



Corso di dottorato di ricerca in:

**“Managerial and Actuarial Sciences”**

*in convenzione con (Università di Trieste )\**

Ciclo (34°)

Titolo della tesi

**“The Dark Side of Leadership, Creativity, and Innovation”**

Dottorando Vahid Mehraein  
Supervisore Daniel Pittino  
Co-supervisore Francesca Visintin

**Anno (2022)**

\* Da completare solo nel caso di convenzione in essere

## Abstract

Leadership has been an important topic of academic interest for about a hundred years. Especially in recent decades, research has intensified, and leadership has often been explored and explained in a positive and optimistic light. This view, while useful, has of course proven to be limited. Recent volumes of research that address the darker aspects of leadership are contributing to a better understanding of leadership and organizational life. This important line of research has intrigued some of the most prominent scholars in the field of leadership and organizational behavior, and many efforts have been made to expand it. These efforts have led to significant discoveries, but also to an ambiguous, scattered literature characterized by a multiplication of constructs. My dissertation specifically addresses this challenge by providing two systematic reviews and finally adding an empirical article on CEO obsessive passion, which is an overlooked aspect of this research area.

The first article pursues the ambitious goal of painting an objective, comprehensive, and holistic picture of the dark side of leadership research. A bibliometric mapping was performed using 205 search terms, a dataset that includes 2056 documents from 1970 to 2020. Using various scientific visualization tools and bibliometric methods such as historiography and co-citation, the origins, core construct, and evolution of the field are revealed. This important field of leadership did not emerge from one or two specific works. Instead, the dark side of leadership has developed in separate streams of research that are only loosely connected and have not appeared in a single publication to date. All too many concepts and theoretical lenses have been developed and used over these many years to capture and explain the phenomenon. Only a handful have caught on, and most have been forgotten years later. Most of the research has been devoted to the study of abusive supervision, followed by narcissism and overconfidence. Dark leaders, then, are studied primarily in one behavioral area that deals with "hostile" leadership behavior and another that focuses on narcissistic and overconfident personality traits. But this is not the whole picture, and resorting to this view alone would be a misrepresentation of the true origins, structure, and development of this important branch of research. The dark side of leadership rests on much larger theoretical fields whose history is rooted in the classics of organizational behavior, and which remain overlooked, underappreciated, and sometimes even completely unrecognized. This review provides the reader with a comprehensive understanding of the research on this topic that will benefit future scholarly endeavors. One of the key findings was that research in this area has overlooked the many different characteristics of leaders, focusing instead on narcissism and overconfidence.

The second review in this dissertation takes a narrower perspective and addresses the dark side of leadership's impact on creativity and innovation as outcome variables. There are several reviews on the effects of leadership on creativity and innovation, but no previous review has explicitly addressed dark leadership. Over the past several decades, researchers have typically found that positive leadership behaviors promote creativity and innovation and have assumed that negative

behaviors must be a hindrance. In contrast to this assumption, some have argued for negative leadership behavior, and surprisingly, there is some empirical evidence to support this puzzling notion. A comprehensive systematic review of 106 empirical studies on this topic was conducted. A wide range of constructs were examined, including abusive supervision, authoritarian leadership, narcissistic leadership, and close monitoring. As expected, a greater number of the articles reviewed found a negative relationship, but there are important discrepancies and details. This review reports the main effects, summarizes the results of the mediating and moderating variables, and highlights methodological shortcomings of the previous literature. On this basis, several recommendations are made to advance this area of research. One important finding was that the few studies that examined negative leadership traits such as narcissism surprisingly showed positive effects, whereas abusive supervision tended to show negative effects. This finding suggests that further research on negative leadership traits is needed, particularly among strategic leaders.

The third paper, an empirical attempt, was logically inspired by the need to investigate the overlooked aspects of negative characteristics of leaders in relation to firm-level innovativeness. A sample of 237 Italian companies was studied. Building on upper echelons theory, this paper examines CEOs' obsessive passion, defined as "a controlled internalization of an activity in one's identity that creates an internal pressure to engage in the activity that the person likes" (Vallerand et al. 2003). Obsessive passion is thought to lead to rigid persistence and negative affect in the leader. The results of this empirical study show that obsessive passion weakens the positive relationship between leader empowerment and firm innovativeness. These findings contribute to our understanding of CEO characteristics and the impact obsessive passion can have on firm outcomes.

# The Dark Side of Leadership: A Map of the Scientific Field

Vahid Mehraein

Department of Economics and Statistics, University of Udine, Italy

## Abstract

Research on the dark side of leadership is widely scattered and confusing. There is a significant need to take stock of this vast and fragmented literature and create a holistic picture of this domain of knowledge. To address this gap, a comprehensive bibliometric mapping was conducted using a dataset of 2056 documents from 1970 to 2020. Using multiple scientific visualization tools and bibliometric methods, including historiography, co-citation, and co-occurrence, the origins, core construct of the field, and its evolution are revealed. This review presents the reader with a comprehensive understanding of research on the topic that will benefit future scholarly endeavors.

