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The Bad, The Bad, and the Ugly: Towards an integrated model of ‘dark leadership’

Abstract

Over the last decade there has been a growing interest in the effects of dark leadership on organizations and employees. In part this can be seen as being associated in the continuing emergence of corporate scandals and high-profile cases of mistreatment of employees. In this paper we present a systematic review and critique of the literature that explores ‘dark leadership’ over the last 20 years. The literature is diverse and often confusing with multiple terms, conceptualisations, and measurements of similar phenomena. We identify the major gaps and challenges within the literature and conclude by presenting a potential model that integrates the ‘dark leadership’ literature and provides a basis for future research.

1. Introduction

In 2019, in a review paper, Zhu et al identified an increasing number of leadership articles addressing questions relating to abusive supervision published in the period between 2010 and 2017. Going beyond this review many authors have explored aspects of ‘dark leadership’ (e.g., Dinh et al., 2014; Schyns & Schilling, 2013). It does appear that this interest has been sparked by practitioner writing on the topic (Higgs, 2022; 2009). Indeed, since 2010, there has been an increase in the literature that moves from looking at leader derailment to exploring the negative aspects of leadership. This growing, and diverse, literature can be grouped within the term “dark leadership” (Higgs, 2022).

It has been argued that the global financial crisis of 2008 and related corporate scandals led to this increase in interest in the effects of dark leadership, and related unethical behaviour, on organisations (Higgs, 2022; 2009). Subsequently, examples of wrongdoing, both in the financial sector and other sectors have shown continuing problems that are

associated with leadership in these organizations. In many of these cases, the responsibility has been seen to rest with the CEO and top leadership, leading to resignations. Indeed, in some cases the consequences have been more serious including charges of fraud or money laundering (Higgs 2022). It has been argued that these developments have led to a loss of trust in senior executives (Simonet, Tett, Foster, Angelbach, & Bartlett, 2018; Pless, Maak & Waldman, 2012), questions around personal and organisational ethics (Solas, 2016; Higgs, 2013), and debates around lack of accountability (Frangieh & Yaacoub, 2017).

Whilst, for a considerable time the focus of leadership studies has been on ‘good’ or effective leadership (Simonet et al, 2018; Naseer et al, 2016; Solas, 2016), since 2010, there has been an increase in the literature that moves from looking at leader derailment to exploring the negative aspects of leadership. Whilst Zhu et al’s (2019) review identified an increase in papers looking at abusive supervision many other authors have explored a diverse range of aspects of “dark leadership” (e.g. Dinh et al., 2014; Schyns & Schilling, 2013). This concept of “dark leadership” encompasses a range of constructs including exploitative, destructive, toxic, narcissistic and psychopathic leadership (Higgs, 2022; Dinh et al., 2014).

Although the growing range of research demonstrates the nature and consequences of ‘dark’ leadership’, until relatively recently there has been relatively little work that attempts to understand the antecedents of such behaviour (e.g., Bulkan & Higgs, 2019; Schyns & Schilling, 2013). The work of Kets de Vries (1997) provides an early exception to this gap in the field. Adopting a psychoanalytic approach, he proposed that ‘bad’ leadership resulted from the leader having an ‘unresolved sense of self’ combined with ‘an unrealistic idea of their potency’ (Kets de Vries, 1997, p32). Hogan et al. (2001) adopted a somewhat different view based on personality theory. From their research, they proposed that personality traits that are present at extreme levels can lead to negative behaviours or personal shortcomings. Building from a distinction between the ‘bright side’ and ‘dark side’ of personality (Hogan et al., 1994; Benson and Hogan, 2008) suggested that ‘dark-side’ personality dimensions predicted the dysfunctional performance of leaders with consequent adverse impact on followers and the organization. However, within the leadership literature relatively little work has built on these early developments.

Against the above background, we identified a need for a review of the emerging field of literature that could be seen as falling within the area of “dark leadership”. The questions that appeared to warrant exploration were:

- To what extent do the different terms used in the literature (e.g. abusive supervision, psychopathic management, narcissism, exploitative, toxic, and destructive leadership) cover similar constructs of dark/bad leadership?
- What is known about the relationships between “dark leadership” and the destructive effects on followers and the organization?
- What do we know about the nature and the antecedents of bad/dark leadership behaviour? and
- What can be done to avoid, or mitigate the destructive effects of “dark leadership”?

We now present the approach to the systematic review of the literature, followed by an analysis and discussion of the findings. Finally, based on the review, we conclude the paper by presenting an integrated framework that could form the basis of a future research agenda.

2. Review Methodology

Data Collection Procedure

In order to explore our research questions, a systematic literature review was undertaken to identify the scope and nature of research focusing on “bad/dark leadership”. Macpherson & Jones, (2010) argue that review papers need to be transparent and additionally follow the principles of inclusivity, and explanation (Denyer & Tranfield, 2009). For this reason, a systematic literature review approach was chosen. Our systematic review followed three stages: planning the review, conducting the review and then reporting and dissemination (Tranfield, Denyer, & Smart, 2003). Within these three stages, there were distinct phases of activities. The data set of the current study consists of research articles published in leading business and management journals between 2000 and 2022. As a starting point for the analysis, 2000 was selected as, with few exceptions (e.g., Kets de Vries, 1997), the focus of earlier work had been on leader derailment rather than the effects of dark leadership (e.g., McCall and Lombardo, 1983). The literature search was conducted from Scopus, Emerald, EBSCO and Web of Science (WoS) databases using the keywords: “bad leadership”, “toxic leadership”, “destructive leadership”, “abusive supervision”, “narcissistic leadership”, “dark leadership” and “psychopathic leadership”. The keywords have been searched separately. Using a combination of these words, a comprehensive search was performed. The selected period allowed us to see trends over time. All identified papers were screened by one member of a team to make sure that they were relevant to review. The search identified articles that mentioned the above terms in their title, abstract or keywords. It was limited to peer-reviewed

academic journals that were SSCI listed. This resulted in the identification of 235 papers. An initial review of the abstracts and the removal of duplicates, commentaries, responses to papers, debates and editorials, resulted in 119 papers remaining for detailed review.

Data coding and analysis

The data from the selected articles were entered in an Excel spreadsheet for further analysis. Data coding was performed independently by two researchers in order to ensure accuracy. Any differences or discrepancies in the coding were discussed and resolved at regular team meetings. In addition, the authors randomly evaluated ten articles for accuracy in coding. For each paper, the following information was entered into our spreadsheet: title, authors, year of publication, publication outlet, CABS ranking, keywords, nature of study (Empirical/Conceptual), nature of research (Quantitative/Qualitative), level of analysis, main theory used, 'dark leadership' variable, 'dark leadership' measure, independent variable, moderators, mediators, dependent variable, sample size, data analysis method, gaps identified and future research and finally, key findings. The aim of such coding was to address the research questions identified above.

Sample Description

The years of publication of the papers in the final sample are shown in Figure 1. This illustrates the growth in interest in the issues relating to “dark leadership”. To an extent the growth since 2008/9 could well be associated with the increasing issues in the public domain that related to high profile examples of dark leadership, for example, corporate (mis)behavior following the financial crisis in 2008.

[INSERT FIGURE 1 HERE]

The journal rankings of the papers reviewed were assessed using the Chartered Association of Business Schools rankings (CABS). These range from Unclassified to 4*. Details are shown in Table 1.

[INSERT TABLE 1 HERE]

It is interesting to note that the topic is receiving coverage in the top-ranking journals as well as those more commonly associated with emerging or less well-established research areas.

The papers tended to be dominated by psychology related journals (29), followed by Leadership related journals (23) and Ethics focused journals (11). The dominance of the psychology journals is unsurprising given the frequency of the use of psychological characteristics in the discussion of “dark leadership”.

The final sample of 119 papers was dominated by empirical studies (92). There were 20 conceptual or theoretical papers and 3 review papers, and four case based studies. The empirical papers were primarily quantitative (87) with only 4 qualitative papers. The sample included four meta-analyses and one mixed methods paper.

Overall, the sample sizes for the quantitative studies were relatively large (mean 433), although there was a very significant range (24 to 5000). The type of sample was dominated by followers/employees only (41). There were nine leader-only samples and ten matched samples of leaders and followers. It was surprising that the papers included 13 student samples. Other samples were taken from secondary data sets (7).

The studies were all of a cross sectional design (except for two experimental designs). The most common analytic methods entailed some form of statistical modelling (20), followed by regression (13) and hierarchical multiple regression (7). Surprisingly some studies were published on the basis of somewhat limited statistical analyses (e.g. correlation only).

3. Analysis of Literature

a. Nature of ‘dark leadership’

The literature reviewed was diverse and very fragmented, with no clear coalescence around terminology or theoretical underpinnings. We reviewed the development of the concept of “dark leadership” over time and identified the terminology used in relation to, and/or interchangeably used, for “dark leadership”. It appears that the literature adopts a wide range of descriptors of “dark leadership”. There were 24 different descriptive terms used in the papers. Academic interest in the “dark leadership” in the literature can be traced back to previous research on “narcissistic leadership” (e.g., Williams, 2000; Buono, 2001) and “abusive supervision” (Tepper, 2000; Mitchell and Ambrose, 2007), in the early 2000s. Over time the concept of “dark leadership” developed significantly, and the terminology evolved from “narcissistic leaders” (Calhoun, 2000) to “destructive leader behaviour” (Padilla, Hogan, & Kaiser, 2007; Thoroughgood et al., 2012), “toxic behavior” (Goldman, 2008), “dark side of leadership” (Khoo and Burch, 2008), “leader toxicity” (Pelletier, 2010; 2012), “corporate psychopaths” (Boddy, 2011, 2014), “destructive narcissistic behaviour” (Godkin and Allcorn, 2011), “toxic leadership” (Goldman, 2011, Milosevic, Maric, & Lončar, 2020), “aversive leadership” (Thoroughgood et al., 2011), “narcissistic supervision” (Hochwarter and Thompson, 2012), “dark triad” (Jonason, Slomski, & Partyka, 2012; O’Boyle et al., 2012), “destructive leadership” (Thoroughgood et al., 2012), “organisational psychopath” (Boddy, 2015), “toxic leader” (Chua and Murray, 2015), “psychopathic leadership” (Boddy, 2017),

