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# Toxic Leadership in Workplaces: Insights from Bibliometric, Thematic Analysis, and TCM Framework

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### ABSTRACT

Toxic leadership and its impact on the workplace represent significant issues in organizational research due to their adverse effects on both employee and organizational performance. Toxic leadership behaviors are important to understand since they harm the culture of the organization, undermine the well-being, health, morale, and productivity of employees, and impact organizational effectiveness. This article undertakes a comprehensive review of the literature on toxic leadership from the year 2000 to 2023, covering 480 articles on the subject, using a hybrid approach that combines bibliometric analysis along with keyword analysis, thematic analysis, and TCM framework. Through bibliometric analysis, we aim to identify key authors, articles, journals, organizations, and countries contributing to the research on toxic leadership. We categorize and analyze the various themes that encompass studies on toxic leadership. Additionally, by employing keyword analysis, we examine how the complexity and scope of research have evolved. Furthermore, we identify frequently utilized theories, contexts, and methodologies related to this phenomenon. Our primary contribution involves consolidating the extensive research conducted in the field of toxic leadership. Some of the potential areas of future research relate to gender differences, the impact of digital technologies, cross-cultural aspects, incorporating mixed-methods, longitudinal, and qualitative research to better understand the experience of toxic leadership, and examine the effectiveness of interventions to promote ethical leadership and mitigate toxic leadership.

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Toxic leadership corrodes the very essence of an organization, poisoning its culture, stifling its potential, and eroding its collective spirit. This phenomenon, characterized by leaders who engage in destructive behaviors that undermine both the well-being of their subordinates and

the overall health of the organization, poses a significant threat to employee morale, productivity, and organizational effectiveness. As researchers and practitioners strive to understand the intricate interplay of psychological, contextual, and organizational factors that contribute to toxic leadership, it becomes imperative to provide a comprehensive review of the existing literature on toxic leadership, offering insights into its conceptualization, impact, and mechanisms, which has the potential for the betterment of workplaces and individuals within them.

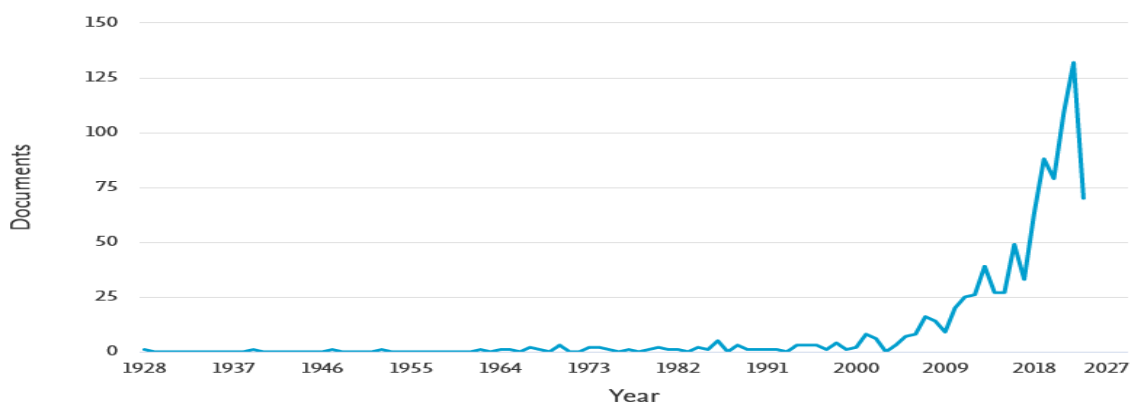
Understanding the causes, consequences, and strategies to mitigate the negative impact of toxicity in the workplace will improve the mental health and well-being of employees (Hadadian & Zarei, 2016<sup>1</sup>), thus addressing issues such as depression, anxiety, and emotional exhaustion (Koç et al., 2022). Employees seek organizations that prioritize a healthy and constructive work environment (Hasan et al., 2023), with a toxic corporate culture being ten times more predictive of attrition than compensation (Sull et al., 2022).

Toxic leadership negatively impacts organizational effectiveness, leading to decreased job satisfaction, lower production, lower employee engagement, poor teamwork and collaboration, greater disengagement from work, and higher turnover rates (Brouwers & Paltu, 2020). Recognizing and rectifying these issues attracts prospective employees while improving employee retention and reducing healthcare, turnover, and recruitment costs (Goh et al., 2016). Toxicity in organizations could be revealed by employees sharing their negative experiences with others or through media exposure, leading to reputational damage and loss of trust from stakeholders, customers and the public (Bundy et al., 2021).

Therefore, studying and researching toxic leadership is vital in today's time to promote employee well-being, improve organizational performance, adhere to ethical and legal standards, and meet the expectations of a modern workforce. The study of toxic leadership has gained prominence since the year 2000 (see Figure 1) and has grown as a distinct area of research within organizational psychology and management (Mackey et al., 2021).

### Figure 1

*Articles Published on the Topic of Toxic Leadership Since 1928*



Source: Scopus

<sup>1</sup> The research articles referenced in this paper can be found in the main reference list at the end of the paper or in Table 5. We have not repeated the references given in the table in order to meet the word count requirements and to reduce the overall length of the paper. References in Table 5 are indicated with an asterisk (\*) against the corresponding reference.

Scholars have diligently sought to understand the phenomenon of toxic leadership from various perspectives, using a variety of terms. To enhance clarity and coherence within the field, we recommend consolidating the various terminologies used to describe negative leadership behaviors under the overarching term "toxic leadership." Research findings have been summarized through meta-analyses that focus on different aspects of toxic leadership and its relationships with other variables (Mackey et al., 2021; Schyns & Schilling, 2013\*). Furthermore, some reviews have examined abusive supervision within specific contexts (Zhang & Liu, 2018), while others have synthesized theoretical frameworks or identified gaps in the existing literature (Mackey et al., 2017; Martinko et al., 2013; Tepper et al., 2017). These reviews have delved into various aspects of abusive supervision, including its antecedents (Zhang & Bednall, 2016) and consequences (Park et al., 2019; Zhang & Liao, 2015; Zhang et al., 2019), along with other associated factors (Fischer et al., 2021).

Our contribution in this paper is to expand the literature by examining the past, present and future of toxic leadership research by employing a hybrid methodology that combines bibliometrics and the TCM framework (theories, contexts, and methodologies). We aim to identify patterns, trends, and commonalities in how toxic leadership has been conceptualized, studied, and understood to gain a more refined and nuanced understanding of the phenomenon, thereby guiding researchers in shaping future investigations.

## Method

Bibliometric analysis allows for the quantitative analysis of extensive scientific data by facilitating the evaluation and mapping of the scholarly landscape within a particular subject or field. By scrutinizing patterns of publication, citation, coauthorship, and other bibliographic data, bibliometric analysis yields insights into the volume, impact, and interconnectedness of research outputs. Researchers and scholars benefit from this approach by being able to discern key contributors, influential works, emerging trends, and research gaps within a specific domain enabling them to make well-informed decisions about their research directions, potential collaborations, and potential areas for further exploration (Donthu et al., 2021; Mukherjee et al., 2022). In our paper, we address the following research questions:

RQ1: What are the trends in publication, including the most productive authors, institutions, countries, journals, and articles that have shaped research in the field of toxic leadership?

RQ2: What are the main themes that have influenced research in this field?

RQ3: How has the complexity of the research variables examined changed over a period of time?

RQ4: What are the primary theories, contexts, and methodologies that are closely associated with research on toxic leadership?