**Keywords:** Abusive supervision, Narcissistic leadership, Dark leadership, Bibliometric, Review

## Introduction

The dark side of leadership as a research area focuses primarily on leader behaviors and characteristics that are commonly viewed as "dark" or negative. These include, for example, hostile, controlling, and passive behaviors, as well as personality traits such as narcissism. The dark side of leadership has engaged and fascinated some of the most prominent scholars in the field of leadership and organizational behavior over the last century (Ashforth, 1994; Blake et al., 1962; Conger, 1990; De Vries, & Miller, 1985; Ferris & Kacmar, 1992; Fleishman, 1953; Follett, 1926; Hayward & Hambrick, 1997; Hemphill, 1949; Herzberg et al, 1959; Hogan et al, 1990; House & Mitchell, 1975; Maccoby, 2000; Mumford, et al, 1993; Lewin et al, 1939; Likert, 1967; McGregor, 1957; Peterson, 1997; Podsakoff et al, 1982; Robinson & Bennett, 1995; Roll, 1986; Vroom & Mann, 1960). They acknowledged and explored the darker aspects and refrained from limiting leadership to positive behaviors (Alvesson & Einola, 2019; Kellerman, 2004; Pfeffer, 2016). Despite their efforts, the dark side of leadership stagnated until recently, and research intensified only after the introduction of a number of leadership constructs that often have negative connotations, such as destructive leadership, toxic leadership, and abusive supervision (Einarsen, Aasland, & Skogstad, 2007; Lipman-Blumen, 2006; Tepper, 2000) and a resurgence of interest in dark personality traits of leaders (Babiak, Neumann, & Hare, 2010; Chatterjee & Hambrick, 2007; Hogan & Hogan, 2001; Malmendier & Tate, 2005; Peterson, Smith, Martorana & Owens, 2003; Rosenthal & Pittinsky, 2006).

The dark side of leadership is now a growing focus of attention in scholarly circles of organizational behavior and strategy but understanding and navigating through this topic is extremely difficult because of the daunting problems of theoretical pluralism and the scattered nature of the literature (Hershcovis, & Reich, 2013; Hershcovis, 2011; Nielsen & Einarsen, 2018; Tepper & Henle, 2011). Scholars confronted with construct redundancies of this field have

consistently called for the integration of these scattered developments (Mackey, Ellen III, McAllister, & Alexander, 2020; Meuser, Gardner, Dinh, Hu, Liden, & Lord, 2016; Naseer, Raja, Syed, Donia, & Darr, 2016; Tepper & Henle, 2011; Tepper, 2007). It is therefore essential to take stock of the literature and offer a more refined understanding of the field.

Several useful reviews provide synthesis for specific aspects of the dark side of leadership, such as authoritarianism, narcissism, transgressions, and abusive supervision (Braun, 2017; Epitropaki, Radulovic, Ete, Thomas & Martin, 2020; Fischer, Tian, Lee & Hughes, 2021; Harms, Wood, Landay, Lester & Lester, 2018; Judge, Piccolo & Kosalka, 2009; Martinko, Harvey, Brees & Mackey, 2013; Sharma, 2018; Tepper, 2007; Tepper, Simon & Park, 2017; Yu, Xu, Li, & Kong, 2020). There are also several meta-analyses of the existing literature covering various areas including laissez-faire leadership, destructive leadership, narcissistic leadership and abusive supervision (Bono & Judge, 2004; Cragun, Olsen & Wright, 2020; Grijalva, Harms, Newman, Gaddis & Fraley, 2015; Harms, Credé, Tynan, Leon & Jeung, 2017; Judge & Piccolo, 2004; Landay, Harms & Credé, 2019; Schyns & Schilling, 2013; Mackey, Ellen III, McAllister, & Alexander, 2020; Mackey, Frieder, Brees & Martinko, 2017; Zhang & Liao, 2015; Zhang, & Bednall, 2016). These are notable developments in making sense of the cumulative knowledge of the past. However, these reviews did not have the scope or aim to cover the enormously broad landscape of the dark side of leadership research. An additional valuable approach is to rigorously map the origins, structure, and trajectory of this scholarly research field using bibliometric techniques.

Bibliometric reviews are particularly useful for producing objective and quantitative assessments of Big Data (Zupic & Čater, 2015). Previous bibliometric reviews of leadership have shed little light on the dark side of leadership (Batistič, Černe & Vogel, 2017; Vogel, Reichard, Batistič & Černe, 2020; Zhu, Song, Zhu & Johnson, 2019). While there is a bibliometric review by Scheffler and Brunzel (2020) on this topic, it has significant shortcomings, mainly due to limitations in search terms, selecting the right journals, and conducting the various required analyses. This review offers several important contributions, including outlining the historical development and the core construct of the field. The following section explains the method and details the results. This is followed by a discussion of limitations and future research directions and a brief conclusion.

