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The bad, the very bad and the ugly: towards an integrated model of dark leadership

Article

Supplemental Material

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Table 1: Dark Leadership Terminologies and Definitions

Dark Leadership Construct	Definition of Dark Leadership Construct	Related Constructs
Abusive Supervision	Defined as subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact. (Tepper, 2000)	*Abusive supervisory behaviour* (Hanu *et al.,* 2024)
Despotic Leadership	A form of leadership where leaders who distort the mission and goals of the organization and abuse resources by using them to further their own interests. These leaders may secure the acquiescence of subordinates by threatening to and actually employing manifest force. (Aronson, 2001)	
Supervisor Undermining	Explored under the construct of social undermining which refers to the behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation. Occurs when supervisors intentionally hinder the success or reputation of their subordinates, often through subtle or overt actions. (Duffy *et al.,* 2002)	
Aversive Leadership	Representative behaviors of aversive leadership include (a) engaging in intimidation and (b) dispensing reprimands. (Pearce and Sims, 2002)	
Corrupt Leadership	Involves leaders engaging in unethical or illegal activities for personal gain, undermining organizational integrity and trust. (Anand *et al*., 2004)	
Evil Leadership	Involves leaders who commit atrocities, using pain as an instrument of power, causing physical or psychological harm to others. (Kellerman, 2004)	
Insular Leadership	Refers to leaders who minimize or disregard the health and welfare of those outside their immediate group or organization, leading to a narrow focus that can be detrimental in a broader context. (Kellerman, 2004)	
Authoritarian Leadership	Authoritarianism refers to a leader's behavior that asserts absolute authority and control over subordinates and demands unquestionable obedience from subordinates. An authoritarian leader will try to control and promote a subordinate's performance via personal preferences and threat (Cheng *et al*., 2004).	
Managerial incompetence	Managerial failure is related more to having undesirable qualities than to lacking desirable ones, that is, having the wrong stuff and emphasised Hogan and Hogan's (2001) dark side dimensions e.g., bold-narcissistic, excessively self-confident; exhibits grandiosity and entitlement; unable to learn from mistakes; or mischievous, psychopathic/antisocial, - excessively takes risks and tests limits; bright, manipulative, deceitful, cunning, and exploitive (Hogan and Kaiser, 2005).	*Dark triad* (Jonason*, et al.,* 2012)
Toxic Leadership	Refers to leaders who engage in destructive behaviors and exhibit dysfunctional personal characteristics, resulting in negative effects on their subordinates and the organization as a whole. (Lipman-Blumen, 2005)	*Toxic behaviour* (Goldman, 2008) *Leader toxicity* (Pelletier, 2010) *Toxic leadership behaviours* (Labrague *et al.,* 2020)
Leader Incivility	Involves leaders displaying rude or discourteous behavior towards subordinates, which can lead to a toxic work environment and decreased employee satisfaction. (Pearson and Porath, 2005)	
Narcissistic Leadership	Narcissistic leadership occurs when leaders' actions are principally motivated by their own egomaniacal needs and beliefs, superseding the needs and interests of the constituents and institutions they lead (Rosenthal and Pittinsky, 2006, p. 629).	*Destructive narcissistic behaviour* (Godkin and Allcorn, 2011) *Dark triad* (Jonason *et al.,* 2012) *Dark side traits* (Furnham *et al.,* 2012) *Narcissistic supervision* (Hochwarter and Thompson, 2012) *Narcissistic CEO* (Patel and Cooper, 2014) *Supervisor narcissistic rage* (Jordan *et al.,* 2020)
Destructive Leadership	Encompasses systematic and repeated behaviour by a leader, supervisor or manager that violates the legitimate interest of the organisation by undermining and/or sabotaging the organisation's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates (Einarsen *et al*., 2007).	*Toxic triangle* (Padilla *et al,* 2007) *Destructive leader behaviour* (Thoroughgood *et al.,* 2012) *Harmful leader behaviour* (Almeida *et al.,* 2022).