## Data Collection

The Scopus database, widely recognized as one of the largest indexing databases of multidisciplinary peer-reviewed literature, served as a source for collecting the metadata (Baas et al., 2020). The search terms were chosen independently by the two authors based on an initial search for relevant articles. Subsequently, a comparison of our selections led to the creation of the final list of search terms. Notably, the interest in the topic of toxic leadership

exhibited a significant surge starting from the year 2000 (see [Figure 1](#)). Consequently, we focused on extracting articles from the period spanning 2000 to 2023 for our research. To ensure relevance to toxic leadership within organizations, we refined the subject area of our search.

In the process of narrowing down document types, we employed the criterion of documents that had undergone an independent review. Our inclusion criteria encompassed articles that were published and in press. During the evaluation of abstracts, we excluded articles not pertinent to business organizations (e.g., environmental toxicity, toxicity depicted in movies, etc.). Recognizing potential data inaccuracies such as incomplete records or duplicated author names, affiliations, journals, and article titles, we conducted manual checks on author names, author IDs, article titles, and DOI numbers to identify any instances of duplication. This meticulous filtering procedure helped maintain the integrity and accuracy of our dataset ensuring that the final compilation consisted of unique publications, eliminating multiple entries of the same article. The steps followed in our search process are provided in [Table 1](#) with the final shortlist comprising 480 articles.

**Table 1**

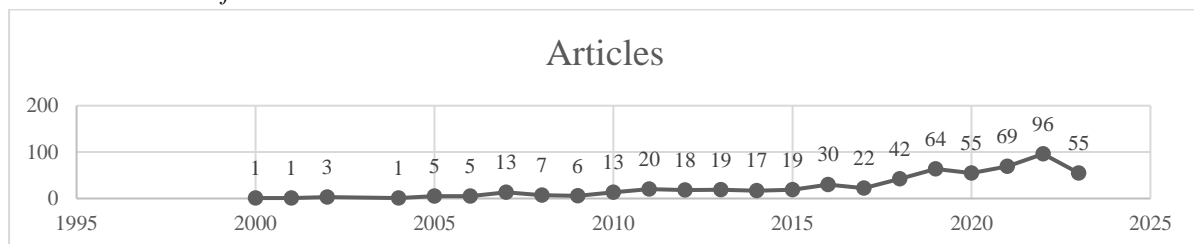
*Details of the Search Criteria*

Step No.	Filtering criteria	Reject	Accept
1	Search Terms: "toxic leader" OR "toxic leadership" OR "abusive leader" OR "abusive leadership" OR "toxic supervisor" OR "abusive supervisor" OR "destructive leader" OR "destructive leadership" OR "bad leader" OR "bad leadership" OR "dark leader" OR "dark leadership" OR "toxic work culture" OR "toxic work environment" OR "toxic workplace" OR "toxic culture" OR "toxic organization" Searched in: Title, Abstract, Keywords Date: 11 July 2023 Time: 1810 IST		914
2	Year: 2000 to 2023	54	860
3	Subject: Business, Management and Accounting, Social Sciences, Psychology, Economics, Econometrics and Finance, Arts and Humanities	145	715
4	Source: Journals, Conference proceedings Articles published and in-press	119	596
5	Language: English	15	581
6	Selection of contextually relevant articles	72	509
7	Exclusion due to incomplete records, missing DOI	29	480

Approximately 339 articles have been published in the last five years starting from 2019 (see [Figure 2](#)). This suggests that organizations could be grappling with issues pertaining to toxic leadership, resulting in the topic gaining significant attention within the academic realm. Therefore, we believe that our paper addressing this subject is both suitable and timely in its contribution.

**Figure 2**

*Publication Trend of Articles 2000-2023*



*Note.* Data for the year 2023 is till 11 July 2023. Numbers on the graphs indicate the number of articles published in that particular year.  
Source: Authors based on data from Scopus

## Data Analysis Technique

We used VOSviewer, a user-friendly software tool, for all data analysis. VOSviewer facilitates the visualization and analysis of bibliometric networks, exploring relationships among authors, documents, keywords, and entities in a dataset. With an intuitive interface and customizable features, VOSviewer generates interactive visualizations like coauthorship networks, keyword co-occurrence maps, and citation landscapes. These visuals enhance the scholarly understanding of a research field's structure, trends, and knowledge dynamics (Arruda et al., 2022; Van Eck & Waltman, 2010).

## Significant Authors, Institutions and Countries

Table 2 outlines significant authors, institutions, and countries in toxic leadership research. Notable authors include Tepper (2154 citations), Schyns and Schilling (576 citations), and Padilla et al. (559 citations). The authors' single seminal contributions have shaped the field. Key research sources include Durham University, UK, and University of Applied Administrative Sciences, Germany (both 576 citations), and North Carolina State University, Hogan Assessment Systems, and Kaplan Devries (all US, 559 citations), each with one influential article. While limited in number, these works have been ground-breaking. The top influencing countries are the USA (162 publications, 7214 citations), Norway (17 publications, 1711 citations), and Canada (37 publications, 1697 citations).

**Table 2**

*Most Prominent Authors, Institutions, and Countries*

TC	Author	TP	TC	Institutions	TP	TC	Country	TP
2154	Tepper, B. J.	1	576	Durham University, United Kingdom	1	7214	United States	162
576	Schyns, B., & Schilling J.	1	576	University of Applied Administrative Sciences, Germany	1	1711	Norway	17
559	Padilla, A., Hogan, R., & Kaiser, R. B.	1	559	North Carolina State University, United States	1	1697	Canada	37
514	Einarsen, S., Aasland, M. S., & Skogstad, A.	1	559	Hogan Assessment Systems, United States	1	1357	Germany	35
496	Hogan, R., & Kaiser, R. B.	1	559	Kaplan Devries Inc., United States	1	1186	United Kingdom	46
432	Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H.	1	514	University of Bergen, Norway	1	930	Hong Kong	10
339	Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova S. V.	1	424	Michigan State University, United States	2	810	China	44
309	Lian, H., Ferris, D. L., & Brown, D. J.	1	339	Drexel University, United States	1	754	Australia	30
297	Hauge, L. J., Skogstad, A., & Einarsen, S.	1	339	University of Illinois, United States	1	447	Singapore	5
295	Boddy, C. R.	5	339	University of Michigan, United States	1	436	Pakistan	33
294	Krasikova, D. V., Green, S. G., & Lebreton, J. M.	1	325	Hong Kong University of Science And Technology, Hong Kong	2	360	Italy	9
275	Barnes, C. M., Lucianetti, L., Bhawe, D. P., & Christian, M. S.	1	325	Pennsylvania State University, United States	2	328	Netherlands	20
244	Colligan, T. W., & Higgins, E. M.	1	325	University Of Waterloo, Canada	2	229	France	17
238	Lin, S.-H., Ma, J., & Johnson, R. E.	1	325	Wilfrid Laurier University, Canada	2	228	India	29
231	Montano, D., Reeske, A., Franke, F., & Hüffmeier, J.	1	294	Purdue University, United States	1	179	Finland	5
211	Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S.	1	294	University of Nebraska-Lincoln, United States	1	125	Belgium	5
206	Appelbaum, S. H., Iaconi, G. D., & Matousek, A.	1	275	Singapore Management University, Singapore	1	104	Sweden	14
194	Ng, T. W. H., & Feldman, D. C.	1	275	University of Chieti And Pescara, Italy	1	83	Israel	7
192	Mitchell, M. S., Vogel, R. M., & Folger, R.	1	275	University of Washington, United States	1	83	United Arab Emirates	8
186	Johnson, R. E., Venus, M., & Lanaj, K., Mao, C., & Chang, C.-H.	1	244	Frostburg State University, United States	1	80	Macao	2

Note. Source: Authors based on data analysis using VoSviewer; TC-Total Citations; TP-Total publication by the author(s).

