

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

Article

Supplemental Material

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Figure 1. Publication Year of Articles Included in the Analysis

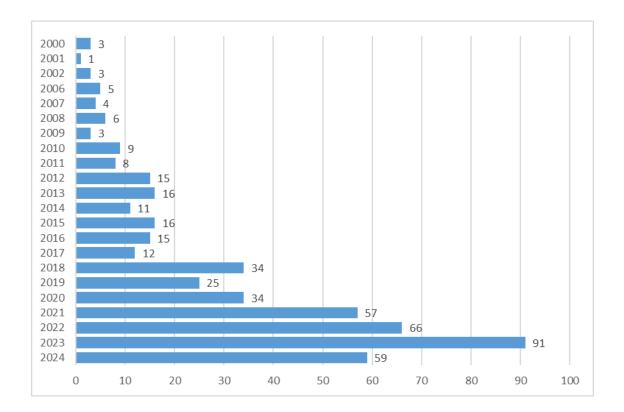


Figure 2: Evolution of Dark Leadership (2000 – 2024)

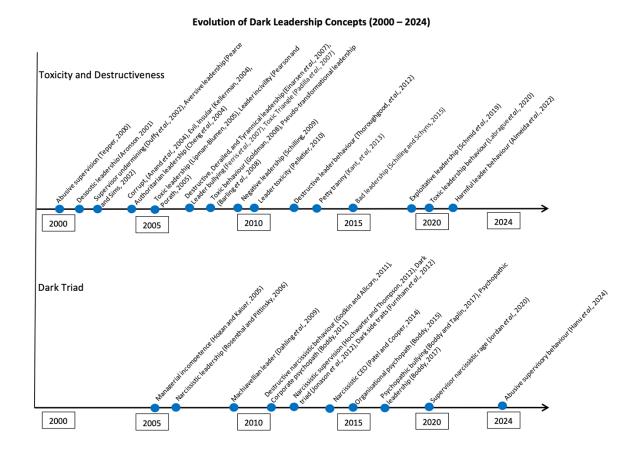


Figure 3: Towards an Integrated Model of Dark Leadership

Dark Leader Behaviours LMX LMX Bullying
Controlling
Intimidating
Aggression
Deceit
Manipulation
Inequitable
Lumilistics Abusive Abusive Supervision Toxic Leadership Destructive **Outcomes** Breach of Psychological Contract Organization Related Lack of Creativity Deviant Behaviour Leadership Despotic Leadership Exploitative Humiliation Counter-productive behaviours Work Performance OCB Inconsistent Leadership Harmful Erratic Avoiding feedback **Dark Leader Traits and** Leadership Characteristics Lack of Respect Aversive Leadership Engagement Conflict **Dark Triad** Turnover Intention Narcissism **Psychopathy Employee Related** Employee Related Stress Job Strain Emotional Exhaustion Job satisfaction Well-being Psychological safety Self-worth Frustration Machiavellianism **Dysfunctional Traits** Established Individual Related Organization Related Self-Esteem CSE
 Proactive POSPolicies and Indicated Personality Resilience Practices -------Proposed

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