## **Method**

The dark side of leadership literature is rich, but scattered and difficult to navigate. This accumulated knowledge can be rigorously examined using bibliometrics to provide a more objective and holistic understanding (Zupic & Cater, 2015). Scientific data in systematic reviews must be selected and analyzed according to defined protocols (Aguinis, Ramani & Alabduljader, 2018; Snyder, 2019). Therefore, two main steps were taken to complete this review: (1) selecting

and extracting relevant documents and (2) conducting multiple bibliometric analyzes. The data collection and analyzes are explained in this section.

*Sample*

The scattered literature on the dark side of leadership required the use of numerous search terms (n = 205) found through the snowball technique (see Table 1). These keywords were found by reviewing previous reviews and foundational works (Ashforth, 1994; Conger, 1990; McCord, Joseph, Dhanani, & Beus, 2018; Schyns & Schilling, 2013; Tepper, 2000). As shown in Figure 1, the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) Protocol was adopted (Shamseer et al. 2015). Following previous bibliometric works, The Web of Science Core Collection database was used as the search platform (Batistič, Černe & Vogel, 2017; Vogel, Reichard, Batistič & Černe, 2020; Zhu, Song, Zhu & Johnson, 2019). Titles, keywords, and abstracts of publications from 1970 to 2020 were searched. The titles and abstracts of all records were reviewed for relevance before inclusion in the database. The inclusion criterion considered all theoretical and empirical studies on the dark side of leadership. Overall, this resulted in a database of 2056 primary documents and 66106 secondary documents. Primary documents are the records in our dataset that came from keyword searches on the Web of Science, and secondary documents are cited references retrieved from the bibliography of these primary documents (Vogel, Reichard, Batistič & Černe, 2020).

**Table 1**

List of Search queries

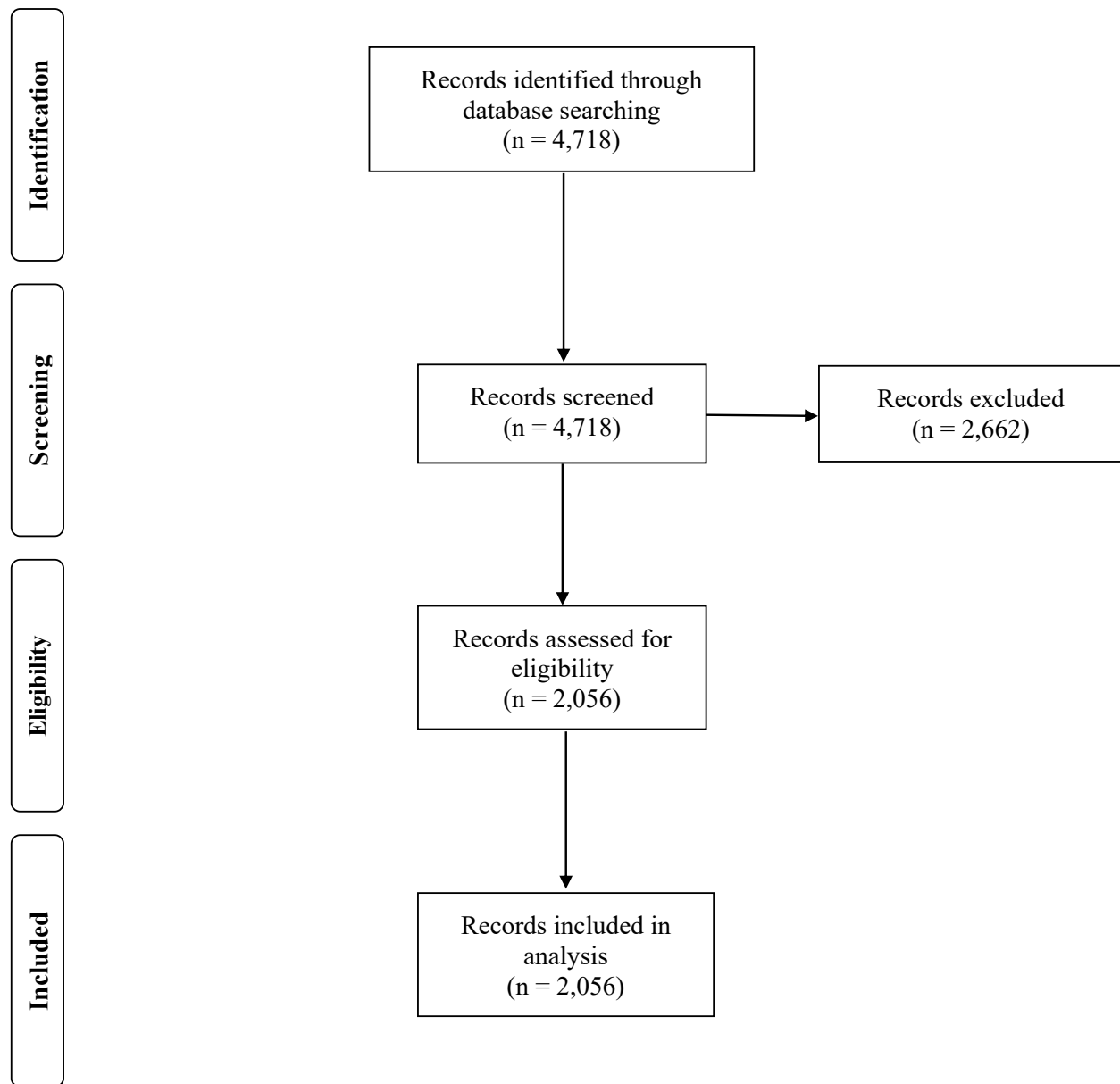
"Destructive leadership"	"Non-contingent reward"
"Negative leadership"	"Non-contingent punishment"
"Toxic leadership"	"Ethical failures in leadership"
"Dark side of leadership"	"Ethical failures of leadership"
"Bad leadership"	"Counterfeit leadership"
"Unethical leadership"	"Managerial incompetence"
"Unethical supervision"	"Conflictual Supervisory Relationships"
"Ineffective leadership"	"Boss from hell"
"Poor leadership"	"Abusive leadership"
"Dysfunctional leadership"	"Executives derail"
"Despotic leadership"	"Leaders fail"
"Close monitoring" AND supervisor	"Dark side of charismatic leadership"
"Tyrannical leadership"	"Dark Side Personality" AND Leader
"Petty tyranny"	"Neurotic management"
"Directive supervisory style"	"Supervisor narcissism"
"Pseudo transformational leadership"	"Leader narcissism"
"Amoral management"	"Narcissistic leadership"
"Ethically neutral leadership"	Supervisor AND Machiavellianism