### Most Influential Journals

Academy of Management Journal (6 publications, 2861 citations), Leadership Quarterly (15 publications, 2657 citations), Journal of Applied Psychology (11 publications, 1416 citations) and Journal of Business Ethics (23 publications, 705 citations) are the leading journals for toxic leadership publications (see Table 3). These journals, with 55 influential articles, have profoundly shaped the field. 48 of these influential articles have been published post-2006. Journal of Business Ethics (23 publications) and Frontiers in Psychology (21 publications) have exhibited the highest publishing productivity in the toxic leadership domain.

**Table 3**

*Most Influential Journals*

Journals	TC	TP	ABDC	2000-2005	2006-2010	2011-2015	2016-2020	2021-2023
Academy of Management Journal	2861	6	A*	1		2	2	1
Leadership Quarterly	2657	15	A*		6	7	2	
Journal of Applied Psychology	1416	11	A*			5	4	2
Journal of Business Ethics	705	23	A		1	8	6	8
Review of General Psychology	496	1	NA	1				
Journal of Occupational Health Psychology	439	2	A		1			1
Journal of Management	377	3	A*			1	1	1
Personnel Psychology	377	2	A*			1	1	
Work and Stress	374	2	A		1		1	
British Journal of Management	356	3	A		1	1		1
Leadership	332	9	B		2	2	2	3
Journal of Organizational Behavior	276	4	A*				3	1
Corporate Governance	254	2	C		2			
Journal of Leadership and Organizational Studies	251	11	B		1	2	3	5
Journal of Social Issues	244	3	A				3	
Journal of Workplace Behavioral Health	244	1	NA		1			
Management Decision	213	5	B			1	1	3
Journal of Managerial Psychology	212	8	B		2	1	3	2
Leadership and Organization Development Journal	182	14	B		1	2	6	5
Frontiers In Psychology	144	21	NA				8	13

Note. Source: Authors based on data analysis using VoSviewer; TC-Total Citations; TP-Total publication by the author(s); ABDC-Australian Business Deans Council.

### Most Influential Articles

The most impactful article (see Table 4) in toxic leadership is Tepper's (2000\*) "Consequences of Abusive Supervision" with 2154 citations. This study explores abusive supervisor effects, grounded in justice theory. It highlights the adverse consequences of employees struggling to cope, particularly when they lack job mobility. The second influential work by Schyns and Schilling (2013\*), "Effects of Bad Leaders" accumulates 576 citations. Analyzing 57 studies, reveals negative correlations between destructive leadership and positive follower outcomes, while positive correlations exist with negative outcomes, notably turnover intention, resistance towards leaders, and counterproductive behavior, most strongly tied to attitudes toward leaders.

**Table 4***Most Influential Articles*

TC	Top documents	Year	Title	Journal
2154	Tepper, B. J.	2000	Consequences of abusive supervision	<i>Academy of Management Journal</i> , 43(2), 178-190.
576	Schyns, B., & Schilling, J.	2013	How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes	<i>The Leadership Quarterly</i> , 24(1), 138-158.
559	Padilla, A., Hogan, R., & Kaiser, R. B.	2007	The toxic triangle: Destructive leaders, susceptible followers, and conducive environments	<i>The Leadership Quarterly</i> , 18(3), 176-194.
514	Einarsen, S., Aasland, M. S., & Skogstad A.	2007	Destructive leadership behaviour: A definition and conceptual model	<i>The Leadership Quarterly</i> , 18(3), 207-216.
496	Hogan, R., & Kaiser, R. B.	2005	What we know about leadership	<i>Review of General Psychology</i> , 9(2), 169-180
432	Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H.	2007	The destructiveness of laissez-faire leadership behavior	<i>Journal of Occupational Health Psychology</i> , 12(1), 80.
339	Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V.	2012	A trickle-down model of abusive supervision	<i>Personnel Psychology</i> , 65(2), 325-357.
309	Lian, H., Ferris, D. L., & Brown, D. J.	2012	Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome	<i>Journal of Applied Psychology</i> , 97(1), 107.
297	Hauge, L. J., Skogstad, A., & Einarsen, S.	2007	Relationships between stressful work environments and bullying: Results of a large representative study	<i>Work and Stress</i> , 21(3), 220-242.
294	Krasikova, D. V., Green, S. G., & LeBreton, J. M.	2013	Destructive Leadership: A Theoretical Review, Integration, and Future Research Agenda	<i>Journal of Management</i> , 39(5), 1308-1338.
275	Barnes, C. M., Lucianetti, L., Bhave, D. P., & Christian, M. S.	2015	You wouldn't like me when I'm sleepy: Leaders' sleep, daily abusive supervision, and work unit engagement	<i>Academy of Management Journal</i> , 58(5), 1419-1437.
244	Colligan, T. W., & Higgins, E. M.	2006	Workplace stress: Etiology and consequences	<i>Journal of Workplace Behavioral Health</i> , 21(2), 89-97.
238	Lin, S.-H., Ma, J., & Johnson, R. E.	2016	When ethical leader behavior breaks bad: How ethical leader behavior can turn abusive via ego depletion and moral licensing	<i>Journal of Applied Psychology</i> , 101(6), 815.
231	Montano, D., Reeske, A., Franke, F., & Hüffmeier, J.	2017	Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective	<i>Journal of Organizational Behavior</i> , 38(3), 327-350.
211	Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S.	2010	The prevalence of destructive leadership behaviour	<i>British Journal of Management</i> , 21(2), 438-452.
206	Appelbaum, S. H., Iaconi, G. D., & Matousek, A.	2007	Positive and negative deviant workplace behaviors: Causes, impacts, and solutions	<i>Corporate Governance</i> , 7(5), 586-598.
194	Ng, T.W.H., & Feldman, D. C.	2015	Ethical leadership: Meta-analytic evidence of criterion-related and incremental validity	<i>Journal of Applied Psychology</i> , 100(3), 948.
192	Mitchell, M. S., Vogel, R. M., & Folger, R.	2015	Third parties' reactions to the abusive supervision of coworkers	<i>Journal of Applied Psychology</i> , 100(4), 1040.
186	Johnson, R. E., Venus, M., Lanaj, K., Mao, C., & Chang, C.-H.	2012	Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors	<i>Journal of Applied Psychology</i> , 97(6), 1262.
177	Lian, H., Brown, D. J., Ferris, D. L., Liang, L. H., Keeping, L. M., & Morrison, R.	2014	Abusive supervision and retaliation: A self-control framework	<i>Academy of Management Journal</i> , 57(1), 116-139.