“psychopathic bullying” (Boddy and Taplin, 2017), “bullying” (Boddy, 2011), “dark leadership”, “toxic triangle” (Padilla, Hogan, & Kaiser, 2007), “Psychopathy” (Boddy, 2011), and “exploitative leadership” (Schmid et al., 2019). Terminologies, particularly in relation to the traits/characteristics, behaviours and the measurement methods, varied significantly. However, there was also a significant degree of overlap in the descriptions of the negative nature of the leadership. Overlapping behaviours and traits stem from the notions of ‘leader self-interest’ and ‘exploitation of others’ in ‘dark leadership’ which originate from Narcissism and Machiavellianism widely accepted antecedents of ‘dark leadership’ (e.g., Deluga, 2001; Rosenthal & Pittinsky, 2009; Schmid et al., 2019). Behavioural patterns that narcissists use – self-promotion and unpredictability- are identified as the employees’ perceptions of abuse (Finney et al., 2021). The nature of descriptions of Toxic Leadership (Krasikova, Green & LeBreton, 2013, Lipman-Blumen, 2005; Tepper, 2007) and Narcissism (Finney et al., 2021) overlapped notably with that of Abusive Supervision. Abusive supervision is closely related to toxic leadership as it includes the abusive use of nonverbal and verbal intentional destructive behaviours (Tepper, 2007). Behavioural patterns that narcissists use – self-promotion and unpredictability- have been found to account for employees’ perceptions of abuse, and the same study identified perceived narcissism as the antecedent of abusive supervision (Finney et al., 2021). Toxic leadership, due to the behaviours including, but are not limited to, intimidating, bullying, manipulating, micromanaging, and arrogance, has been also linked to the Narcissism and Machiavellianism (Webster et al, 2014). In the light of the Narcissism and Machiavellianism literature, there are a range of descriptions of ‘dark’ leadership behaviours, and there appear to be a number of central (albeit overlapping) themes. These are:

Leader self-interest and exploitation of others. Leaders often display self-serving biases and benefit themselves at the expense of others (Schmid, 2019).

Abuse of power. This encompasses the abuse of power to serve personal goals or achieve personal gain; the use of power to reinforce self-image and enhance perceptions of personal performance; and the abuse of power to conceal personal inadequacies (Fatfouta, 2019, Naseer et al, 2016; Schyns & Schilling, 2013; Benson and Hogan, 2008).

Inflicting damage on others. This focuses on the negative impact on subordinates and includes bullying; coercion; negative impact on perceptions of subordinate self-efficacy; damage to the psychological well-being of subordinates; and inconsistent or arbitrary treatment of subordinates, as well as a range of other unethical behaviours (Itzkovich, Heilbrunn & AleKsic, 2020; Fatfouta, 2019; Einarsen, Aaslad & Skogstad, 2018). For example, the

descriptions of main ‘dark leadership’ constructs such as abusive supervision indicates supervisors’ engagement “in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact’ (Tepper, 2000, p.178). Similarly, Psychopathy is discussed as including physical aggression and, as outlined with Toxic leadership, negative behaviours causing psychological harm to their followers’ (Pelletier, 2010). In all cases there is an emphasis on the infliction of damage on others.

Over-exercise of control to satisfy personal needs. For example: an obsession with detail; perfectionism, limiting subordinate initiative and tendency to disregard information from others (Itzkovich et al, 2020; Fatfouta, 2019; Einassen et al, 2018; Benson and Hogan, 2008, Nevicka et al. 2011).

Rule breaking to serve own purposes. This is the area of behavior in which leaders engage in corrupt, unethical and, indeed, illegal behaviors (Bulkan & Higgs, 2019; Fatfouta, 2019; Solas, 2016).

In the review some 68 measures of “dark leadership” were found. By far the most common was Narcissism (33). Psychopathic related measures were grouped together (including, psychopathic leadership, corporate psychopaths, Dark Triad and Machiavellianism) and was the second most common grouping (14) along with Toxic Leadership (14). Surprisingly Abusive Supervision was used in only seven of the studies despite being referred to as one of the more common areas of study (Schyns & Schilling, 2013). Perhaps this construct was more commonly used in earlier studies (pre – 2010). The measurement of the “dark leadership” constructs in the managerial context mainly focused on employee perceptions. This is in line with most of the descriptions of the constructs as the descriptions are in consensus over the ‘subordinates’ perceptions of the extent to the negative behaviours engaged’ (e.g., abusive supervision) when/if referring the behaviour to be considered as negative.

b. Outcomes

In general, the papers reviewed showed that ‘dark leadership’ had a negative impact on both individual and organizational outcomes. Overall, some 39 outcome variables were mentioned. However, there was no dominant outcome employed. In exploring negative organizational outcomes some 17 related to performance effects (although many related to employee performance) and 15 related to deviant employee behaviour. Outcomes relating to the impact of ‘dark leadership’ on employees tended to largely relate to attitudes and

satisfaction (19). However, closely linked to these were measures of employees' perceptions of leader effectiveness (5). It was somewhat surprising, given the nature of dark leader behaviours, that only four of the outcome measures related to employee well-being. In many cases the effects of 'dark leadership' on outcomes were only encountered in the presence of mediating variables (33 studies employed these variables). While there was little commonality in the mediators explored, it was interesting to note that some ten of the mediators related to aspects of well-being (e.g. stress, emotional exhaustion, depletion, energy etc). Thus, effects of 'dark leadership' on employee well-being are potentially greater than indicated by examination of outcomes alone. Furthermore, in analysing the papers it was clear that there was a great deal of overlap between outcomes and mediators. This could be indicative of the relatively emergent nature of the study of 'dark leadership' (Higgs, 2022). Although the general pattern of the effects of 'dark leadership' were negative, there were some surprising studies that showed a positive relationship (e.g. Clarke, I. E., et al, 2015; Fatfouta, R. 2019). These largely related to narcissism as the measure of 'dark leadership' and tend to be in line with arguments presented by Maccoby (2006), who asserted that a degree of narcissism is necessary for effective leadership. However, as we discuss below, the findings are more likely to be the result of the nature of the narcissism measure used and the failure to distinguish between adaptive and maladaptive narcissism (Clarke et al, 2015; Ackerman et al, 2011).

In general, the effects of 'dark leadership' on both organizational and individual outcomes were somewhat ameliorated in studies that explored the impact of moderating variables (some 30 studies). There was again no pattern in the selection of moderating variables, and they tended to relate to aspects of individuals, relationships, organization and the work itself. The buffering effects of these moderating variables are discussed in more detail below.

c. Mediating/Moderating Variables

In total some 28 studies used moderating variables and 30 used mediating variables. Only 11 used a combination of the two. There was no pattern in the variables employed (of the 58, none were mentioned more than once!). This again suggests that the field remains highly exploratory (Higgs, 2022). It is possible that the absence of a clear shared theoretical basis for the studies could explain this.

Three (Emotional exhaustion, job satisfaction, and LMX) of the 33 of the mediators, and one (organisational climate) of the 30 moderators were tested only twice. The diversity and understudied nature of the mediators/moderators suggest that the research into the role and

effects of the mediators/moderators are still at an emerging stage and remain to be re-tested and further validated. LMX, trust, moral disengagement, and conflict were the only variables used both as mediators and moderators.

Although we note that most of the moderators/mediators were not used more than once, the nature of these variables fell into the areas of the characteristics of followers such as subordinate personality, follower esteem, follower coping strategies, moral identity; or their attitudes towards work and work interactions such as employee engagement, employee trust, career ambition, job stress, emotional exhaustion, job satisfaction. Theories such as Leader-Member Exchange, Conservation of Resources, psychological contract violation also applied to explain the relationships between dark leadership variables and outcomes.

In the review it was striking that no papers directly addressed the question of how to avoid or ameliorate the effects of ‘dark leadership’. Indications of potential to ameliorate (or buffer) the effects were evident through exploring the use of moderator variables. In relation to the use of moderators, there was no consensus around which contextual variables to include in the studies. Variables related to personality (3) and organisational climate (2) were used more than once, while the other moderators in the sample were used only once. This again, could be linked to the lack of a theoretical basis for looking at ‘dark leadership’ in the literature. However, in general, it was evident that the moderators had the effect of reducing the negative outcomes of ‘dark leadership’.

The moderators employed were split between individual level and organizational level. At the individual level there was a very diverse range of moderators considered (personality, employee affective well-being, engaged enactment, leader accountability, self-esteem, moral disengagement, LMX, CEO Tenure, moral identity, trust in leaders, OCB, psychological availability and accountability). are introduced as contextual variables, which usually focus on the follower of the bad leader. The organizational moderators were also diverse in nature (organisational climate, job demands, bullying, conflict, work unit abusive supervision, perceived supervisor political support, masculinity contest culture, authority, transformational leadership, crisis period, collectivism, trust in leaders, and job security).

One interesting finding from the review is the single paper that used LMX as a moderator (Xu, Lua & Lam, 2015). This study indicated that a high quality LMX relationship tended to reduce the negative perceptions of ‘dark leadership’ behaviours.

d. Theoretical Underpinnings

In reviewing the papers, some 37 different theoretical underpinnings were identified. In 70 of the papers there was a clear description of the theoretical basis for selection of variables. However, there was no strong or evident pattern observed. The two most common theoretical frames were Social Exchange Theory (Blau, 1964) and Conservation of Resources Theory (COT) (Hobfoll, 1989/2001). SET was used in nine studies, and COR in eight. Blau's (1964) SET implies that individuals engage in specific actions with the belief that the receiver will return the received benefit in a similar manner. This form of reciprocity has also been coined as 'repayment in kind' (Cropanzano & Mitchell, 2005, p. 875). Therefore, it also works the opposite way as employees also respond negatively to unfair treatment. Leader-Member Exchange is also founded on SET rules and reflect the quality of social exchange relationship which are based on appreciation, respect, and mutual trust (Abdulmuhsin et al., 2021; Nazir et al., 2020). COR theory used to indicate individuals' motivation to retain their limited resources or acquire new resources to overcome experienced stressful challenges and to protect themselves from potential threats and loss of resources (Hobfoll, 1989). Understandably, dark leaders such as narcissistic leaders are likely to integrate with their followers in a destructive way and consume followers' resources because of their excessive self-interest concern. This destructive interaction eventually goes beyond the usual leader-follower exchange.

