed. The teachers' perception of a private HEI about a Machiavellian leadership can reduce a multitude of problems that may occur within universities, such as absenteeism, problems of student complaints, reduction of teaching quality, Bounout Syndrome, and others Factors. The holistic perception of which scenario the teacher is in the context of which the leadership is submitted can yield him much in the level of protection of his well-being and performance in his work place, besides providing the university, also , Better performance among competitors. In this sense, psychological capital is related to a series of job-related variables and behaviors that encompass various forms of performance (Avey, Luthans and Jensey, 2009). Further deepening our discussion, more specifically, for the HEI and the teacher, we can conclude that we live in a competitive world where organizations to survive in the market need to earn high profits and therefore require more and more of their employees to That they achieve their objectives.

In view of this, Private Higher Education Institutions also need to survive in the market and in the current situation they need to raise more and more financial resources to maintain their activities and to attract financial resources must attract students, be it for the low price, quality offered in teaching and other variables more. It is at this critical point that the importance of this work arises, because when we discuss performance with a focus on the production of knowledge, this refers directly to the main agent acting within this context who is the teacher. In this way, since the teacher is one of the main agents in teaching if the Institution expects this professional to offer quality teaching, that is, to perform well his academic tasks, then, this should feel good in the workplace, needs to fit in a Satisfactory state of individual psychological capital and should not be oppressed by the leadership or rather by the leaderships to which it is subordinated. If the teacher does well in his role and is able to carry out his work with well-being this can generate the competitive differential necessary for HEIs to attract more students in the market and increase their income through the generation of knowledge with a quality education offer, But for this the managers and course coordinators, that is, the leaders must be well prepared, able to generate the necessary stimulus so that the teacher feels involved in this process of continuous improvement, that is, the teacher needs to realize that his leadership Is focused on your well-being so that it develops the motivation to perform competently in the classroom, that is, improve its performance.

Leadership should be a key factor in the balance of organization and individual behavior. Nevertheless, what is perceived nowadays is that many Brazilian educational institutions require the university professor a certain standard of quality and do not promote the necessary structure so that the professor, including the researcher can develop his research work in a laboratory or model office Which will give it support to meet this required degree of performance, and that is where our study comes again, because in this effort to obtain more prestige in the market, institutions charge their leaders, be it campus or coordinators Of graduation courses more rigid and even less inflexible positions when it comes to improving performance, achieving goals imposed by the MEC or Capes. Faced with this, campus managers or coordinators of undergraduate courses begin to develop ways to make their staff, their team achieve these goals and within these means many managers are lost, that is, start from what we call Machiavellian Leadership. This abusive or Machiavellian

leadership when applied in the teaching environment can be perceived by the teacher in a very late manner and when this happens it can generate physical and emotional impacts on the professional, leading him to reduce his work capacity and who knows at a more extreme point Development of Bournout Syndrome and, as already mentioned, can also generate disastrous effects for HEI and the production of knowledge. According to the International Labor Organization (ILO) and the World Health Organization (WHO), only in the twentieth century there were several occurrences of repetitive strain injuries, the twenty-first century is represented by the eight manifestations of stress-related diseases, Depression, panic, psychological torture and other psychic problems that are intertwined with new management policies in the work organization (Yokoyama, 2005). Within a global scenario, it is necessary to emphasize that new leadership criteria have arisen and depending on the type of leadership exercised can attract or annihilate any spectrum of success that the IES may have. There are leaders of many kinds, but Machiavellian, toxic and abusive leaders can be one of the most dangerous.

Theoretical Reference

There are several definitions of leadership and to this day the definition of the concept is still discussed. In general, Leadership has been one of the most researched subjects within the field of social sciences today (Day; Antonakis, 2012). According to Jesuino (1999), there are a multitude of definitions about leadership. For Greenberg and Baron (1993) it means the process whereby the leader influences the group from the point of view of achieving organizational or group results, that is, the leader with his or her ability leads the group to achieve the results of the organization. Belong and also makes the group reach its priorities. For Tannenbaum (1968), leadership is the process by which the leader exerts his interpersonal influence in a given situation and directs through the process of communication to the attainment of one or several specific goals. In this perspective, there must be a great influence and interaction of the leader towards his follower. For Bennis (1996), Leadership binds itself to the formal power of a leader under his subordinates, thus not taking into account the existing informal organization. For Livermore (1967), leadership is grounded in Cultural Intelligence theory and research. Cultural intelligence brings us to the domain of diverse cultures so that we can develop the ideal leadership, or rather, effective.

According to Jago (1982), leadership is the use of non-coercive influence to direct and coordinate the activities of the components of the organized group, aiming at the reach of the group members. In the words of Parreira, 2010, p.27: "Leadership is regarded as something intrinsic to the individual, it is part of its unique constitution, born with it." Being a leader is to possess this set of characteristics from the earliest personality formation, A capacity that he has and that tends to manifest throughout his life, every situation and where it is propitiated. Leadership is seen in trait theory as something that is within the individual and that comes along with it. For Jack Welch, according to Barrett (2014) is to create conditions that lead to victory, that is, winning is the most important within the situation presented. It can be observed in the definitions put by the authors that in the majority the leadership refers to the process of influence of the leader towards the follower, making clear, also, that to exist leadership it is necessary that someone commands and

someone else, accept to be commanded. Once the various definitions of leadership are observed, it is necessary to understand how this theme is gaining space as a theory. Let's look at this phrase, "The life of man on earth is a war (Job 7: 1)," we can clearly see that if we take this phrase we will understand why leadership is so important in our lives or this "Prepare yourself for the war" of Vegetius in the fourth century AD (Bachinsk, 2006). In this sense we can say that the phenomenon of leadership has always been intrinsic since the most remote times of our antiquity, because how can you win a war if you do not practice leadership or better how you go to war without a leader and his followers. War, since the world is a world, is not a separate kingdom from leadership. Napoleon Bonaparte and Genghis Khan exercised the leadership phenomenon with great efficiency by leading their followers to do what they determined on the battlefield. It can be said that classical approaches, which refer to antiquity, are centered on the figures of great conquerors and military leaders (Grint, 2011). It is important to stress that leadership is becoming operational within its context as it occurs and its obstacles are encountered emerging their theories.