Note. Source: Authors based on data analysis using VoSviewer

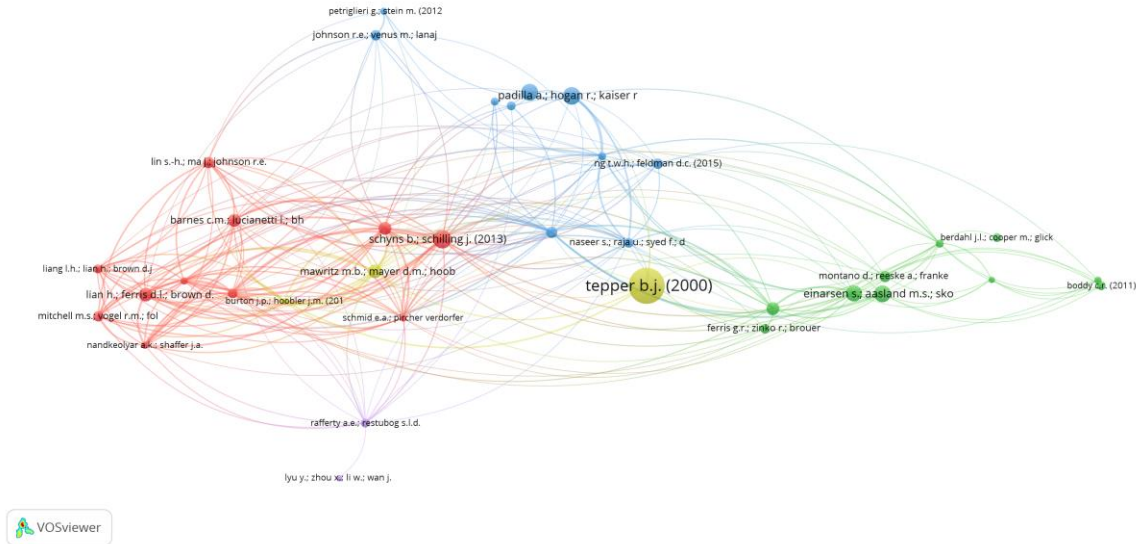
### **Thematic Clusters Using Bibliographic Coupling**

Bibliometric coupling aids in identifying latent patterns and thematic clusters in the scholarly literature. This technique spots documents sharing references, indicating thematic connections and helping uncover related research areas. It is particularly useful for mapping a research field's intellectual structure and emerging research trends (Donthu et al., 2021).

Bibliometric coupling of documents gave a list of 395 articles with at least one citation. To focus on the most highly cited articles, a threshold was set at ten percent of once-cited articles, giving a final list comprising of 40 documents, each cited at least 78 times. These were classified into 5 clusters (see Figure 3).

**Figure 3**

Visualization of Clusters from Bibliometric Coupling



Note. Source: Authors based on data analysis using VoSviewer; VoSviewer produces output in small letter format;

The final list of articles arranged in their respective clusters are given in Table 5. Based on the content of the articles we derived the main theme of each cluster, which are discussed next.

**Table 5**

Clusters of Article Extracted Using Bibliometric Analysis of Documents

Theme	Author	Document	TC	Total link strength	Color
1 Abusive supervision, and its consequences	Barnes, C. M., Lucianetti, L., Bhave, D. P., & Christian, M. S. (2015)	You wouldn't like me when I'm sleepy: Leaders' sleep, daily abusive supervision, and work unit engagement. <i>Academy of Management Journal</i> , 58(5), 1419-1437.	275	53	Red
	Krasikova, D. V., Green, S. G., & LeBreton, J. M. (2013)	Destructive Leadership: A Theoretical Review, Integration, and Future Research Agenda. <i>Journal of Management</i> , 39(5), 1308-1338.	294	102	
	Lian, H., Brown, D. J., Ferris, D. L., Liang, L. H., Keeping, L. M., & Morrison, R. (2014)	Abusive supervision and retaliation: A self-control framework. <i>Academy of Management Journal</i> , 57(1), 116-139.	177	80	
	Lian, H., Ferris, D. L., & Brown, D. J. (2012)	Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome. <i>Journal of Applied Psychology</i> , 97(1), 107.	309	86	
	Liang, L. H., Lian, H., Brown, D. J., Lance Ferris, D., Hanig, S., & Keeping L. M. (2016)	Why are abusive supervisors abusive? A dual-system self-control model. <i>Academy of Management Journal</i> , 59(4), 1385-1406.	148	50	
	Lin, S.-H., Ma, J., & Johnson, R. E. (2016)	When ethical leader behavior breaks bad: How ethical leader behavior can turn abusive via ego depletion and moral	238	54	



		licensing. <i>Journal of Applied Psychology</i> , 101(6), 815.			
	Mitchell, M. S., Vogel, R. M., & Folger, R. (2015)	Third parties' reactions to the abusive supervision of coworkers. <i>Journal of Applied Psychology</i> , 100(4), 1040.	192	56	
	Nandkeolyar, A. K., Shaffer, J. A., Li, A., Ekkirala, S., & Bagger, J. (2014)	Surviving an abusive supervisor: The joint roles of conscientiousness and coping strategies. <i>Journal of Applied Psychology</i> , 99(1), 138.	99	65	
	Schmid, E. A., Pircher, Verdorfer, A., & Peus, C. (2019)	Shedding light on leaders' self-interest: Theory and measurement of exploitative leadership. <i>Journal of Management</i> , 45(4), 1401-1433.	82	71	
	Schyns, B., & Schilling, J. (2013)	How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. <i>The Leadership Quarterly</i> , 24(1), 138-158.	576	123	
	Wheeler, A. R., Halbesleben, J. R. B., & Whitman, M. V. (2013)	The interactive effects of abusive supervision and entitlement on emotional exhaustion and co-worker abuse. <i>Journal of Occupational and Organizational Psychology</i> , 86(4), 477-496.	104	63	
2	Destructive, psychopathic leadership and bullying				Green
	Berdahl, J. L., Cooper, M., Glick, P., Livingston, R.W., & Williams, J. C. (2018)	Work as a masculinity contest. <i>Journal of Social Issues</i> , 74(3), 422-448.	146	1	
	Boddy, C. R. (2011)	Corporate psychopaths, bullying and unfair supervision in the workplace. <i>Journal of Business Ethics</i> , 100(3), 367-379.	144	24	
	Boddy, C. R. (2014)	Corporate psychopaths, conflict, employee affective well-being and counterproductive work behaviour. <i>Journal of Business Ethics</i> , 121(1), 107-121.	102	25	
	Einarsen, S., Aasland, M. S., & Skogstad, A. (2007)	Destructive leadership behaviour: A definition and conceptual model. <i>The Leadership Quarterly</i> , 18(3), 207-216.	514	27	
	Ferris, G. R., Zinko, R., Brouer, R. L., Buckley, M. R., & Harvey, M. G. (2007)	Strategic bullying as a supplementary, balanced perspective on destructive leadership. <i>The Leadership Quarterly</i> , 18(3), 195-206.	176	11	
	Hauge, L. J., Skogstad, A., & Einarsen, S. (2007)	Relationships between stressful work environments and bullying: Results of a large representative study. <i>Work &amp; Stress</i> , 21(3), 220-242.	297	34	
	Liu, W., Zhang, P., Liao, J., Hao, P., & Mao, J. (2016)	Abusive supervision and employee creativity: The mediating role of psychological safety and organizational identification. <i>Management Decision</i> , 54(1), 130-147.	86	7	
	Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017)	Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective. <i>Journal of Organizational Behavior</i> , 38(3), 327-350.	231	8	
	Pelletier, K. L. (2010)	Leader toxicity: An empirical investigation of toxic behavior and rhetoric. <i>Leadership</i> , 6(4), 373-389.	122	24	
	Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007)	The destructiveness of laissez-faire leadership behavior. <i>Journal of Occupational Health Psychology</i> , 12(1), 80.	432	36	
3	Destructive leadership behaviors – individual traits,				Blue
	Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S. (2010)	The prevalence of destructive leadership behaviour. <i>Journal of Management</i> , 21(2), 438-452.	211	85	
	Hogan, R., & Kaiser, R. B. (2005)	What we know about leadership. <i>Review of General Psychology</i> , 9(2), 169-180	496	7	