Around 28 studies were based on theories used to explain the selection of moderator or mediator variables in relation to traits or other follower characteristics. Some 17 papers mentioned specific leadership theories (e.g., Transformational leadership, Toxic leadership, Destructive leadership etc). Once again there was no dominance of any theory. It could be argued that the absence of any consensus on the dominant theoretical perspective for the examination of 'dark leadership' is a reflection of the emergent nature of studies in this area (Higgs, 2022; Zhu et al, 2019).

e. Research Gaps/Future Research

Given the emerging nature of interest in the phenomenon of "dark leadership", the papers were examined to explore the authors' views on gaps in the literature, and areas for future research. A very large number these were identified (some 163 in total). However, they were dominated by measurement considerations: psychometric aspects of 'dark leadership' measures (26), Proposed alternative outcome measures (24), and suggested alternative mediator/moderator variables (26). The next largest grouping related to the potential effect of differing contexts: effects of specific leadership context (18), impact of/on organizational

culture (12), and national cultural differences (7). There was a recognition that the effects of ‘dark leadership’ were largely studied on a cross sectional basis and that the way in which relationships between leaders and followers emerged were influenced by both temporal and dynamic factors. Areas for future research and gaps identified in relation to this acknowledged limitation included: relational and group dynamics (18), and temporal studies – either longitudinal or including measures of tenure (12). Although gender was raised in a couple of the studies (e.g. Miller, Watts and Jones, 2011), there was seen to be a need to explore gender differences in more detail in seven of the recommendations for future research. Surprisingly (given our analysis), the issues around confusion over terminology, and the need to develop a clearer typology, were raised in only two of the papers. Given the relative emergent state of the field it was surprising that only two of the studies identified a need for further exploration of the mechanisms that underpin the effects through undertaking qualitative studies.

There was a notable absence of calls to examine how organizations can, in practice, avoid or ameliorate the effects of ‘dark leadership’. Given the perceived positive aspects of some of the ‘dark leadership’ traits and characteristics, such as exceptional charm, persuasiveness, courage, high intelligence and charisma (Fatfouta, 2019; Ouimet, 2010; Solas, 2016), avoiding its emergence in an organization may well require intervention at the most senior level (Furnham, 2010). To understand how this may happen in practice could well require qualitative and case-based studies.

Overall, the range and diversity of the potential areas for future research appears to be indicative of the emergent state of the literature. Given the consensus that ‘dark leadership’ is damaging to both to individuals and organizations, it is perhaps important to prioritise the need to develop an understanding of how the phenomenon can be avoided within organizations.

4. Discussion

Overall, the literature indicates that ‘dark leadership’ has a negative impact on both followers and organizations. In terms of the impact on followers there is evidence that ‘dark leadership’ has a negative impact on aspects of their stress (e.g., Tepper, 2000), well-being (Hobman, Restubog, Bordia, and Tang, 2009) as well as aspects of their satisfaction with their work experience (e.g., Tepper, 2000). From an organizational perspective, there is clear evidence that the presence of ‘dark leadership’ generally has a negative impact on work

performance (e.g., Aryee, Chen, Sun, and Debrah, 2007) and can result in disruptive behaviors (e.g. Godkin, L., & Allcorn, S., 2011; Bulkan & Higgs, 2019b).

However, in reviewing the literature there appear to be a number of issues that warrant further investigation. These are: i) the confounding of ‘dark leadership’ traits/characteristics with dark leader behaviors; ii) the nature of the measurement of ‘dark leadership’ traits/characteristics; iii) the nature of disruptive behaviors resulting from ‘dark leadership’ behavior; and iv) the diversity of moderating and mediating variables employed in quantitative studies. These will now be explored in more detail.

a. Confounding Traits and Behaviours

The concept of ‘dark leadership’ has been approached separately through either a focus on personality traits (e.g., A taxonomy of the Dark side personality, Hogan Development Survey, HDS, Hogan and Hogan, 2001; B-Scan 360, Mathieu et al., 2013) or on behaviours (e.g., exploitative leadership, Schmid et al., 2019).

The focus on personality is illustrated by the work of Hogan and Hogan (2001). The HDS, for instance, relies on the Axis II personality disorders as defined in the DSM -IV to create a conceptualisation of dark-side traits as a way to understand incompetent management and dark leadership. They mapped dark-side dimensions against DSM – IV personality disorders (e.g., bold against narcissism and mischievous against antisocial).. The behaviors that are seen as being aspects of ‘dark leadership’ are those identified in section 3a above (e.g. abuse of power, inflicting damage on others etc). The relationship between the two (personality and behavior) received very limited attention in the literature reviewed. Thus it seems that the behaviours by which leader’s ‘dark leadership’ traits influence employee and organisational outcomes and the relation between the antecedents and outcomes of ‘dark leadership’ are yet to be fully explored.

Some of the ‘dark leadership’ constructs in the literature are viewed as one form of counter productive work behaviour (CWB) (e.g., abusive supervision, Spector, 2011). Similarly, Dark triad personalities have been found to associate with CWB (O’Boyle et al., 2012). For example, it had been suggested that abusive supervisor behaviours might be the means of psychopathic individuals to express aggression in the workplace. It has been found that employee ratings of psychopathic traits in their direct supervisor predicted employees’ psychological distress, work-family conflict and job dissatisfaction (Mathieu et al., 2014). Remarkably, in the literature, some of the constructs were both suggested as antecedents and outcomes. For example, affectivity found to be related to destructive leadership (Tepper et al.,

2004) whilst it was also suggested to be its' antecedent (Schyns and Schilling, 2013). We suggest that dark triad traits (e.g., psychopathy) may be antecedents of 'dark leadership' behaviours such as toxic leadership and leader and employee level outcomes. However, the linkage between the antecedental traits and outcomes stemming from these traits need to be explicitly explored.

b. Nature/Measurement of 'dark leadership' Traits/Characteristics

The antecedents of 'dark leadership' from a clinical psychology perspective such as Narcissism and Psychopathy are included in the Diagnostic and Statistical Manual of Mental Disorders (APA, 1952/2013) as antisocial behaviour and assessed through clinical observations via diagnostic tools (e.g. Psychopathy Checklist Revised, PCL-R, Hare, 1991; Psychopathy Checklist-Screening Version, PCL:SV, Hart, Cox and Hare, 1995). However, the measurement of these in a work context is widely focused on assessment by means of follower perceptions. In a similar vein the assessment of 'dark leadership' behavioral constructs are also assessed via follower perceptions of negative leader behaviors (e.g., abusive supervision, Tepper, 2000; destructive leadership).

Whilst it is conceptually evident that diagnostic tools should differ in examining traits and behaviors, we found in the review that the two were often confounded.. The measures employed in a number of the studies not only assessed leader behaviours but also claimed to encompass traits. However, many (e.g. PM-MRV, Boddy, 2009) lack significant behavioural elements.

Another issue associated with the effective measurement of 'dark leadership' is the lack of agreed broad ranging measure of 'dark leadership'. As reviewed, there are number of measures to assess negative leader characteristics and behaviours (e.g., abusive supervision, Tepper, 2000; narcissistic leadership, Rosenthal & Pittinsky, 2006; and toxic leadership, Padilla, Hogan & Kaiser, 2007). However, these measures encompass a number of overlapping traits and behaviors and are insufficiently distinct.

There has been a growth in research that explores personality dimensions associated with "dark" or "toxic" leadership. This stream of work identifies three distinct (but overlapping) dimensions. These are: narcissism, psychopathy, and Machiavelianism (Bulkan & Higgs, 2019a; Ouimet, 2010; Solas, 2016). These dimensions taken together are referred to as the Dark Triad (Oumet, 2018; Solas, 2016). The personality traits that are encompassed within the Dark Triad share a number of characteristics, as all three involve a socially malicious

character with behaviour inclinations towards self-promotion, emotional coldness, duplicity, and aggressiveness (Paulhus and Williams, 2002). Due to the nature of overlapping characteristics of the three dimensions of the Dark Triad, the outcomes related to them can be mixed (Paulhus, 1998). For instance, an individual with higher levels of Machiavellianism may be just as selfish as those high in psychopathy in helping themselves to other people's money or dishonestly benefitting from someone else's loss, provided that conditions are anonymous (Jones 2013).

There has been a steady stream of research into the nature and effects of the Dark Triad, although this has tended to be focused on specific dimensions (Naseer et al, 2016; Solas, 2016). Whilst recently there has been an emergence of work exploring leadership psychopathy (Bulkan & Higgs, 2019b), there is a larger body of work in the leadership literature that focuses on narcissism (Solas, 2016). Intriguingly, research has indicated that leaders with notable levels of Dark Triad components tend to be promoted either on the basis of, or in spite of, their bad behaviours (Solas, 2016). The reasoning for such an apparent absurdity is that these traits are mistakenly seen by boards as characteristics of exceptional leadership (Fatfouta, 2019; Ouimet, 2010; Solas, 2016). Some psychopathic personality characteristics such as exceptional charm, persuasiveness, courage, high intelligence and charisma may be confused with charismatic leadership features (Andrews & Furniss, 2009; Babiak & Hare, 2006). This perception also appears particularly notable with individuals displaying high levels of narcissism (Solas, 2016) and perhaps accounts for the dominance of studies of narcissism in the leadership literature.

In discussing the Dark Triad, we have highlighted that there is a significant overlap between the three measures. It does appear from the literature that contradictory findings (Clarke et al, 2015) may be a consequence of the structure and nature of the measures employed. For example, the, often contradictory, findings in terms of narcissism and its outcomes can be seen to be a result of the tendency to portray narcissism as a unitary construct. This may lead to a loss of more nuanced relationships (Miller et al 2013). More recent research indicates that the construct is multi-dimensional and indeed, there are different forms of narcissism (Clarke et al, 2015). The number of forms of narcissism remains the subject of considerable debate and variation (Clarke et al 2015) - the number ranges from three to eight.