"Strategic bullying"	Leader AND Machiavellianism
"Abusive supervision"	"Machiavellian leadership"
"Aversive leadership"	Leader AND psychopathy
"Leader derailment"	Supervisor AND psychopathy
"Managerial derailment"	"Psychopathic leadership"
"Leadership derailment"	"Corporate Psychopathy"
"Exploitative leadership"	"Corporate Psychopath"
"Self-serving leadership"	Supervisor AND "Dark triad"
"Self-centered leadership"	CEO AND "Dark Triad"
"Leader Error"	Leader AND "dark triad"
"Negative mentoring experiences"	"Dark side leader"
"Non-listening leadership"	"Dark side" AND supervisor
"Unsupportive managerial behaviors"	Supervisor AND "dark personality"
"Punitive supervision"	Leader AND "dark personality"
"Close supervision" AND Supervisor	Leader AND "Dark side of personality"
"Leadership Manipulation"	"The dark side of personality at work"
"LMX ambivalence"	"The dark side of leadership personality"
"Ineffective forms of leader behavior"	Supervisor AND Anger
"Passive corrective leadership"	Leader AND Anger
"Passive management by exception"	"Hubristic leadership"
"Passive leadership"	"CEO greed"
"Laissez-faire leadership"	"CEO hubris"
"Passive/avoidant" AND Leader	CEO AND Narcissism
"Inconsistent leadership"	Leader AND overconfidence
"Globe Project" AND leader	CEO AND Machiavellianism
"Managerial grid"	Narcissism AND leader
"Coercive power" AND leader	"Overconfident CEO"
Noncontingent AND leader	"Leader Arrogance"
"Abusive Managerial Behaviour"	Leader AND greed
"Dogmatic leadership"	Hubristic OR Hubris AND leader
"Cold leader"	Leader AND "Abrasive personality"
"Manipulative manager"	"Executive greed"
"Mismanagement Styles"	Leadership AND Sadism
"Bad managers"	"Organisational psychopaths"
"Deficit supervision"	Leadership and "dark tetrad"
"Immoral leadership"	"Dark side of charisma"
"Abrasive leaders"	"Overconfident leader"
"Harmful leadership"	"Overconfident managers"
"Autocratic management"	Leader AND hypocrisy
"Lousy supervision"	"Marginal Mentoring"
"Conflictual supervision"	"Toxic mentors"
"Errant leader"	"Dysfunctional mentoring"
"Corrosive leadership"	"Leader violence"