subordinate characteristics, and organizational factors	Johnson, R. E., Venus, M., Lanaj, K., Mao, C., & Chang C.-H. (2012)	Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors. <i>Journal of Applied Psychology</i> , 97(6), 1262.	186	19	
	Naseer, S., Raja, U., Syed, F., Donia, M. B. L., & Darr, W. (2016)	Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. <i>The Leadership Quarterly</i> , 27(1), 14-33.	162	44	
	Ng, T. W. H., & Feldman, D. C. (2015)	Ethical leadership: Meta-analytic evidence of criterion-related and incremental validity. <i>Journal of Applied Psychology</i> , 100(3), 948.	194	19	
	Padilla, A., Hogan, R., & Kaiser, R. B. (2007)	The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. <i>The Leadership Quarterly</i> , 18(3), 176-194.	559	36	
	Paunonen, S. V., Lönnqvist, J.-E., Verkasalo, M., Leikas, S., & Nissinen, V. (2006)	Narcissism and emergent leadership in military cadets. <i>The Leadership Quarterly</i> , 17(5), 475-486.	132	11	
	Petriglieri, G., & Stein, M. (2012)	The unwanted self: projective identification in leaders' identity work. <i>Organization Studies</i> , 33(9), 1217-1235.	87	10	
	Schilling, J. (2009)	From ineffectiveness to destruction: A qualitative study on the meaning of negative leadership. <i>Leadership</i> , 5(1), 102-128.	121	9	
	Thoroughgood, C. N., Padilla, A., Hunter, S. T., & Tate, B. W. (2012)	The susceptible circle: A taxonomy of followers associated with destructive leadership. <i>The Leadership Quarterly</i> , 23(5), 897-917.	108	60	
4 Subordinate reactions to abusive leaders and supervisors	Burton, J. P., & Hoobler, J. M. (2011)	Aggressive reactions to abusive supervision: The role of interactional justice and narcissism. <i>Scandinavian Journal of Psychology</i> , 52(4), 389-398.	82	73	Yellow
	Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012)	A trickle-down model of abusive supervision. <i>Personnel Psychology</i> , 65(2), 325-357.	339	74	
	Tepper, B. J. (2000)	Consequences of abusive supervision. <i>Academy of Management Journal</i> , 43(2), 178-190.	2154	20	
5 Abusive supervisors impact on employee prosocial or organizational citizenship behavior	Lyu, Y., Zhou, X., Li, W., Wan, J., Zhang, J., & Qiu, C. (2016)	The impact of abusive supervision on service employees' proactive customer service performance in the hotel industry. <i>International Journal of Contemporary Hospitality Management</i> , 28(9), 1992-2012.	85	1	Violet
	Rafferty, A. E., & Restubog S. L. D. (2011)	The influence of abusive supervisors on followers' organizational citizenship behaviours: The hidden costs of abusive supervision. <i>British Journal of Management</i> , 22(2), 270-285.	140	28	

Note. Source: Authors based on data analysis using VoSviewer; TC-Total Citations

### Theme-1 (Red cluster): Abusive Supervision and its Consequences (11 articles)

The collective findings encompass several aspects of the detrimental impact of abusive supervision in the workplace. Barnes et al. (2015\*) link leader sleep deprivation to abusive supervision, harming subordinate work unit engagement. Krasikova et al. (2013\*) elaborate on intentional harm by various destructive leader forms, including abusive supervision, petty tyranny, and pseudo-transformational leadership. Antecedents (individual, situational,

organizational, follower) and consequences (individual, organizational, social, economic) are identified. A self-control framework in Lian et al. (2014\*) reveals how abusive supervision diminishes subordinates' self-control, reducing self-efficacy, and increasing anger and retaliation.

Lian et al. (2012\*) show high-power distance orientation subordinates accepting and replicating abusive behavior. Poor performance provokes supervisor abuse due to reduced mindfulness (Liang et al., 2016\*). Lin et al. (2016\*) address ego depletion-driven abusive behavior in ethical leaders. Third-party witnesses of abusive supervision offer emotional support, devalue the abusive supervisor, and engage in counterproductive behavior (Mitchell et al., 2015\*). Nandkeolyar et al. (2014\*) suggest that conscientiousness and coping strategies mitigate abusive supervision's effects, while proper training aids employee coping. Exploitative leadership harms follower satisfaction, motivation, and performance (Schmid et al., 2019\*).

Schyns and Schilling (2013\*) link destructive leadership to negative follower outcomes such as job satisfaction, commitment, well-being, performance, turnover intent, and counterproductive behavior. Lastly, abusive supervision combined with employee entitlement significantly impacts emotional exhaustion and co-worker abuse (Wheeler et al., 2013\*).

### *Theme-2 (Green cluster): Destructive, Psychopathic Leadership and Bullying (10 articles)*

Collectively, these articles explore the adverse effects of destructive leadership, corporate psychopathy, and leadership styles in the promotion of toxic work environments. Organizations must cultivate positive leadership practices, prevent toxic behaviors, and establish inclusive workplaces for employee well-being. Berdahl et al. (2018\*) discuss masculinity contests leading to toxic behaviors like workplace bullying and discrimination. Subsequent papers probe the link between corporate psychopaths and workplace dynamics, emphasizing the need to identify and prevent their presence. Corporate psychopaths, drawn to power, employ intimidation, bullying, and conflict, eroding employee well-being (Boddy, 2011\*, 2014\*). Einarsen et al. (2007\*) present three destructive leadership categories, tyrannical, derailed, supportive-disloyal, and their negative consequences. Strategic bullying, a form of destructive leadership, deliberately harms followers, leading to detrimental workplace effects (Ferris et al., 2007\*).

Hauge et al. (2007\*) unveil how leadership styles like tyrannical and laissez-faire heighten bullying risks and lead to stressful workplaces. Abusive supervision curtails innovation and productivity, hampering employee creativity (Liu et al., 2016\*). A comprehensive meta-analysis of leadership, mental health, and job performance underscores transformational and relations-oriented leadership. On the contrary, task-oriented leadership does not exhibit a significant mental health association and a negative correlation with job performance (Montano et al., 2017\*). Leader toxicity encapsulates destructive behavior, dishonesty, disrespect, and power misuse. Addressing this toxicity is vital for a healthier, more committed workforce (Pelletier, 2010\*). The negative impact of toxic leadership on individuals, organizations, and society requires further research and intervention (Skogstad et al., 2007\*).

### *Theme-3 (Blue cluster): Destructive Leadership Behaviors (10 articles)*

This theme's papers encompass various leadership behaviors' prevalence, impact, predictors, and consequences, ranging from positive and ethical to destructive and negative leadership. Aasland et al. (2010\*) study reveals significant reports of destructive supervisor behaviors. Derailed and tyrannical leadership emerges frequently, showing various manifestations over time. Hogan and Kaiser (2005\*) stress the predictive power of effective leadership within organizational success. Johnson et al. (2012\*) emphasize leader identity's role in understanding behavior and advocate personality assessments in selection and development. Naseer et al. (2016\*) examine despotic leadership, leader-member exchange, and perceived politics' joint effect on employee outcomes. Despotic leadership adversely affects job performance, citizenship behaviors, and creativity, especially when coupled with high-quality exchange and perceived politics.

Ng and Feldman (2015\*) confirm the positive impact on job attitudes and performance through trust mediation. Padialla et al. (2007\*) introduce the toxic triangle, fostering mistreatment with destructive leaders, vulnerable followers, and enabling environments. Paunonne et al. (2006\*) explored narcissism's mixed impact on leadership among military cadets, boosting emergent qualities while fostering self-centered and manipulative behaviors.