Ackerman et al (2011) conceptualised two higher order dimensions of narcissism - adaptive and maladaptive narcissism. Adaptive narcissism is related to psychological health and resilience whilst maladaptive narcissism is related to entitlement and negative affect (Pincus et al, 2009). Ackermann's categorisation is somewhat similar to the categorisation employed

by Pincus and Lukowitsky (2010) which is normal versus pathological narcissism. Their definition of normal narcissism is the ability to promote a positive self-image, seek self-enhancing experiences in social environments, and assert dominance in achievement related contexts. On the other hand, pathological narcissism is seen as more problematic self-evaluation and may be broken down into grandiosity, aggression and entitlement. Vulnerable narcissism which is seen in terms of negative affect, feelings of inadequacy and incompetence. Adaptive and maladaptive profiles are often uncorrelated, and researchers have questioned whether adaptive should be considered as narcissism at all (Ackerman et al 2011). In our review, the most common scale used for assessment of narcissism was the NPI (Raskin and Terry) has been criticised for the poor internal reliability of its subscales and tendency to sum scores across scales to create a global score (Brown et al 2009). It has also been criticised for lack of consistent factorial structure (Maxwell et al 2009). It is widely seen as largely measuring adaptive narcissism. Brown et al (2009) also suggest that the subscales of the NPI covering grandiosity and entitlement should be used to replace the NPI altogether. The fact that NPI is seen to measure adaptive narcissism suggests that it may not be a useful tool when looking at ‘dark leadership’ behaviours as adaptive narcissism is generally seen as a more positive form of narcissism.

Given the given the issues discussed above it would seem that measures of narcissism confuse adaptive and maladaptive aspects of the construct. The adaptive aspects of narcissism do not necessarily lead to ‘dark leadership’ behaviours and can often be associated with effective leadership. Therefore, given the dominance in the literature of the NPI it is perhaps unsurprising that the consequences of narcissistic leadership can sometimes be found to be positive. It is therefore important that these measurement issues are addressed and future research employing narcissism as an antecedent of ‘dark leadership’ should focus on scales measuring maladaptive narcissism rather than the more holistic approach adopted in existing studies.

The issues identified in relation to narcissism are representative of the broader debates in the discussion of antecedent traits of ‘dark leadership’ (i.e. psychopathy and Machiavellianism). Indeed, this becomes evident in terms of the critiques relating to the dark triad. For example, vulnerable narcissism is positively related to neuroticism and negatively related to extraversion and agreeableness). Indeed, vulnerable narcissism is closely related to psychopathy and Machiavellianism (Miller et al 2011).

c. Nature of disruptive behaviours resulting from ‘dark leadership’ behaviour

‘Dark leadership’ has been associated with employee and managerial disruptive behaviours in the workplace. Examples include: counterproductive work behaviour (CWB) for corporate psychopathy (e.g., Boddy, 2011), abusive supervision (e.g., Mitchell & Ambrose, 2007), destructive leadership (e.g., Schyns and Schilling, 2013), the dark triad (e.g., O’Boyle et al., 2012), and destructive leader behaviour (Thoroughgood et al., 2012); organizational deviance for narcissistic supervision (Zhang et al., 2018); workplace deviance for narcissistic personality (Judge et al., 2020) and exploitative leadership (Schmid et al., 2019); unethical pro-organisational behaviour for Machiavellianism (Castille et al., 2018). According to social learning as described by Brown et al., (2005), employees imitate the destructive behaviour of their leaders in the forms of CWB and workplace bullying. However generic use of the term and limited conceptual research have been identified. The distinction of the disruptive behaviours in relation to where/who they are targeted, and robust theoretical approach is also needed. Mitchell and Ambrose (2007) found that in addition to direct retaliation to the supervisor, followers of abusive leaders will also show what they call ‘displaced’ deviance towards the organization. Schyns and Schilling (2013) suggested that since direct resistance towards the leader involves a higher risk of punishment by the leader, general counterproductive work behaviours thought to be a safer option to retaliate against the leader for their destructive leadership behaviours. Specifically, CWBs targeted towards the organisation rather than the leader, also have been argued as the employees perceive the organisation as failing to protect its employees from destructive leaders (Schyns and Schilling, 2013).

Based on the above, it could be seen as important to consider perceptions of breaches of the psychological contract as a theoretical approach to explain the relationship between ‘dark leadership’ and negative outcomes (Rousseau, 1989). When leaders do not show behavioural integrity (the alignment between words and deeds), a perceived breach of the psychological contract arises (Rousseau, 1989). In line with the previous studies (e.g., abusive supervision), ‘dark leadership’ behaviours are expected to violate the psychological contract and employees may desire to be involved in attempts to ‘get even’ and engage in supervisor directed deviance. This in return cause an overspill of negative feelings towards the leader to negative feelings towards the organization (Burris et al, 2008).

Destructive leadership behaviours can be perceived as an extreme social stressor and may lead to feelings of follower revenge motive initially towards the leader and subsequently revenge motive towards the organisation (Bulkan and Higgs, 2019b) which in return results in supervisor-directed and organisation-directed deviant behaviours. It has been found that

followers of destructive leaders have more negative attitudes towards the organisation as a whole (Schyns and Schilling, 2013) and therefore may perceive a substantial breach of the psychological contract. This would result in deviant behavior being directed towards the organization (e.g. damage to company property, deliberate errors etc). The detailed nature of disruptive behavior resulting from ‘dark leadership’ is not really explored in the literature reviewed. Further research to examine this would seem to be warranted.

d. Lack of Clear/Shared Theoretical Framework

As we have identified above, the papers reviewed employed some 37 different theoretical lenses. In part this can be seen to be a result of the relative infancy of research in the field. Developing a clear theoretical underpinning for research in the field will help to deal with some of the issues that we have identified (reference). In looking for a relevant theoretical frame it may be useful to consider developments within the broader leadership literature. In recent review papers (e.g. Zhu et al, 2019) the field of leadership is moving towards a shared view that leadership is a shared dynamic social process (Dinh et al, 2014; Haslam et al, 2017). Thus, the focus is shifting to a more relational one (Zhu et al, 2019; Dinh et al, 2014). Given this, it would appear that a theoretical basis for understanding “‘dark leadership’” could be Social Exchange theory (Blau, 1964).

The effects on followers could be explained in terms of breaches of the psychological contract and thus, psychological contract theory (Rousseau, 1995), as sub-set of SET, would be appropriate in studies exploring the effects of “‘dark leadership’”. Psychological contract theory would helpfully explain some of the mitigating effects identified through studies that established moderation via organisational interventions such as organisational support (e.g. references to these studies on our list). The psychological contract is closely related to ‘the trust’ and breach of it meaning lacking alignment between words and deeds and therefore diminishing the trust between a leader and a followers (Davis and Rothstein, 2006). Similarly, the mitigating effects of LMX could clearly be explained with reference to SET (references to these studies on our list).

In a significant number of the studies mitigation of the effects of ‘dark leadership’ behaviours on followers through the moderating impact of aspects of the individual. Examples include: self-esteem (reference), proactive personality (reference), core self-evaluation (Bulkan & Higgs, 2019b). These effects can be seen in terms of Conservation of resources theory (Hobfoll, 1989/2001).

e. Gaps/Areas for Future Research

The volume of areas identified as gaps or needs for further research has been discussed in section 2.4 above.

Based on what appears to be missing from the explicitly stated areas we suggest that an agenda for future research should include:

1. Understanding the impact of tenure on the relationship between dark behaviors and outcomes through exploring its moderating/mediating effects. Furthermore, the impact of tenure could be understood more clearly through the use of longitudinal research designs.
2. Consideration of the moderating or mediating effects of perceived breaches of the psychological contract (Rousseau, 1995)). If the effects of ‘dark leadership’ are considered within the context of SET (Blau, 1964) it is likely that follower behaviours will be influenced by perceived breaches of the psychological contract in the absence of organizational action to address the dark leader behaviors.
3. The relative absence of research that explores actions that can be taken to avoid or ameliorate the emergence or effects of ‘dark leadership’ is a significant gap in the literature. Research that examines this is clearly a priority area.
4. As we have identified in section 4b above, there tends to be a confounding of ‘dark leadership’ traits and characteristics with dark behaviors. Thus, there is a need to understand the nature of the relationships between dark leader traits and behaviours (at both an overall and element level). In addition, studies that explore in more detail which type/category of dark behaviour is related to which type of outcome would be valuable.
5. In the papers reviewed there was limited exploration of gender differences, either in terms of ‘dark leadership’ or its effects. The few papers that did mention or explore gender (e.g. Miller, et al 2011) did show some differences. Thus, more detailed exploration of gender differences would appear to be warranted.
6. Currently the mechanisms underpinning the relationships between ‘dark leadership’ and outcomes are unclear. Hence the huge range of moderator/mediators employed in studies. Future qualitative studies could help to understand the nature of the underpinning mechanisms more clearly. Given, the relative infancy of research in this

field and lack of a clear and shared theoretical frame, qualitative studies would appear to be warranted (Eisenhardt & Brown, 1995).

Overall, it is evident that the interest in ‘dark leadership’ is a growing one in both the practitioner and academic fields. Whilst there has been a considerable volume of academic work there is a clear need for further research to develop a greater understanding of the phenomenon. The above potential agenda could provide a frame for the development of such an understanding.

f. Towards an Integrated Model

Overall, from the literature that we have reviewed it appears that the key messages are:

- i. ‘dark leadership’ traits/characteristics are antecedents of ‘dark leadership’ behaviours.
- ii. It is the ‘dark leadership’ behaviours that lead to both individual and organisational level negative outcomes.
- iii. The negative outcomes may be ameliorated by a range of individual and organisational level moderators.
- iv. There is an absence of a shared theoretical base for the study of ‘dark leadership’.

However, there does appear to be an underlying pattern that can be observed when examining the studies together. We suggest that the relationships explored in these studies could be pulled together into a model that we present in Figure 2.

[INSERT FIGURE 2 AROUND HERE]

In this model we have included LMX as a variable that moderates both; i) the relationship between leader traits/characteristics and leader behaviours, and ii) the relationship between leader behaviours and outcomes. Although the moderating effects of LMX were only identified in a couple of studies (add references from excel sheet) its inclusion does seem justified in the light of the growing focus on leadership as a relational process (Zhu et al, 2019; Dinh et al, 2014).