"Health endangering leaders"	"Managerial overconfidence"
"Immoral management"	"Organizational terrorism"
"Authoritarian supervision"	Leader AND Transgression
"Power failures" AND supervisor	"Managers act unfairly"
"Controlling supervision"	"Manager AND unfair"
"Controlling leadership"	"Supervisor unfairness"
"Toxic managers"	Supervisor AND unfair
"Toxic leaders"	Leader AND Incivility
"Derailed manager"	Supervisor AND Incivility
"Ineffective supervision"	Leader AND Ostracism
"Incompetent leadership"	Supervisor AND Ostracism
"Bad supervision"	Leader AND bullying
"Dysfunctional leader behavior"	Supervisor AND bullying
"Ineffective leader behavior"	"Social undermining
"Flawed leadership"	Supervisor AND aggression
"Irresponsible leadership"	"Deviant workplace behaviors"
"Destructive managerial leadership"	Narcissism AND leadership
"Personalized leadership"	Leaders AND destructiveness
"Control freaks"	Machiavellianism AND leadership
"Dark Side of Management"	Leader AND narcissist
"Dark leadership"	"Narcissistic leader"
Mal-leadership	CEO AND optimism
"Bad bosses"	Managerial AND "self-serving biases"
Misleadership	Leader AND procrastination
"Negative supervision"	"Hubris Hypothesis"
"Bossing at the workplace"	CEO AND overconfidence
"Exploitive supervision"	"Managerial optimism"
"Managerial ignorance"	"Managerial overconfidence"
"The dark side of authority"	"Narcissistic managers"
"Leader monitoring"	Overconfident AND managers
"Toxic management"	"Managerial over-optimism"
"Derailed executive"	Authoritarian AND leadership
"Management-by-exception"	Authoritarianism AND leader
"Corrective leadership"	Directive AND leader
"Avoiding leadership active"	Directive AND leadership
"Coercive leadership"	Autocratic AND leadership
"Managers from Hell"	Autocratic AND leader
"Difficult boss"	Dominance AND leader
"Problem boss"	"Dominant leader"
"Brutal bosses"	"Dominant leadership"
"Supervisory impasses"	Dominance AND leadership
"The shadow side of leadership"	

---





**Fig. 1.** PRISMA chart

*Analytical method*

The various bibliometric techniques used in this study allow for a more comprehensive account of the origins, structure, and trajectory of this research domain (Hood & Wilson, 2001; Zupic & Čater, 2015). Historiography enables the mapping of citation relationships between important primary documents in chronological order (Garfield, 2004; Van Eck & Waltman, 2014; Vogel et al., 2020). CitNetExplorer software is used to perform this analysis (Van Eck & Waltman, 2014). The more

citations a given primary document receives from other primary documents, the more central it becomes as it represents the intensity of knowledge diffusion to many other subsequent primary documents (Batistič & van der Laken, 2019; Vogel, Reichard, Batistič & Černe, 2020). A network of 100 studies was created to illustrate the core construct of the field. Clusters indicate closely related documents with thematic similarities. Proximity of documents is shown on the horizontal axis and publication time on the vertical axis in the visualization generated by CiteNetExplorer (Van Eck & Waltman, 2014).

The other method of analysis is the co-citation analysis of documents and journals. Co-citation analysis identifies clusters and maps the core intellectual structure of the field (Boyack & Klavans, 2010; Braam, Moed, & Van Raan, 1991; White & Griffith, 1981). Document co-citation differs from the historiography operationalized in this paper because co-citation focuses on the simultaneous presence of two secondary documents within the reference list of primary documents (Small, 1973; Vogel et al., 2020). This analysis is performed using the VOSviewer developed at Leiden University (Van Eck & Waltman, 2010). In the visualization generated by this software, strongly connected nodes are positioned close to each other and weakly connected nodes are positioned further apart. In addition, larger nodes represent higher frequencies. Co-occurrence analysis of author keywords is also performed using the VOSviewer and the R package Bibliometrix to identify important research topics (Aria & Cuccurullo, 2017).

## **Results**

This section begins with information on the annual distribution of publications retrieved from the Web of Science. Next, the results of historiography using CiteNetExplorer are presented. This is followed by the results of network co-citation analyses of documents and sources. Finally, two keyword co-occurrence analyses are presented. Table 2 shows the main concepts discussed in this section and their definitions.

**Table 2**

Key leadership concepts and definitions.