Derailed Leadership	Refers to leaders display anti-subordinate behaviours like bullying, humiliation, manipulation, deception or harassment, while simultaneously performing anti-organisational behaviours like absenteeism, shirking, fraud, or theft (Einarsen *et al*., 2007).	
Tyrannical Leadership	Refers to leaders who behave constructively in terms of organisational oriented behaviour while displaying anti-subordinate behaviours; subordinates and superiors may evaluate the leader's behaviour quite differently. Subordinates may view the leader as a bully, while upper management views him/her favourably (Einarsen *et al*., 2007).	
Leader Bullying	Leader bullying represents strategically selected tactics of influence by leaders designed to convey a particular image and place targets in a submissive, powerless position whereby they are more easily influenced and controlled, in order to achieve personal and/or organizational objectives (Ferris *et al*., 2007).	
Pseudo-Transformational Leadership	Involves leaders advance their own self-interested agendas by dominating and controlling their followers. In focusing on self-interest, pseudo-transformational leaders are more interested in becoming personal idols than in the collective ideals that might benefit their followers (Barling *et al*., 2008).	
Negative Leadership	An overarching term including commonly disliked and denounced behaviours ranging from ineffective to destructive aspects (Schilling, 2009). Encompasses various forms of leadership behaviors that have detrimental effects on followers and organizations, including abusive, toxic, and destructive leadership styles (Schyns and Schilling, 2013).	*Bad leadership* (Schilling and Schyns, 2015)
Machiavellian Leader	Machiavellianism is indicated by a complex set of characteristics, namely, a tendency to distrust others, a willingness to engage in amoral manipulation, a desire to accumulate status for oneself, and a desire to maintain interpersonal control (Dahling *et al*., 2009).	
Corporate Psychopathy	Refers to a leader who is a psychopath works and operates in the organizational area (Boddy, 2011).	*Dark triad* (Jonason *et al.,* 2012) *Dark side traits* (Furnham *et al.,* 2012) *Organisational psychopath* (Boddy, 2015) *Psychopathic bullying* (Boddy and Taplin, 2017) *Psychopathic leadership* (Boddy, 2017)
Petty Tyranny	Petty tyranny is (a) an aggressive behavior directed towards other people in a formally unequal power structure, namely towards subordinates, that (b) crosses the line of what may be considered culturally acceptable behavior (Kant *et al*., 2013).	
Exploitative Leadership	Defined as leadership with the primary intention to further the leader's self-interest. Such leaders exploit others by (1) acting egoistically, (2) exerting pressure and manipulating followers, (3) overburdening followers, or, on the other hand, (4) consistently underchallenging followers, allowing no development (Schmid *et al*., 2019).	

Table 2. Commonly Employed Theories, and Their Variations for Moderators and Mediators

Theories	Instances	Moderators	Mediators
Conservation of Resources Theory	84	Organisational Context, Power Distance orientation, Hostile attribution bias, Psychological Capital, Trust, Resilience	Emotional Exhaustion, Stress, Trust, Affective commitment
Social Exchange Theory	68	Organisational Context, Power distance orientation, Hostile attribution bias, Conflict, Trust, Resilience, Perceived job mobility	Emotional Exhaustion, Stress, Trust, Organisational identification, Self-Efficacy, LMX
Toxic Triangle/Toxic Leadership Theory	29	Organisational Context, Organisational Culture	Stress, Trust
Dark Triad, Narcissism, Machiavellianism, Psychopathy	14	Organisational Culture	
Social Cognitive Theory	11	Hostile attribution bias	Identification
Affective Events Theory	10	Power distance orientation, LMX, Psychological Capital	Emotional Exhaustion
Job Demands-Resources Theory	9	LMX	
Self-Determination Theory	8	Power distance orientation, Psychological Capital	Trust, Self-Efficacy
Attribution Theory	6		Organisational identification, LMX
Organisational Justice Theory	6	Perceived mobility, Job mobility, Co-worker deviance	Organisational justice, Affective commitment, Workplace resilience
Social Identity Theory	5		Organisational identification
Ego Depletion Theory	5	Conflict	
Total	**241**		