In proposing the model, we have added a moderator that has not been mentioned directly in the papers identified in the systematic review: perceived breach of the psychological contract. There is an argument for this presented in the work of Bulkan and Higgs (2019a).

Furthermore, it does fit within examination of ‘dark leadership’ underpinned by a social exchange theoretical base, Indeed, in future research we suggest that this model could be tested and explored employing the theoretical lenses of SET (Blau, 1964) and COR (Hobfoll, 1989/2001).

7. Conclusions

It is evident that the topic of ‘dark leadership’ is one of growing interest in both the academic and practitioner communities (Simonet et al, 2018; Higgs, 2022, Zhu et al, 2019). This review has highlighted both the extensive and diverse nature of research into the topic. It has been argued that the field is at a fairly emergent stage of understanding (Higgs, 2022; Zhu et al, 2019) and this review has certainly supported that view. Research to date is dominated by quantitative studies, with little agreement on variables or theoretical underpinnings. There is, however, a broad consensus that the effects of ‘dark leadership’ are largely damaging to both individuals and organisations.

Based on our review, we have suggested that the challenges that need to be addressed to gain a clearer understanding of the ‘dark leadership’ phenomenon are related to:

- i) avoiding confounding leader traits/characteristics and behaviours,
- ii) establishing a clear theoretical base for future studies,
- iii) achieving greater clarity around the nature and measurement of ‘dark leadership’ traits/Characteristics, and
- iv) developing a shared and simplified typology for ‘dark leadership’ behaviours.

The diverse nomenclature for dark leader behaviours employed in the literature (e.g. toxic leadership, destructive leadership, abusive supervision etc) has been shown above to cover very similar aspects of negative leadership behaviour. Indeed, the current typology of dark leadership behaviour could be seen to be a type of “Jangle Fallacy” (Kelley,1927) Kelley (1927) introduced the jingle-jangle fallacy to illustrate a common problem in the conceptualization of psychological constructs. Jingle refers to two constructs with equivalent labels that really reflect different phenomena, whereas jangle refers to when one construct is given multiple names.

This review makes a number of contributions to the literature. Firstly, the review brings together some twenty years of research into dark leadership and identifies the major developments and challenges in attempts to gain a deeper understanding of the field providing a point of reference for future researchers. Secondly, through analyses of the literature we

have proposed a model that integrates the main strands of research and provides a frame for future work in the field (including the underpinning theoretical lenses). Thirdly, we have provided an analysis of the measures of ‘dark leadership’ traits/behaviours and identified possible changes that could aid further work in this area. Finally, we have explored the gaps identified by previous researchers and proposed an agenda for future work in the field.

As with any research, this work is subject to a number of limitations. Firstly, although following a systematic process we may have missed papers that addressed some of the gaps we have identified. Our search was limited to peer reviewed journals and we may have missed research reported in edited books, conferences and other publications. Secondly, although following a structured analytic process, we have added our interpretation of the results which may not be free from bias.

Leadership is of critical importance to organisations, particularly in today’s complex and volatile context (Zhu et al, 2019, Higgs 2022). However, in order to fully understand the role, nature and consequences of leadership it is important to consider not only “good” leadership, but also its dark side. It is the dark side that leads to the longer-term damage to both organisations and individuals (Higgs, 2022). This review has identified what we do know about “dark leadership” and what are the limitations of our knowledge. The field is dominated by quantitative studies and we do need more qualitative work in order to develop an understanding of the processes through which ‘dark leadership’ damages individuals and organisations. However, in order to help organisations to avoid and ameliorate the effects of ‘dark leadership’ we do need research that investigates and explores actions that can be taken and their effectiveness in avoiding the problems that arise. Developing a clearer understanding of ‘dark leadership’ is of both academic and practitioner importance. Addressing the issues associated with ‘dark leadership’ will improve the quality of work experiences of employees and sustainable performance of organisations.

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Figure 1. Publication dates of sample Journal papers