Leadership variable	Definition
Abusive supervision	Subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000: 178).
Authoritarian leadership	"Leader's behavior that asserts absolute authority and control over subordinates and demands unquestionable obedience from subordinates" (Cheng, Chou, Wu, Huang & Farh, 2004: 91).
Destructive leadership	"The 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 his/her subordinates" (Einarsen et al., 2007: 207).
Laissez-faire leadership	"The avoidance or absence of leadership and is, by definition, most inactive, as well as most ineffective according to almost all research on the style" (Bass & Riggio, 2006: 8-9).
Leader bullying	"A situation where one or several individuals persistently over a period of time perceive themselves to be on the receiving end of negative actions from one or several persons, in a situation where the target of bullying has difficulty in defending him or herself against these actions. We will not refer to a one-off incident as bullying" (Hoel, Cooper & Faragher, 2001: 447).
Leader deviant workplace behaviors	"Voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both" (Robinson & Bennett, 1995: 556).
Leader hubris	Hubris is "a psychological state characterized by over-confident and over-ambitious judgement and decision making, associated with the acquisition of significant power and success, and invulnerable to and contemptuous of the advice and criticism of others" (Sadler-Smith, 2018: 80).
Leader incivility	Use of "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others" (Andersson & Pearson, 1999: 457).
Leader Machiavellianism	Machiavellianism is "a strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest" (Wilson, Near, & Miller, 1996: 285).

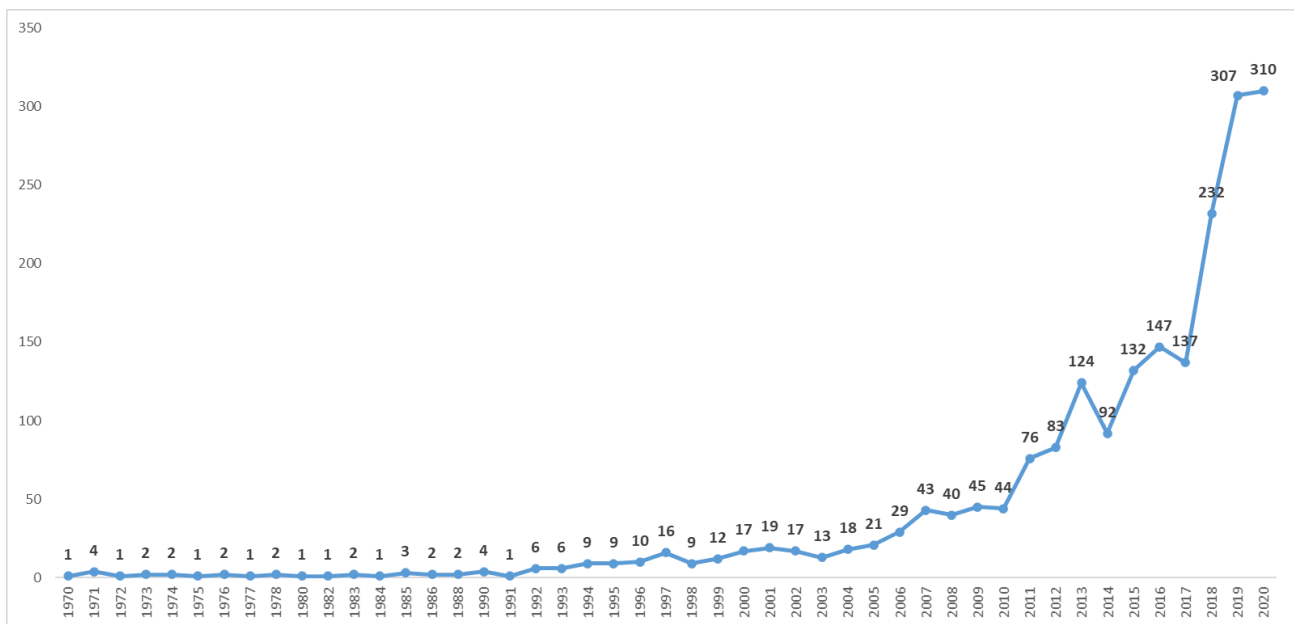
Leader narcissism	Narcissistic personality is "variable and vulnerable self-esteem, with attempts at regulation through attention and approval seeking, and either overt or covert grandiosity. Characteristic difficulties are apparent in identity, self-direction, empathy, and/or intimacy" (American Psychiatric Association, 2013: 767).
Leader overconfidence	Overconfidence is defined as "(a) overestimation of one's actual performance, (b) overplacement of one's performance relative to others, and (c) excessive precision in one's beliefs" (Moore & Healy, 2008: 502).
Leader psychopathy	"Psychopathy is a socially devastating disorder defined by a constellation of affective, interpersonal, and behavioral characteristics, including egocentricity; impulsivity; irresponsibility; shallow emotions; lack of empathy, guilt, or remorse; pathological lying; manipulateness; and the persistent violation of social norms and expectations" (Hare, 1998: 88).
Leader social undermining	"Behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation" (Duffy, Ganster & Pagon, 2002: 332).
Leader strategic 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, Zinko, Brouer, Buckley & Harvey, 2007: 197).
Management by exception	Consists of active and passive forms. In the active form, "the leader arranges to actively monitor deviances from standards, mistakes, and errors in the follower's assignments and to take corrective action as necessary" (Bass & Riggio, 2006: 8). In the passive form, the leader "waiting passively for deviances, mistakes, and errors to occur and then taking corrective action" (Bass & Riggio, 2006: 8).
Managerial derailment	"Derailment in a managerial or executive role is defined as being in voluntarily plateaued, demoted, or fired below the level of anticipated achievement or reaching that level only to fail unexpectedly" (Lombardo, Ruderman & McCauley, 1988: 199).
Managerial optimism	"Managers are "optimistic" when they systematically overestimate the probability of good firm performance and underestimate the probability of bad firm performance" (Heaton, 2002: 33).
Passive leadership	Combination of laissez-faire leadership and passive management-by-exception (Den Hartog, Van Muijen & Koopman, 1997).