Petriglieri and Stein (2012\*) detail projective identification's leaders' identity concept, its emotional management potential, and negative consequences when mishandled. Schilling (2009\*) defines negative leadership as a trait-lacking behavior with detrimental effects on individuals and organizations. Thoroughgood et al. (2012\*) define destructive leadership as traits like narcissism, Machiavellianism, and psychopathy fostering mistreatment toward subordinates, triggered by adverse leaders, vulnerable followers, and supportive environments coinciding.

### *Theme-4 (Yellow cluster): Subordinate Reactions to Abusive Leaders and Supervisors (3 articles)*

The three papers offer insights into the impact of abusive supervision on subordinates and organizations, stressing the role of organizational justice and fair work environments in countering the negative consequences of narcissistic abusive leadership across hierarchical levels.

Burton and Hoobler (2011\*) highlight interactional justice and narcissism's moderating impact on abusive supervision's link to aggressive reactions. Interactional justice buffers this link, reducing aggressive responses to abusive leadership through equitable treatment. Conversely, narcissism amplifies the connection, indicating higher narcissistic individuals tend to react aggressively to abusive supervision. Mawritz et al. (2012\*) introduce a trickle-down model, where manager-abusive behavior affects supervisors, who then display abusive conduct towards subordinates. In a hostile work environment, this link is intensified, impacting abusive supervisor behavior and workgroup interpersonal deviance. Tepper (2000\*) identifies organizational justice as a key mediator in abusive supervision's impact on employees. It partially mediates effects on anxiety and emotional exhaustion, fully mediates effects on other outcomes, with job mobility moderating to mitigate adverse effects.

### Theme-5 (Violet cluster): Abusive Supervisors Impact on Employee Prosocial or Organizational Citizenship Behavior (2 articles)

Two papers in this category focus on the impact of abusive supervision on employees' extra-role voluntary behaviors. Lyu et al. (2016\*) provide empirical evidence, revealing abusive supervision that causes employees to feel devalued, reducing organizational identification and proactive customer service performance (PCSP). Collectivism amplifies the link between abusive supervision and organizational identification. Rafferty and Restubog (2011\*) demonstrate negative supervisor treatment affecting prosocial voice (open retaliation) and prosocial silence (withholding behaviors). Abusive supervision reduces interactional justice perception, lowering prosocial voice and supervisor-rated behavior. It also impacts work engagement and self-esteem, decreasing self-rated prosocial silence.

### Keyword Analysis (Co-occurrence Analysis Using Author Keywords)

Bibliometric research enables the exploration of a research field through the analysis of authors' chosen keywords in their research articles. Authors strategically select keywords to increase article citations using specific terms. These keywords encapsulate core ideas explored in their studies. Keyword analysis identifies emerging research topics and focal points within a topic area, providing insights into evolving usage patterns of terms. In this section, our aim is to identify and understand keywords used in toxic leadership research, tracking their evolution from 2000 to 2023.

We employed co-occurrence analysis on authors' keywords to identify vocabulary used throughout the study period (2000-2023). We divided our data into periods: 2000-2005, 2006-2010, 2011-2015, 2016-2020, and 2021-2023, observing the chronological progression of toxic leadership research. For a comprehensive list, we set a minimum occurrence threshold of one. We extracted keywords and created network visualizations for each period. Keywords were sorted by frequency: once for 2000-2005, at least twice for 2006-2010, and at least four for later periods. Keywords were grouped based on similarity. The list of keywords is given in [Table 6](#).

**Table 6**

*Grouping of Keywords with Number of Occurrences (in bracket)*

2000-2005	2006-2010	2011-15	2016-20	2021-23
Abusive supervision (1)	Abusive supervision (3)	Abusive supervision (14)	Abusive supervision (36)	Abusive supervision (50)
Leadership (1)	Leadership (11)	Leadership (13)	Leadership (30)	Leadership (32)
	Destructive leadership (5)	Destructive leadership (16)	Destructive leadership (28)	Destructive leadership (32)
	Toxic leadership (3)	Toxic leadership (11)	Toxic leadership (20)	Toxic leadership (25)
	Corporate psychopaths (4)	Corporate psychopathy (3)	Psychopathy (7)	
		Abusive leadership (2)	Abusive leadership (5)	Abusive leadership (11)
		Job satisfaction (3)	Job satisfaction (8)	Job satisfaction (8)
	Bullying (3)	Bullying (3)		
Culture (2)	Organizational culture (2)			
			Narcissism (6)	Narcissism (9)
			Turnover intention (4)	Turnover intentions (5)
		Deviant workplace behaviour (2)		Cwb (counterproductive work behavior) (4)
Employees' attribution of abusive supervisor	Abusive (1) Abusive behavior (1)			

behaviors (1)				
Attribution (1)	Personality (3)	Employee well-being (2)	Ethical leadership (5)	Despotic leadership (4)
Collaboration (1)	Accountability (1)	Coping (3)	Transformational leadership (4)	Exploitative leadership (5)
Ethos (1)	Aggression (1)		Toxic triangle (4)	Emotional exhaustion (10)
Specialist schools (1)	Behaviour (2)			
Transaction cost (1)				

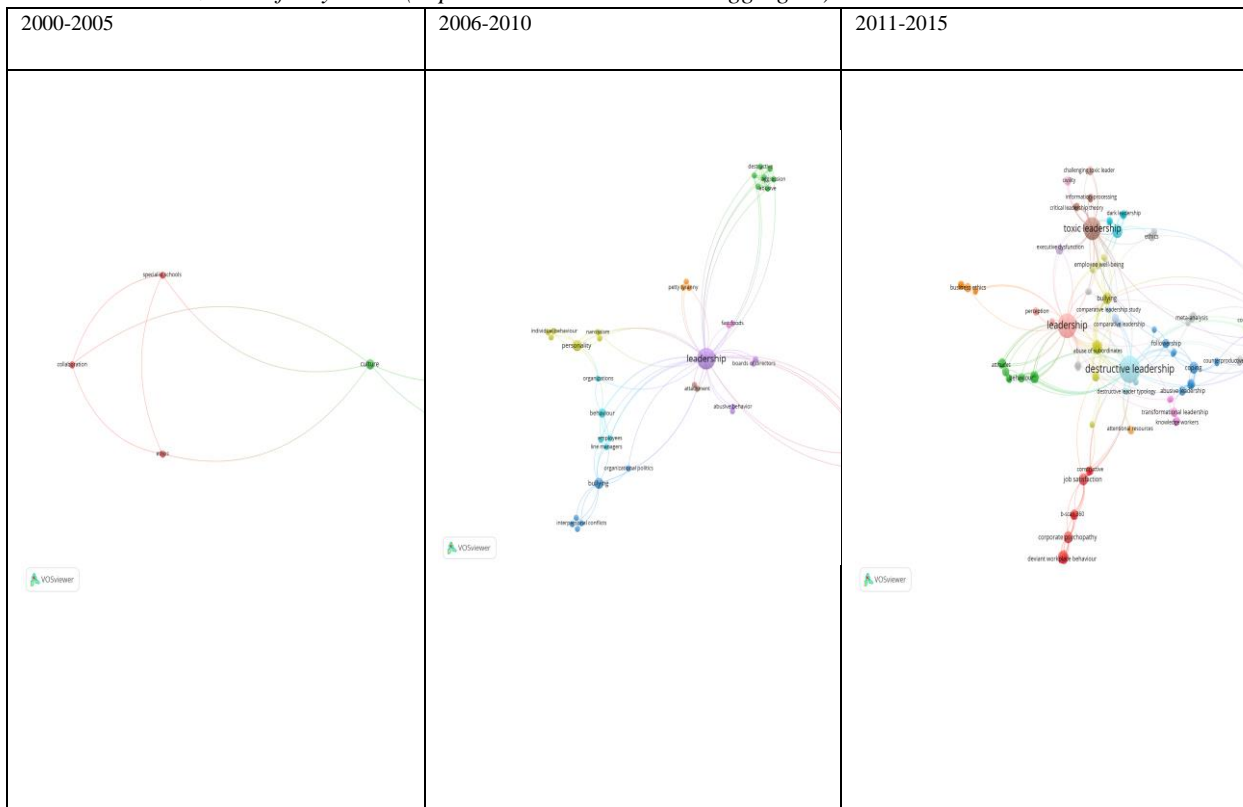
Note. Source: Authors based on data analysis using VoSviewer