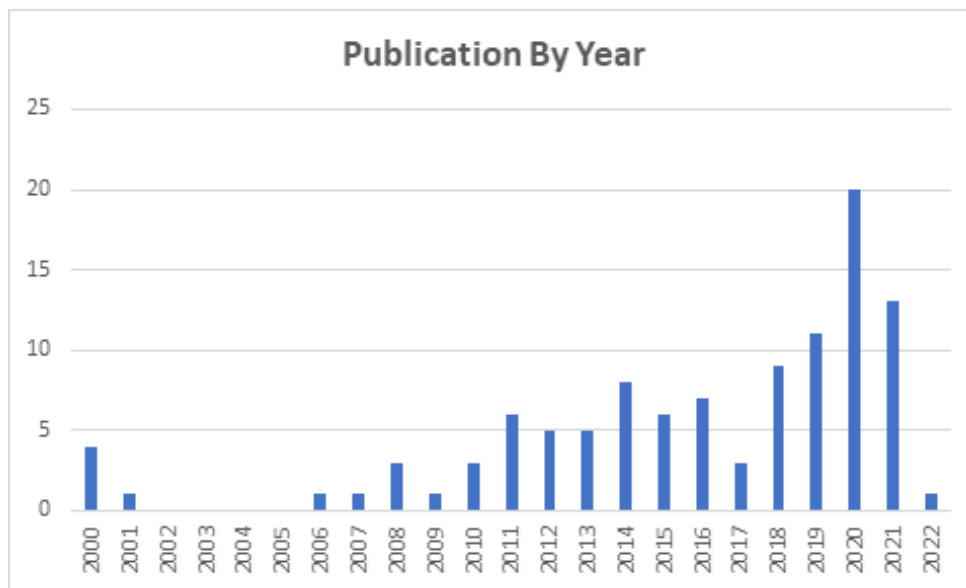


Figure 2. An Integrated Model of dark leadership

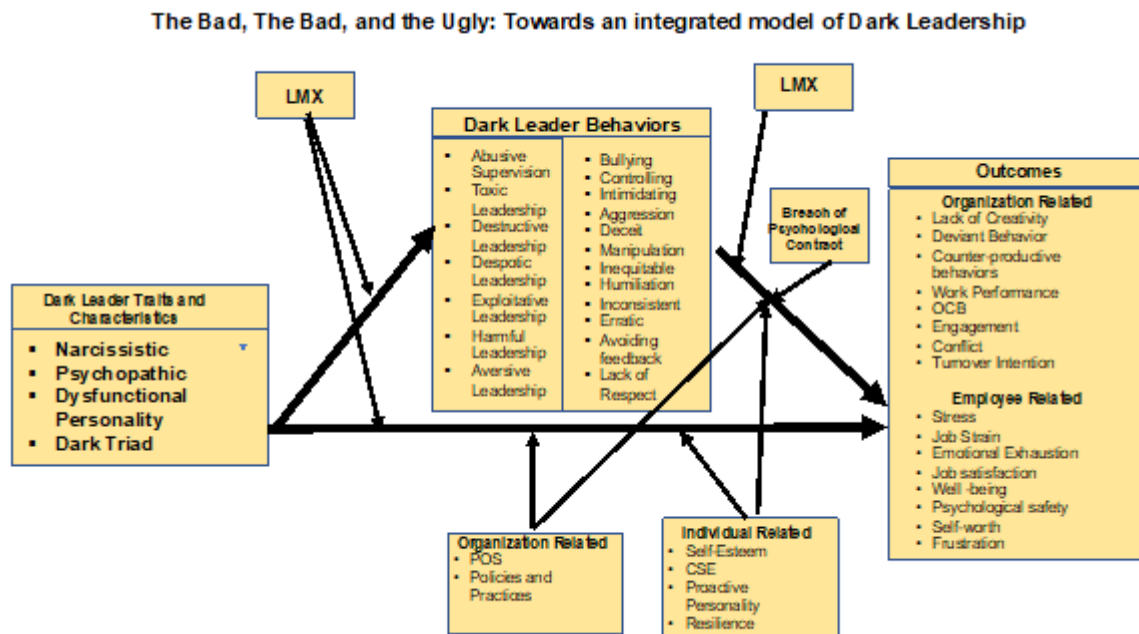


Table 1. Journal Rankings of Reviewed Papers

CABS Rating	Number of papers
4*	24
3	32
2	28
1	8
Unclassified (U)	27

APPENDIX

Title	Authors	Published	Journal	A B S	Main Theory	Dark Leadership Variable
Consequences Of Abusive Supervision	Tepper	2000	Academy Of Management Journal	3	Justice Theory	Abusive Supervision
Narcissistic Leaders	Calhoun, J	2001	Harvard Business Review	4	N/A	N/A
House Of Mirrors: The Untold Truth About Narcissistic Leaders And How To Survive Them.	AF Buono	2001	Personnel Psychology	4	Conceptual	Conceptual
The Bright And Dark Sides Of Leader Traits: A Review And Theoretical Extension Of The Leader Trait Paradigm	Judge, Timothy A.; Piccolo, Ronald F.; Kosalka, Tomek	2006	Leadership Quarterly	3	Review	Review
Loving Yourself Abundantly: Relationship Of The Narcissistic Personality To Self- And Other Perceptions Of Workplace Deviance, Leadership, And Task And Contextual Performance	Judge, Timothy A.; Lepine, Jeffery A.; Rich, Bruce L.	2006	Journal Of Applied Psychology	4	N/A	Narcissism
The Toxic Triangle: Destructive Leaders, Susceptible Followers, And Conducive Environments	Padilla, Art; Hogan, Robert; Kaiser, Robert B.	2007	Leadership Quarterly	4	Conceptual	Conceptual
Abusive Supervision And Workplace Deviance And The Moderating Effects Of Negative Reciprocity Beliefs.	Mitchell & Ambrose	2007	Journal Of Applied Psychology	0	The Theory Of Displaced Aggression	Abusive Supervision
Company On The Couch - Unveiling Toxic Behavior In Dysfunctional Organizations	Goldman, Alan	2008	Journal Of Management Inquiry	4	Conceptual	Conceptual
Leader Emergence: The Case Of The Narcissistic Leader	Brunell, Amy B.; Gentry, William A.; Campbell, W. Keith; Hoffman, Brian J.; Kuhnert, Karl W.; Demarree, Kenneth G.	2008	Personality And Social Psychology Bulletin	3	N/A	Narcissism
The 'Dark Side' Of Leadership Personality And Transformational Leadership: An Exploratory Study	Khoo, Hwee S.; Burch, Giles St. J.	2008	Personality And Individual Differences	4	Transformational Leadership	The 'Dark Side' Of Leadership Personality
Abusive Supervision In Advising Relationships: Investigating The Role Of Social Support	Hobman, Restubog, Bordia & Tang	2009	Applied Psychology	2	N/A	Abusive Supervision
Leader Toxicity: An Empirical Investigation Of Toxic Behavior And Rhetoric	Pelletier, Kathie L.	2010	Leadership	1	"Abusive, Bullying, Destructive,	
Dynamics Of Narcissistic Leadership In Organizations Towards An Integrated Research Model	Ouimet, Gerard	2010	Journal Of Managerial Psychology	2	Toxic, And Tyrannical Leadership Theories"	Toxic Leadership
Critical Reflections On The Good, The Bad And The Ugly Of Organisation Leadership: The Case Of Wal-Mart	Ann, Cheryl; Carr, Adrian N.	2010	Culture And Organization	2	N/A	Narcissistic Leadership
Demagogue To Dialogue: An Alternative To Toxic Leadership In Corporate Downsizings	Goldman, Alan	2011	Organizational Dynamics	4	Conceptual	Conceptual
Reality At Odds With Perceptions: Narcissistic Leaders And Group Performance	Nevicka, Barbora; Ten Velden, Femke S.; De Hoogh, Annebel H. B.; Van Vianen, Annelies E. M.	2011	Psychological Science	4	Case Study	Case Study
All I Need Is A Stage To Shine: Narcissists' Leader Emergence And Performance	Nevicka, Barbora; De Hoogh, Annebel H. B.; Van Vianen, Annelies E. M.; Beersma, Bianca; McIlwain, Doris	2011	Leadership Quarterly	3	Leader Narcissism	Leader Narcissism
Bad Apples, Bad Barrels, And Broken Followers? An Empirical Examination Of Contextual Influences On Follower	Thoroughgood, Christian N.; Hunter, Samuel T.; Sawyer, Katina B.	2011	Journal Of Business Ethics	3	Trait Activation Theory	Performance Of Narcissistic Individuals

Perceptions And Reactions To Aversive Leadership						
Organizational Resistance To Destructive Narcissistic Behavior	Godkin, Lynn; Allcorn, Seth	2011	Journal Of Business Ethics	3	Toxic Triangle Theory	Aversive Leadership
Corporate Psychopaths, Bullying And Unfair Supervision In The Workplace	Boddy, Clive R.	2011	Journal Of Business Ethics	4	Conceptual	Conceptual
Perceptions Of And Reactions To Leader Toxicity: Do Leader-Follower Relationships And Identification With Victim Matter?	Pelletier, Kathie L.	2012	Leadership Quarterly	4	N/A	Corporate Psychopaths
A Meta-Analysis Of The Dark Triad And Work Behavior: A Social Exchange Perspective	O'Boyle, Ernest H., Jr.; Forsyth, Donelson R.; Banks, George C.; Mcdaniel, Michael A.	2012	Journal Of Applied Psychology	4	N/A	Perceptions Of Leader Toxicity
The Susceptible Circle: A Taxonomy Of Followers Associated With Destructive Leadership	Thoroughgood, Christian N.; Padilla, Art; Hunter, Samuel T.; Tate, Brian W.	2012	Leadership Quarterly	3	Social Exchange Theory	Dark Triad Personality Traits
The Dark Triad At Work: How Toxic Employees Get Their Way	Jonason, Peter K.; Slomski, Sarah; Partyka, Jamie	2012	Personality And Individual Differences	0	Theory Of Follower Compliance	Destructive Leadership
Thinking Bigger And Better About "Bad Apples": Evolutionary Industrial-Organizational Psychology And The Dark Triad	Jonason, Peter K.; Wee, Serena; Li, Norman P.	2012	Industrial And Organizational Psychology- Perspectives On Science And Practice	3	The Dark Triad	The Dark Triad
Bright Aspects To Dark Side Traits: Dark Side Traits Associated With Work Success	Furnham, Adrian; Trickey, Geoff; Hyde, Gillian	2012	Personality And Individual Differences	2	Conceptual	Conceptual
Bad To The Bone: Empirically Defining And Measuring Destructive Leader Behavior	Thoroughgood, Christian N.; Tate, Brian W.; Sawyer, Katina B.; Jacobs, Rick	2012	Journal Of Leadership & Organizational Studies	4	N/A	Eleven Dark Side Traits
Mirror, Mirror On My Boss's Wall: Engaged Enactment's Moderating Role On The Relationship Between Perceived Narcissistic Supervision And Work Outcomes	Hochwarter, Wayne A.; Thompson, Katina W.	2012	Human Relations	3	Scale Development	Scale Development
Uncertainty Enhances The Preference For Narcissistic Leaders	Nevicka, Barbora; De Hoogh, Annebel H. B.; Van Vianen, Annelies E. M.; Ten Velden, Femke S.	2013	European Journal Of Social Psychology	0	N/A	Perceived Narcissistic Supervision
Inside The Minds Of Narcissists How Narcissistic Leaders' Cognitive Processes Contribute To Abusive Supervision	Hansbrough, Tiffany Keller; Jones, Gwen E.	2013	Zeitschrift Fur Psychologie-Journal Of Psychology	4	Implicit Leadership Theory	Leader Narcissism
How Bad Are The Effects Of Bad Leaders? A Meta-Analysis Of Destructive Leadership And Its Outcomes	Schyns, Birgit; Schilling, Jan	2013	Leadership Quarterly	0	N/A	N/A
When Does Narcissistic Leadership Become Problematic? Dick Fuld At Lehman Brothers	Stein, Mark	2013	Journal Of Management Inquiry	2	Grounded Theory	Destructive Leadership
Lessons For Leaders: Positive Organization Studies Meets Niccolo Machiavelli	Pina E Cunha, Miguel; Clegg, Stewart; Rego, Armenio	2013	Leadership	4	Psychoanalytic View On Narcissism	Narcissism
Joint Influences Of Individual And Work Unit Abusive Supervision On Ethical Intentions And Behaviors: A Moderated Mediation Model	Hannah, Sean T.; Schaubroeck, John M.; Peng, Ann C.; Lord, Robert G.; Trevino, Linda K.; Kozlowski, Steve W. J.; Avolio, Bruce J.; Dimotakis, Nikolaos; Doty, Joseph	2013	Journal Of Applied Psychology	3	Conceptual	Conceptual
Corporate Psychopaths, Conflict, Employee Affective Well-Being And Counterproductive Work Behaviour	Boddy, Clive R.	2014	Journal Of Business Ethics	4	Social Cognitive Theory	Abusive Supervision
Narcissistic Ceos And Executive Compensation	O'Reilly, Charles A., III; Doerr, Bernadette;	2014	Leadership Quarterly	3	Social Learning Theory	Corporate Psychopaths

	Caldwell, David F.; Chatman, Jennifer A.					
Do Your Dark Side Traits Fit? Dysfunctional Personalities In Different Work Sectors	Furnham, Adrian; Hyde, Gillian; Trickey, Geoff	2014	Applied Psychology-An International Review-Psychologie Appliquee-Revue Internationale	4	Agency Theory	Ceo Narcissism
Theorizing And Researching The Dark Side Of Organization	Linstead, Stephen; Marechal, Garance; Griffin, Ricky W.	2014	Organization Studies	4	N/A	Dysfunctional Personality
The Harder They Fall, The Faster They Rise: Approach And Avoidance Focus In Narcissistic Ceos	Patel, Pankaj C.; Cooper, Danielle	2014	Strategic Management Journal	0	Conceptual	Conceptual
The Causes And Consequences Of Bad Leadership	Schilling, Jan; Schyns, Birgit	2015	Zeitschrift Fur Psychologie-Journal Of Psychology	4	Approach Avoidance Motivation And CEO Narcissism	CEO Narcissism
Gender Differences In Narcissism: A Meta-Analytic Review	Grijalva, Emily; Newman, Daniel A.; Tay, Louis; Donnellan, M. Brent; Harms, P. D.; Robins, Richard W.; Yan, Taiyi	2015	Psychological Bulletin	0	Conceptual	Conceptual
Organisational Psychopaths: A Ten Year Update	Boddy, Clive R.	2015	Management Decision	3	Social Role Theory	Narcissism
Extreme Managers, Extreme Workplaces: Capitalism, Organizations And Corporate Psychopaths	Boddy, Clive; Miles, Derek; Sanyal, Chandana; Hartog, Mary	2015	Organization	3	N/A	Corporate Pscopaths
Gender Differences In The Perceived Effectiveness Of Narcissistic Leaders	De Hoogh, Annebel H. B.; Den Hartog, Deanne N.; Nevicka, Barbora	2015	Applied Psychology-An International Review-Psychologie Appliquee-Revue Internationale	2	N/A	Corporate Pscopaths
How Toxic Leaders Are Perceived: Gender And Information-Processing	Mei, Sarah; Chua, Yi; Murray, Duncan William	2015	Leadership & Organization Development Journal	4	Social Role Theory	Leader Narcissism
The Bad Boss Takes It All: How Abusive Supervision And Leader-Member Exchange Interact To Influence Employee Silence	Xu, Angela J.; Loi, Raymond; Lam, Long W.	2015	Leadership Quarterly	0	Information Processing	Toxic Leadership
An Investigation Of Destructive Leadership In A Division I Intercollegiate Athletic Department: Follower Perceptions And Reactions	Powers, Shannon; Judge, Lawrence W.; Makela, Carole	2016	International Journal Of Sports Science & Coaching	2	Conservation Of Resources Theory	Abusive Supervision
The Influence Of Corporate Psychopaths On Job Satisfaction And Its Determinants	Boddy, Clive Roland; Taplin, Ross	2016	International Journal Of Manpower	2	Toxic Triangle Theory	Destructive Leadership
Leadership: Is Bad Stronger Than Good?	Brandebo, Maria Fors; Nilsson, Sofia; Larsson, Gerry	2016	Leadership & Organization Development Journal	2	Equity Theory	Corporate Pscopaths
A Toxic Triangle Of Destructive Leadership At Bristol Royal Infirmary: A Study Of Organizational Munchausen Syndrome By Proxy	Fraher, Amy L.	2016	Leadership	3	N/A	Destructive Leadership
The Leader Ship Is Sinking: A Temporal Investigation Of Narcissistic Leadership	Ong, Chin Wei; Roberts, Ross; Arthur, Calum A.; Woodman, Tim; Akehurst, Sally	2016	Journal Of Personality	3	Conceptual	Conceptual
When Ethical Leader Behavior Breaks Bad: How Ethical Leader Behavior Can Turn Abusive Via Ego Depletion And Moral Licensing	Lin, Szu-Han (Joanna); Ma, Jingjing; Johnson, Russell E.	2016	Journal Of Applied Psychology	4	Temporality Of Leadership	Leader Narcissism
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	Naseer, Saima; Raja, Usman; Syed, Fauzia; Donia, Magda B. L.; Darr, Wendy	2016	Leadership Quarterly	2	Ego Depletion Theory	Ethical Leader Behavior