Petty tyranny	A petty tyrant is defined as one who lords his power over others. Preliminary empirical work suggests that tyrannical behaviors include arbitrariness and self-aggrandizement, belittling others, lack of consideration, a forcing style of conflict resolution, discouraging initiative, and noncontingent punishment (Ashforth, 1994: 755).
Pseudo transformational leadership	“Captures leadership that emphasizes personal goals over follower needs and organizational objectives; relies on the use of manipulation, deception, and coercion; weighs a leader’s authority more heavily than independent follower thinking; and cultivates dependence on the leader, favoritism, and competition among followers” (Krasikova, Green & LeBreton, 2013: 1313).
Toxic leadership	"Leaders who engage in numerous destructive behavior and who exhibit certain dysfunctional personal characteristics. To count as toxic, these behaviors and qualities of character must inflict some reasonably serious and enduring harm on their followers and their organizations. The intent to harm others or to enhance the self at the expense of others distinguishes seriously toxic leaders from the careless or unintentional toxic leaders, who also cause negative effects." (Lipman-Blumen, 2005: 18).

---

### Annual production

Fig.2 shows the yearly distribution of publications within the sample ( $n = 2056$ ) retrieved from the Web of Science, covering the years from 1970 to 2020. It is evident that very few publications were published in the 1970s, 1980s, and 1990s. It was not until 1997 that there was a noticeable increase in the number of publications compared to previous years, including several seminal articles (Ashforth, 1997; Den Hartog, Van Muijen, & Koopman, 1997; Hayward & Hambrick, 1997; Neuman & Baron, 1997; Peterson, 1997). The next major waves of publications came in 2006 and 2007 with several important contributions (Chatterjee & Hambrick, 2007; Einarsen, Aasland, & Skogstad, 2007; Ferris, Zinko, Brouer, Buckley, & Harvey, 2007; Judge, LePine, & Rich, 2006; Kelloway, Mullen, & Francis, 2006; Lipman-Blumen, 2006; Mitchell & Ambrose, 2007; Padilla, Hogan & Kaiser, 2007; Rosenthal & Pittinsky, 2006; Tepper 2007), which also coincides with Leadership Quarterly's special issue on destructive leadership (Tierney & Tepper, 2007). Research on the dark side of leadership has proliferated in recent years, with nearly two-thirds of all publications having appeared since 2015. This increase in the number of publications may well be a sign of the increasing relevance and maturity of this topic and a possible continuation at least in the near term.