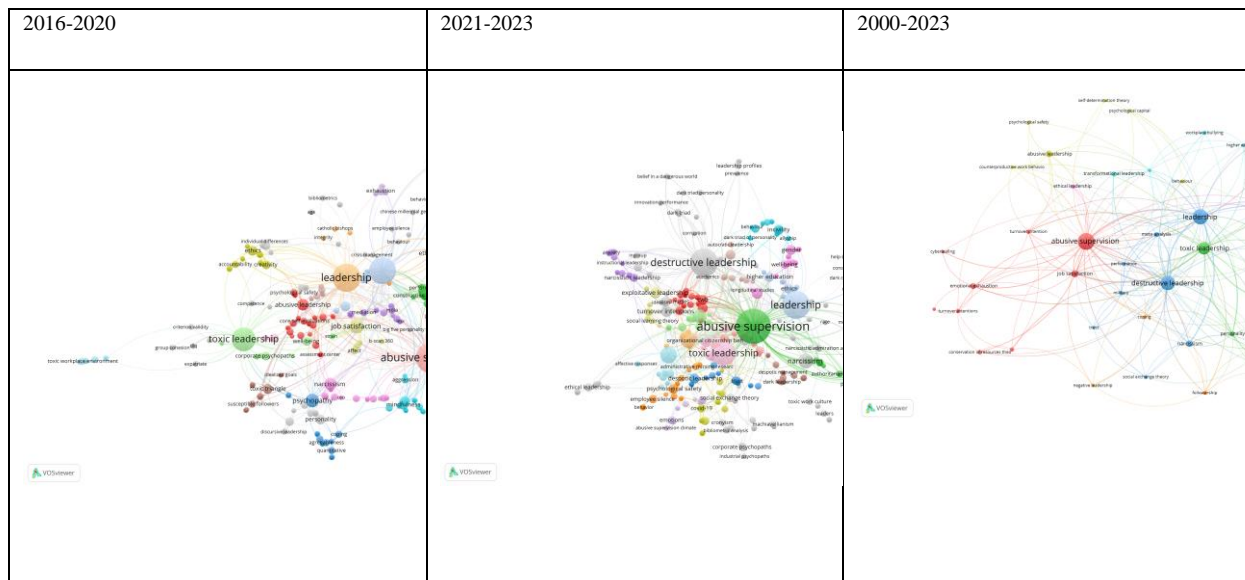
Our analysis reveals dynamic shifts in keyword frequency across different time periods. As shown in Table 7, "abusive supervision" and "leadership" are consistently used. A cluster of high-frequency keywords persists across all periods, including "destructive leadership," "toxic leadership," "corporate psychopaths," "abusive leadership," and "job satisfaction" (3 to 4 occurrences). Keywords appearing in at least two periods include "bullying," "culture," "narcissism," "turnover intentions," "deviant behavior," and "abusive behavior." Keywords used during recent times reflect a comprehensive exploration of both positive aspects (ethical and transformative leadership) and negative facets (despotic, exploitative leadership, and emotional exhaustion) within the toxic leadership domain.

The visualization of keyword analysis (Figure 4) vividly portrays a growing density and interconnections of variables used in toxic leadership over time. The keyword cluster map highlights the broader organizational behavior and focuses on keywords like abusive supervision, leadership, toxic, and destructive leadership. Several keywords are associated with a limited number of articles. This analysis underscores the increasing complexity and depth of the knowledge network within toxic leadership.

Figure 4

Network Visualization of Keywords (Separate Time Periods and Aggregate)





Note. Source: Authors based on data analysis using VoSviewer from Scopus; VoSviewer produces output in small letter format.

### Theory-Context- Methodology (TCM) analysis

In addition to the above analysis of toxic leadership research, we further utilized the TCM (Theory-Context-Methodology) framework to delve into toxic leadership dynamics (Paul et al., 2023). Within this framework, the theoretical foundations guiding leadership analysis, the contextual factors influencing leadership behaviors and outcomes, and the research methodology used to rigorously and systematically explore these interactions are examined. This enhances our understanding of intricate leadership dynamics across diverse organizational contexts.

#### Theory

The connection between toxic leadership and culture, along with its causes, effects, and boundary conditions, has been extensively explored through various theories. Starting with Bandura and Walters' (1977) social learning theory, studies indicate that people adopt behaviors via imitation, modeling, and observation, propagating toxic conduct from leaders to followers, and influencing organizational culture. For example, victims of peer harassment can mimic abusive leaders, affecting their performance (Bai et al., 2021). Similarly, a hostile organizational climate signals approval of abusive supervision (Mawritz et al., 2012\*). External factors like parental mistreatment also shape managers' treatment of subordinates (Kiewitz et al., 2012).

The Conservation Of Resources (COR) theory illuminates how direct reports of toxic leaders adjust attitudes and behaviors to conserve resources (Bajaba et al., 2021, Hobfoll et al., 2018). Research based on COR theory reveals that emotionally drained leaders mistreat subordinates to conserve resources (Lam et al., 2017; Lin et al., 2016\*). Ineffective team performance can lead to abusive supervision due to supervisors' emotional exhaustion (Fan et al., 2020).

Exploring toxic leadership through the lens of social exchange theory uncovers how leaders' exploitation of subordinates negatively affects well-being and outcomes. Victims often retaliate against abusive supervisors, leading to reduced task performance and participation in inappropriate behaviors (Choi et al., 2019; Lian et al., 2014\*; Xu et al., 2022).

Organizational justice theory examines how toxic behaviors like favoritism or mistreatment contribute to perceptions of unfairness, ultimately fostering a toxic work environment (Tepper, 2000\*).

Self-regulation theory posits that elements within the workplace, including demanding tasks, subpar subordinate performance, and ethical leadership demonstration, impact leaders' self-regulation capacity (Liang et al., 2016\*; Lin et al., 2016\*). External factors such as personal and work conflicts and inadequate sleep (Barnes et al., 2015\*) further affect supervisors' emotional regulation, all of which lead to self-regulatory failure and subsequent toxic leadership behaviors.

In the toxic leadership framework, Leader-Member Exchange (LMX) theory probes how toxic leaders establish unequal relationships with specific followers, yielding unfavorable outcomes for those individuals. Valle et al. (2019) highlight the LMX theory's primary application in elucidating moderating or mediating relationships within the toxic leadership context.

The social identity theory posits that individuals form their identity through group affiliations (social identity), favoring groups that enhance their self-concept and distancing from those that diminish it (Tajfel & Turner, 2004). Applying this theory, a study predicts and examines the influence of abusive supervision on proactive customer care performance among service professionals (Lyu et al., 2016\*).