Fight, Flight Or Freeze: Common Responses For Follower Coping With Toxic Leadership	Webster, Vicki; Brough, Paula; Daly, Kathleen	2016	Stress And Health	3	Social Exchange Theory	Despotic Leadership
Narcissistic Leaders - The Incredible Pros, The Inevitable Cons	Maccoby, M	2017	Harvard Business Review	3	Destructive Leadership Theory	Toxic Leadership
Psychopathic Leadership A Case Study Of A Corporate Psychopath CEO	Boddy, Clive R.	2017	Journal Of Business Ethics	0	Conceptual	Conceptual
A Note On Workplace Psychopathic Bullying - Measuring Its Frequency And Severity	Boddy, Clive; Taplin, Ross	2017	Aggression And Violent Behavior	4	N/A	Corporate Pscopaths
Master Of Puppets: How Narcissistic Ceos Construct Their Professional Worlds Master Of Puppets: How Narcissistic Ceo's Construct Their Professional Worlds	Chatterjee, Arijit; Pollock, Timothy G.	2017	Academy Of Management Review	0	Conceptual	Conceptual
Narcissistic Leadership And Employees' Knowledge Sharing: Influence Of Organizational Identification And Collectivism Narcissistic Leadership And Employees Knowledge Sharing: Influence Of The Organizational Identification And Collectivism	Xiao, Xiaohong; Liu, Fengzhong; Zhou, Fangfang; Chen, Silu	2018	Social Behavior And Personality	3	Conceptual	Conceptual
Destructive Leadership: A Critique Of Leader-Centric Perspectives And Toward A More Holistic Definition	Thoroughgood, Christian N.; Sawyer, Katina B.; Padilla, Art; Lunsford, Laura	2018	Journal Of Business Ethics	2	Contingency Theory Of Leadership	Narcissistic Leadership
Dark-Side Personality Trait Interactions: Amplifying Negative Predictions Of Leadership Performance	Simonet, Daniel V.; Tett, Robert P.; Foster, Jeff; Angelback, Anastasia I.; Bartlett, Jennifer M.	2018	Journal Of Leadership & Organizational Studies	0	Conceptual	Conceptual
"The Darkest Of All" The Relationship Between The Dark Triad Traits And Organizational Citizenship Behavior	Szabo, Zsolt Peter; Czibor, Andrea; Restas, Peter; Bereczkei, Tamas	2018	Personality And Individual Differences	0	Trait Interaction Theory	Narcissism
Narcissistic Leaders And Their Victims: Followers Low On Self-Esteem And Low On Core Self-Evaluations Suffer Most	Nevicka, Barbara; De Hoogh, Annebel H. B.; Den Hartog, Deanne N.; Belschak, Frank D.	2018	Frontiers In Psychology	3	Dark Triad	Dark Triad Personality Traits
Prosocial Citizens Without A Moral Compass? Examining The Relationship Between Machiavellianism And Unethical Pro-Organizational Behavior	Castille, Christopher M.; Buckner, John E. V.; Thoroughgood, Christian N.	2018	Journal Of Business Ethics	4	Behavioral Plasticity	Leader Narcissism
Narcissistic Leaders: An Asset Or A Liability? Leader Visibility, Follower Responses, And Group-Level Absenteeism	Nevicka, Barbara; Van Vianen, Annelies E. M.; De Hoogh, Annebel H. B.; Voorn, Bart C. M.	2018	Journal Of Applied Psychology	3	Conservation Of Resources Theory	Narcissistic Leadership
Speaking Up To The "Emotional Vampire": A Conservation Of Resources Perspective	Carnevale, Joel; Huang, Lei; Harms, Peter	2018	Journal Of Business Research	0	Leader Distance Theory & Implicit Leader Theory	Leader Narcissism
Exploring The Role Of Moral Disengagement In The Link Between Perceived Narcissistic Supervision And Employees' Organizational Deviance: A Moderated Mediation Model	Zhang, Pengcheng; Li, Si; Liu, Wenxing; Han, Yi; Muhammad, Naseer Akhtar	2018	Asian Journal Of Social Psychology	0	N/A	N/A
Toxic Leadership And The Masculinity Contest Culture: How "Win Or Die" Cultures Breed Abusive Leadership	Matos, Kenneth; O'Neill, Olivia (Mandy); Lei, Xue	2018	Journal Of Social Issues	0	Social Cognitive Theory Of Moral Disengagement	Perceived Narcissistic Supervision
The Relationships Of Meaningful Work And Narcissistic Leadership With Nurses' Job Satisfaction	Ghislieri, Chiara; Cortese, Claudio G.; Molino, Monica; Gatti, Paola	2019	Journal Of Nursing Management	2	Precarious Masculinity Theory	Toxic Leadership
The Toxic Triangle In Academia: A Case Analysis Of The Emergence And Manifestation Of Toxicity In A Public University	Pelletier, Kathie L.; Kottke, Janet L.; Sirotnik, Barbara W.	2019	Leadership	3	N/A	Narcissistic Leadership

Managers From "Hell" In The Hospitality Industry: How Do Hospitality Employees Profile Bad Managers?	Hight, S. Kyle; Gajjar, Trishna; Okumus, Fevzi	2019	International Journal Of Hospitality Management	3	Case Study	Case Study
Psychopathic Traits Of Corporate Leadership As Predictors Of Future Stock Returns	Omar, Ayman M. A.; Wisniewski, Tomasz Piotr; Yekini, Liafisu Sina	2019	European Financial Management	1	Grounded Theory	" Unprofessional, Autocratic Management Style, Poor Leadership
The Impact Of Perceived Toxic Leadership On Cynicism In Officer Candidates	Dobbs, James M.; Do, James J.	2019	Armed Forces & Society	0	Skills, Unethical, Poor Operational And Technical Skills, And Poor Decision And Delegation Skills."	
When Employees Are Emotionally Exhausted Due To Abusive Supervision. A Conservation-Of-Resources Perspective	Akram, Zubair; Li, Yan; Akram, Umair	2019	International Journal Of Environmental Research And Public Health	0	Conceptual	Conceptual
Toxic Leadership And Turnover Intention: Mediating Role Of Job Satisfaction	Bakkal, Elif; Serener, Berna; Myrvang, Nursel Aydintug	2019	Revista De Cercetare Si Interventie Sociala	3	N/A	Perceived Toxic Leadership
Facets Of Narcissism And Leadership: A Tale Of Dr. Jekyll And Mr. Hyde?	Fatfouta, Ramzi	2019	Human Resource Management Review	3	Conservation Of Resources Theory	Abusive Supervision
Active And Passive Forms Of Destructive Leadership In A Military Context: A Systematic Review And Meta-Analysis	Fosse, Thomas Hol; Anders, Skogstad; Einarsen, Stale Valvatne; Martinussen, Monica	2019	European Journal Of Work And Organizational Psychology	2	Job Satisfaction Theory	Toxic Leadership
Abusive Supervision As A Trigger Of Malevolent Creativity: Do The Light Triad Traits Matter?	Malik, Omer Farooq; Shahzad, Asif; Waheed, Aamer; Yousaf, Zarash	2020	Leadership & Organization Development Journal	0	Conceptual	Conceptual
High Self-Control May Support 'Success' In Psychopathic Leadership: Self-Control Versus Impulsivity In Psychopathic Leadership	Palmen, Desire G. C.; Derksen, Jan J. L.; Kolthoff, Emile	2020	Aggression And Violent Behavior	2	N/A	N/A
Differentiating Leader Hubris And Narcissism On The Basis Of Power	Asad, Sarosh; Sadler-Smith, Eugene	2020	Leadership	1	Affective Events Theory	Abusive Supervision
Supervisor Narcissistic Rage: Political Support As An Antidote	Jordan, Samantha; Hochwarter, Wayne; Palmer, Joshua; Daniels, Shanna; Ferris, Gerald R.	2020	Journal Of Managerial Psychology	0	Conceptual	Conceptual
Narcissistic Leadership And Voice Behavior: The Role Of Job Stress, Traditionality, And Trust In Leaders	Yao, Zhu; Zhang, Xianchun; Liu, Zhenxuan; Zhang, Lili; Luo, Jinlian	2020	Chinese Management Studies	3	Conceptual	Conceptual
Negative Creativity In Leader-Follower Relations: A Daily Investigation Of Leaders' Creative Mindset, Moral Disengagement, And Abusive Supervision	Qin, Xin; Dust, Scott B.; Drenzo, Marco S.; Wang, Song	2020	Journal Of Business And Psychology	3	Implicit Leadership Theory	Perceived Supervisor Narcissistic Rage (Snr)
Does The Narcissist (And Those Around Him/Her) Pay A Price For Being Narcissistic? An Empirical Study Of Leaders' Narcissism And Well-Being	Bernerth, Jeremy B.	2020	Journal Of Business Ethics	2	Conservation Of Resources Theory	Narcissistic Leadership
Narcissistic Leadership And Behavioral Cynicism In The Hotel Industry: The Role Of Employee Silence And Negative Workplace Gossiping	Aboramadan, Mohammed; Turkmenoglu, Mehmet Ali; Dahleez, Khalid Abed; Cicek, Berat	2020	International Journal Of Contemporary Hospitality Management	2	Moral Disengagement Theory	Abusive Supervision
Destructive Leadership In Crisis Management	Fors Brandebo, Maria	2020	Leadership & Organization Development Journal	0	Social Exchange Theory	Leader Narcissism