Sun Tzu, who formulated his principles of war in a book called "The Art of War" that was written around the fourth century BC For Sun Tzu, the true leader should be emotionally balanced and act with reason, leading his Followers to achieve the goal with the minimum of possible deaths and loss of resources. We can attest that from about the fourth century BC there was the concern of formulating strategy and leadership manuals. We could not fail to mention, Machiavelli, one of the greatest thinkers of the Renaissance who wrote a true treatise on leadership, in which he guides princes and regents how to conquer and maintain the state, but it will be from the twentieth century That literature will begin to address the phenomenon of leadership as scientific research (Gardner, 2011). In the twentieth century, then, a process of records regarding the leadership with the writings and contributions of several researchers for the area begins.

Maquiavelic Leadership

Most of the time, leadership research focuses on aspects of positive and effective leadership, and in that sense, what many call the dark side of leadership or toxic leadership is simply dismissed Lack of leadership (Ashforth, 1994). On the other hand what is observed is that when one studies the toxic or destructive leadership, it is possible to determine actions that go beyond the limits, only of their absence (Tepper, 2000). Research indicates that toxic leadership exists in most organizations, and is part of the daily lives of a small portion of workers and also indicates that most of these abuses are carried out by leaders (Ashforth, 1994). According to Samnami and Singh (2012), research on abusive leadership has emerged with great impact in management studies. According to Fox and Stallworth (2005), surveys indicate that ninety-five percent of followers experience some exposure to abusive behavior in the workplace over the past five years. It can be seen that in recent times there has been a growing literature on various forms of abuse committed within organizations in Europe and North America (Starratt and Grandy, 2010), but abusive leadership remains unproductive in the sense of being little (Tepper, 2011). In order to try to understand the phenomenon of leadership, seeking only a positive look would be the same as researching only the healthy human condition, ignoring the nature of the disease (Kellerman, 2004). Effective leadership

and bad leadership are not necessarily incompatible, that is, an individual can be highly effective and even thus can become a bad leader (Kellerman, 2004). In this sense, we can emphasize that it is important to understand both the positive pole of leadership and its negative pole, since it is as important as the first pole (Ashforth, 1994). Abusive leadership should be understood as systematic and repeated behaviors provided by the leader, supervisor, or manager that disrespects the organization's interests by devaluing and sabotaging the organization's goals, objectives, purposes, resources, and efficiency and effectiveness, as well as motivation, Well-being or job satisfaction of employees (Ashforth, 1994). Importantly, leaders considered to be toxic are people who because of their abusive behavioral actions cause a seriously toxic impact on their followers. For Tepper (2000), abusive leadership is based on dysfunctional behaviors, perceived by subordinates, by the individual in the role of leader, which encompasses verbal or non-verbal hostility, with the goal of ridiculing and blaming followers for facts about which they do not They are to blame. Some researchers point out that, for followers, an abusive leader most often impacts the degree of job satisfaction and organizational goals, such as productivity (Starrat *et al.*, 2010).

MATERIALS AND METHODS

When developing a research work with a focus on leadership, it is necessary to make the objectives clear and well defined and, therefore, the questions regarding the methodological path to be sought should also be addressed, always bothering to use methods that Make possible the exploration of the theme in such a way that reality is approached as close as possible to trustworthiness. Therefore, the final results will characterize, especially, in this type of study, the evaluation of the perception of teachers, actors of a scenario that generates knowledge, about the leaderships established in their place of work. It seeks to understand if this type of leadership, being Machiavellian, impact on their activities of knowledge production. According to the proposed objective, this proposed study is characterized by being descriptive and exploratory. Thus, an exploratory research, according to Marconi and Lakatos (2003), is essentially to discover ideas and intuitions, using flexible research methods, that allow the consideration of many aspects of the same phenomenon. In Kerlinger's (1980) view, descriptive research aims to present the characteristics of a situation and verify a hypothesis of causal relationship between variables.

DISCUSSION AND FINAL CONSIDERATIONS

This article intends to open space for future research on the development of more effective leaderships, in the sense that when the teacher perceives that the actions of his leader are abusive can signal and even protect himself from the effects that such actions can cause on his performance and Organizational well-being. In another aspect, analyzing the impacts of an abusive coordination on the performance of teachers in the work, that is, in the "generation of knowledge", represents a variable of extreme importance for the organizational world and especially for universities whether public or private. In this paper, a private HEI in Brazil was selected for the research, and the teachers studied are part of their undergraduate courses, in order to promote some significant contributions to the academic area, as it seeks to create an opening for discussion On the "Machiavellian Leadership" in public and private universities and thus expose

to the knowledge of the stakeholders what the positive and negative factors that the impacts of the abusive leadership exercised by the directors or coordinators of undergraduate course can impact career in the higher teaching. For teachers who can somehow identify if they are under the leadership of a destructive leadership and may in some way cause serious harm to their health. For HEI (Higher Education Institutions), and especially the HEI elected for research, which, based on this study, could be oriented towards the development of policies and programs aimed at developing more effective leadership and Achieve your market goals. For the coordinators, who may, from this study, seek to meet, to some extent, the expectations of their teachers and understand how they are perceived by them and, finally, to all business organizations, as the study addresses the importance To consider leadership and well-being issues at work.

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