## Context

In terms of country-wise distribution, a significant number of studies focus on Scandinavian nations, such as Norway and Sweden (Fors Brandebo et al., 2016; Skogstad et al., 2007\*), along with other European countries including Germany, Austria, Slovenia, and England (Vogel et al., 2016), characterized by low power distance. Research on toxic leadership has also gained prominence in high power distance nations like India, Pakistan, Taiwan, Japan, and China (Agarwal et al., 2021; Jahanzeb et al., 2019; Khan & Khan, 2021; Nandkeolyar et al., 2014\*; Wang et al., 2021), where supervisory abuse is prevalent (Tepper, 2007). Additionally, studies have included data from the USA and Africa (Bajaba et al., 2021; Page & Mgwanya, 2023; Vogel et al., 2016), with only two studies pertaining to toxic leadership in a Russian context (Fedorova, 2019).

Toxic leadership and its impact on workplaces have been examined in various industries, such as telecom (Jha, 2019), construction (Khan & Khan, 2021), information technology (Mubarak et al., 2023), hospitality sectors, including hotels (Sarwar et al., 2022) and tourism (Koo et al., 2022), healthcare encompassing hospitals, retail and textiles (Kumar, 2014; Ng et al., 2022), as well as military establishments (Paunonen et al., 2006\*). While most studies adopt an individual-level analysis, recent attention has also shifted towards an organizational-level analysis.

## Methods

The majority of the reviewed articles were empirical works, with the rest being reviews and conceptual pieces. Quantitative research dominates the field of toxic leadership, primarily employing survey methodologies to explore toxic leadership and workplace culture. Many studies utilized correlational designs, often employing multisource or multi-wave data to



address common method bias (Liang et al., 2012; MacKenzie & Podsakoff, 2012; Zellars et al., 2002). Qualitative, mixed-method, and longitudinal studies remain limited within this domain. Few papers with experimental designs (Kim et al., 2020; Tu et al., 2018) and longitudinal designs (Li et al., 2023) were found. Longitudinal designs are particularly valuable for tracking changes over time and establishing causality. Farmanara's (2021) case study was a rare qualitative, inductive, and longitudinal exploration of abusive supervision. These designs allow us to examine how leadership behavior evolves across situations (Bryman, 2004). Future research can explore how abusive supervision responds to changing circumstances through qualitative studies. The TCM framework based on the above review is presented in Table 7.

**Table 7**

*TCM Framework*

Theories	Contexts		Methods
<ul style="list-style-type: none"> <li>• Social learning theories</li> <li>• Conservation of resources theory (CoR)</li> <li>• Social exchange theory</li> <li>• Self-regulation theory</li> <li>• Leader-member exchange theory</li> <li>• Social identity theory</li> </ul>	<p>Countries</p> <ul style="list-style-type: none"> <li>• Norway</li> <li>• Sweden</li> <li>• Germany</li> <li>• Austria</li> <li>• Slovenia</li> <li>• England</li> <li>• India</li> <li>• Pakistan</li> <li>• China</li> <li>• Taiwan</li> <li>• Japan</li> <li>• USA</li> <li>• Russia</li> </ul>	<p>Industries/Sector</p> <ul style="list-style-type: none"> <li>• Telecom</li> <li>• Construction</li> <li>• Information technology</li> <li>• Hospitality</li> <li>• Healthcare</li> <li>• Retail</li> <li>• Military</li> </ul>	<p>Quantitative</p> <ul style="list-style-type: none"> <li>• Survey methods</li> <li>• Correlational design</li> <li>• Multi-source/multi-wave data</li> <li>• Experimental design</li> <li>• Longitudinal designs</li> </ul> <p>Qualitative</p> <ul style="list-style-type: none"> <li>• Case study method</li> <li>• Interviews</li> </ul> <p>Review/conceptual</p> <ul style="list-style-type: none"> <li>• Systematic literature review</li> </ul>

*Note.* Source: Authors based on data analysis from Scopus

### Future Research Directions

Based on our review of toxic leadership and workplaces, some research directions that could contribute to the advancement of understanding toxic leadership and its impact on organizations and individuals are discussed below.

Research on potential gender differences in toxic leadership is lacking, particularly given the evolving definition of gender. Gendered aspects intersect with toxic leadership, revealing nuanced patterns in behavior and perception, that might differ across genders due to social expectations and power dynamics. Exploring gendered toxic leadership traits and their effects on subordinates offers insight into the intricate interplay between leadership, gender, and workplaces (Silver et al., 2023). This inquiry deepens our understanding of toxic leadership's complexity and implications for leaders and followers of all genders.

Exploring the impact of digital communication on toxic leadership is a growing area of interest. The rise of remote work and digital communication platforms presents a unique context for toxic behaviors to manifest. Investigating how these behaviors are influenced by the remote nature of digital interactions and whether digital platforms amplify or mitigate toxic leadership is essential for understanding contemporary workplace dynamics (Abbas Khan, 2021).

There is inadequate research on the cross-cultural aspects of toxic leadership and within global organizations that operate cross-culturally. Investigating how toxic leadership manifests, is perceived, and impacts individuals in diverse cultural contexts can uncover

universal and culture-specific patterns and facilitate the development of tailored interventions and leadership strategies that account for cultural nuances (Kim et al., 2020). Exploring toxic leadership within global organizations can help to understand the manifestation, interpretation, and consequences of toxic behaviors and how these behaviors transcend cultural boundaries. This line of research can examine the role of cultural norms, power dynamics, and communication styles that influence toxic leadership, and help guide strategies to promote healthier leadership practices, foster cultural sensitivity, and enhance the effectiveness of cross-cultural collaborations in global organizations (Roque et al., 2020).

Incorporating mixed-method and longitudinal research approaches could provide a more comprehensive understanding of toxic leadership. Combining qualitative insights from in-depth interviews or focus groups with quantitative data from surveys could offer richer insights into the underlying mechanisms and employee experiences (Schmid et al., 2021).

Exploring the effectiveness of interventions aimed at promoting ethical leadership behaviors and reducing toxic behaviors could contribute to how training, mentoring, and coaching programs impact leadership behaviors and employee well-being (Lemoine et al., 2019). Related to this is research on how employees develop resilience and coping strategies to mitigate the impact of toxic leadership, and whether certain personality traits, social support systems, or psychological mechanisms can buffer the negative effects of such leadership (Almeida et al., 2021; Bajaba et al., 2021).

## Conclusion

Our review underscores the detrimental impact of toxic leadership on both individual well-being and organizational effectiveness. It is evident that toxic leadership corrodes the very fabric of an organization, stifling its potential, eroding its collective spirit, and engendering a culture of fear and distrust (Pynnönen & Takala, 2018). The consequences, ranging from decreased job satisfaction and productivity to elevated turnover rates and counterproductive behaviors, emphasize the urgent need for proactive measures to mitigate the influence of toxic leadership. By examining an extensive array of studies spanning various dimensions, from antecedents and mechanisms to consequences and interventions, this research provides valuable insights that shed light on the complex dynamics of toxic leadership.

Theoretical lenses such as social learning, conservation of resources, social exchange, self-regulation, LMX, and social identity have illuminated the intricate mechanisms underlying toxic leadership behaviors. However, it is evident that further exploration and integration of these theories can provide a more holistic understanding of toxic leadership's emergence, propagation, and impact.

As we navigate the evolving landscape of workplaces, marked by technological advancements, remote work arrangements, and changing employee expectations, there is an opportunity to delve deeper into the intersection of these trends (Colbert et al., 2016) with toxic leadership. Investigating how toxic behaviors manifest and impact employees in virtual work environments or under new organizational structures could offer insight into novel challenges and potential solutions.

## Declarations

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