Development And Psychometric Testing Of The Toxic Leadership Behaviors Of Nurse Managers (Toxbh-NM) Scale	Labrague, Leodoro J.; Lorica, Josephine; Nwafor, Chidozie E.; Van Bogaert, Peter; Cummings, Greta G.	2020	Journal Of Nursing Management	2	Social Cognitive Theory	Narcissistic Leadership
Defeating The Toxic Boss: The Nature Of Toxic Leadership And The Role Of Followers	Milosevic, Ivana; Maric, Stefan; Loncar, Dragan	2020	Journal Of Leadership & Organizational Studies	2	N/A	Destructive Leadership
Narcissistic Supervision And Employees' Change-Oriented OCB	Wang, Wenting; Jian, Lirong; Guo, Qiuyun; Zhang, Haitao; Liu, Wenxing	2021	Management Decision	0	Toxic Leadership	Toxic Leadership
Influence Of Nurse Managers' Toxic Leadership Behaviours On Nurse-Reported Adverse Events And Quality Of Care	Labrague, Leodoro J.	2021	Journal Of Nursing Management	2	Toxic Leadership	Toxic Leadership
A Trail Of Chaos: How Psychopathic Leadership Influence Employee Satisfaction And Turnover Intention Via Self-Efficacy In Tourism Enterprises	Khan, Naseer Abbas; Khan, Ali Nawaz; Moin, Muhammad Farrukh; Pitafi, Abdul Hameed	2021	Journal Of Leisure Research	0	Social Dynamics Of State Paranoia Theory	Narcissistic Supervision
Shedding Light On The Relationships Between Machiavellianism, Career Ambition, And Unethical Behavior Intention	Gurlek, Mert	2021	Ethics & Behavior	4	Toxic Leadership	Toxic Leadership
Understanding The Followers Of Toxic Leaders: Toxic Illusio And Personal Uncertainty	Mergen, Aybike; Ozbilgin, Mustafa F.	2021	International Journal Of Management Reviews	3	Conservation Of Resources Theory	Psychopatic Leadership
What You Get Is What You See: Other-Rated But Not Self-Rated Leaders' Narcissistic Rivalry Affects Followers Negatively	Fehn, Theresa; Schuetz, Astrid	2021	Journal Of Business Ethics	3	Regulatory Focus Theory	Machiavellianism
Predictors Of Toxic Leadership Behaviour Among Nurse Managers: A Cross-Sectional Study	Labrague, Leodoro J.; Lorica, Josephine; Nwafor, Chidozie E.; Cummings, Greta G.	2021	Journal Of Nursing Management	0	Toxic Leadership	Toxic Leadership
Why And How Predators Pick Prey: Followers' Personality And Performance As Predictors Of Destructive Leadership	Jeremy Mackey	2021	Journal Ofbusiness Research	2	Perpetrator Predation Paradigm	Destructive Leadership
The Power Of Followers That Do Not Follow: Investigating The Effects Of Follower Resistance, Leader Implicit Followership Theories And Leader Negative Affect On The Emergence Of Destructive Leader Behavior	Amelie V. Güntner; Kai N. Klasmeier; Florian E. Klonek; Simone Kauffeld	2021	Journal Of Leadership & Organizational Studies	2	Implicit Leadership Theory	Destructive Leadership
A Temporal Study On Subordinate's Response To Destructive Leadership: Voice Withdrawal As A Conflict Coping Mechanism	Agrata Pandey, Ranjeet Nambudiri, Patturaja Selvaraj, Ashish Sadh	2021	International Journal Of Conflict Management	0	Social Exchange, Conservation Of Resources And Social Identity Theories	Destructive Leadership
An Exploration Of Leadership In Post-Primary Schools: The Emergence Of Toxic Leadership	Nicola Snow *, Niamh Hickey , Nicolaas Blom , Liam O'Mahony And Patricia Mannix-Mcnamara	2021	Societies	0	N/A	Toxic Leadership
Fire In The Belly: The Impact Of Despotic Leadership On Employees Work-Related Outcomes In The Hospitality Setting	Belal Albashiti, Zeeshan Hamid, Mohammed Aboramadan	2021	International Journal Of Contemporary Hospitality Management	0	N/A	N/A
Exploring The Effects Of Despotic Leadership On Employee Engagement, Employee Trust And Task Performance	Riffut Jabeena* And Nazahah Rahim	2021	Management Science Letters	0	Conservation Of Resource Theory And Social Exchange Theory	Despotic Leadership
The Impact Of Exploitative Leadership On Frontline Hospitality Employees' Service Performance: A Social Exchange Perspective	Long-Zeng Wua, Zhuanzhuan Suna, Yijiao Yeb, Ho Kwong Kwanc, Mengqi Yang	2021	International Journal Of Hospitality Management	3	Social Exchange Theory	Perceived Exploitative Leadership

Abusive Supervision: Exploring The Relationship With Narcissism, Self-Promotion And Unpredictability	Treena Gillespie Finney, R. Zachary Finney, John G. Roach Iii	2021	Journal Of Management Development	1	Individual Difference Theory	Toxic Leadership
How Exploitative Leadership Influences On Knowledge Management Processes: The Moderating Role Of Organisational Citizenship Behaviour	Amir A. Abdulmuhsin, Rabee Ali Zaker, Muhammad Mujtaba Asad	2021	International Journal Of Organizational Analysis	0	Social Exchange Theory	Exploitative Leadership
Predictors Of Toxic Leadership Behaviour Among Nurse Managers: A Cross-Sectional Study	Leodoro J. Labrague RN, DM, CHSE, PCCR, Phd, Josephine Lorica RN, DPA, Chidozie E. Nwafor Phd, Greta G. Cummings RN, Phd, FAAN	2021	JOURNAL OF NURSING MANAGEMENT	0	N/A	Toxic Leadership
I Alone Can Fix It: Examining Interactions Between Narcissistic Leaders And Anxious Followers On Twitter Using A Machine Learning Approach	Dritjon Gruda, Dimitra Karanatsiou, Kanishka Mendhekar, Jennifer Golbeck, Athena Vakali	2021	Jasist	0	Social Role Theory	Narcissistic Leadership
I'm Simply The Best, Better Than All The Rest: Narcissistic Leaders And Corporate Fundraising Success	Dritjongruda, Jimmcleskey, Dimitrakaranatsiou, Athenavakalic	2021	Personality And Individual Differences	3	N/A	Leader Grandiose Narcissism,
Does Narcissistic Leadership Enhance Employee Resilience? A Moderated Mediation Model Of Goal-Directed Energy And Psychological Availability	Jin Li, Yiwen Tong	2021	Leadership & Organization Development Journal	0	Conservation Of Resources (COR) Theory	Narcissistic Leadership
Revisiting Leader Narcissism Effects: When And How Do Narcissistic Leaders Harm Follower Performance	Quan Li, Zhuolin She And Debra L. Shapiro	2021	ACADEMY OF MANAGEMENT PROCEEDINGS	0	N/A	N/A
The Leader Ship Was Destined To Sink: An Examination Of Dominance And Prestige On The Rise And Fall Of The Narcissistic Leader.	Ong, Chin Wei Roberts, Ross Woodman, Tim Arthur, Calum A.	2021	Group Dynamics: Theory, Research, And Practice	2	Dominance-Prestige Model	Narcissistic Leadership
Employee Resilience: Considering Both The Social Side And The Economic Side Of Leader-Follower Exchanges In Conjunction With The Dark Side Of Followers' Personality	Caniels, Marjolein C. J.; Hatak, Isabella	2022	International Journal Of Human Resource Management	3	Theory Of High-Quality Connections	Narcissism
Doing Good By Doing Bad: How Tone At The Top And Tone At The Bottom Impact Performance-Improving Noncompliant Behavior	Ewelt-Knauer, Corinna; Schwering, Anja; Winkelmann, Sandra	2022	Journal Of Business Ethics	3	Self-Concept Maintenance Theory	Noncompliant Behavior
The Impact Of Destructive Leadership On Public Servants' Performance: The Mediating Role Of Leader-Member Exchange, Perceived Organizational Support And Job Satisfaction	Victoria Bellou; Maria Dimou	2022	International Journal Of Public Administration	0	Social Exchange Theory; Job Demands-Resources Theory	Destructive Leadership
On The Destructiveness Of Laissez-Faire Versus Abusive Supervision: A Comparative, Multilevel Investigation Of Destructive Forms Of Leadership	Kai N. Klasmeier, Icon, Joyce Elena Schlegel, Catrin Millhoff, Ute Poethke & Kai C. Bormann	2022	European Journal Of Work And Organizational Psychology	3	Social Exchange And Implicit Leadership Theories	Abusive Supervision
Harmful Leader Behaviors: Toward An Increased Understanding Of How Different Forms Of Unethical Leader Behavior Can Harm Subordinates	Juliana Guedes Almeida, Deanne N. Den Hartog, Annebel H. B. De Hoogh, Vithor Rosa Franco & Juliana Barreiros Porto	2022	Journal Of Business Ethics	3	N/A	Harmful Leader Behaviors
Enduring Exploitative Leaders At Work: The Buffering Role Of Proactive Personality On Employee Job Strain	Bajaba, S., Bajaba, A. And Fuller, B	2022	Organization Management Journal	0	Conservation Of Resources Theory	Exploitative Leadership
Narcissistic Leadership And Employees' Innovative Behaviour: Mediating Roles Of Job Embeddedness And Job Engagement	Norouzinik, Yasaman; Rahimnia, Fariborz; Maharati, Yaghoob; Eslami, Ghasem	2022	Innovation: Organization And Management	0	N/A	N/A
Transformational And Narcissist Leaders: Their Different Behaviors In Different Contexts	Chris J. Jackson, Jonathan Roberts	2022	Personality And Individual Differences	3	Weber's Classic Theory Of Charismatic Authority,	Narcissistic Leadership