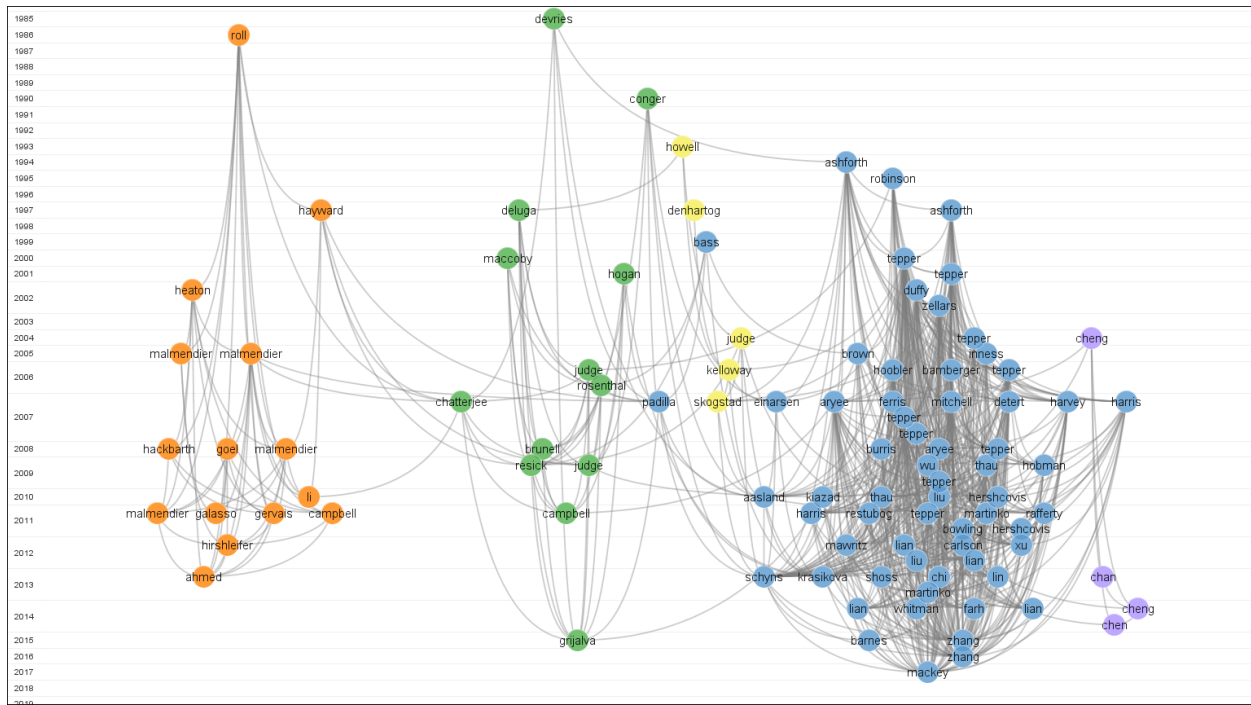


**Fig. 2.** The annual number of publications, web of science.

### Historiography

The analysis was first performed to generate an overall picture of the field. The visualization of the citation network was set to show the top 100 papers, which is about 5% of the dataset. This analysis, as shown in Fig. 3, reveals that the core construct of the field consists of five loosely

connected clusters that do not merge into one main debate. Each one of these clusters will be explained below.



**Fig. 3.** Historiography citation network of the dark side of leadership field.

Note: Curved lines represent citation relationships. Different colors indicate different clusters to which primary documents are assigned.

Cluster 1 (blue) is the largest ( $n = 63$ ) and Tepper's (2000) paper on abusive supervision, published in the *Academy of Management Journal*, is the most cited paper in this cluster and in the entire analysis. Other key publications in this cluster and throughout the analysis include Tepper's (2007) review paper and Mitchell & Ambrose's (2007) article in which the authors present an abbreviated version of the Abusive Supervision Scale. This cluster, dominated by studies of abusive supervision, has as its predecessors the concept of petty tyranny and deviant workplace behaviors (Ashforth, 1994; Ashforth, 1997; Robinson & Bennett, 1995). Another earlier publication (Bass & Steidlmeier, 1999) with considerable distance from the mainstream and almost breaking out of the cluster is devoted to the concept of pseudo transformational leadership.

A famous paper introducing the concept of social undermining is one of the most cited papers in the entire analysis (Duffy, Ganster & Pagon, 2002). Another important but less cited work addresses strategic bullying (Ferris, Zinko, Brouer, Buckley, & Harvey, 2007). A notable subset within Cluster 1 are studies of destructive leadership published in *Leadership Quarterly*, *Journal of Management*, and *British Journal of Management* (Aasland, Skogstad, Notelaers, Nielsen & Einarsen, 2010; Einarsen, Aasland, & Skogstad, 2007; Krasikova, Green & LeBreton, 2013; Padilla, Hogan & Kaiser, 2007; Schyns & Schilling, 2013). Interestingly, Padilla, Hogan & Kaiser's (2007) work on destructive leadership is located near the green cluster, as the work has

strong citation relationships to studies dealing with leader darker personalities. The delineation of this subset of studies and the main debate can be clearly seen in Fig. 3. Most studies in Cluster 1 are later cited in three meta-analytic reviews (Mackey, Frieder, Brees, & Martinko, 2017; Schyns & Schilling, 2013; Zhang, & Bednall, 2016).

Cluster 2 (green) is the third largest (n =13) and hosts debates about the darker personality traits, predominantly on leader narcissism. The most cited paper in this cluster addresses CEO narcissism and was published in *Administrative Science Quarterly* (Chatterjee & Hambrick, 2007). Rosenthal & Pittinsky's (2006) article on narcissistic leadership published in *Leadership Quarterly* is the second most cited article in this cluster. The classic paper by De Vries & Miller (1985) on leader narcissism published in *Human Relations* and the paper by Conger (1990) entitled "the dark side of leadership" are the earliest papers in this cluster. These two articles have shaped the debate in the green and blue clusters, but not in the other clusters. A notable paper in the green cluster is Hogan & Hogan (2001), in which the authors used the DSM-IV Personality Disorders Inventory to identify personality factors underlying managerial derailment. The use of this inventory allowed for multiple personality disorders to be assessed rather than being limited to one or two (e.g., Judge, LePine, & Rich, 2006). Judge, Piccolo & Kosalka (2009) discussed the negative effects of various bright personality traits and the positive and negative effects of leader "dark side" traits. Many of these studies are later cited in a meta-analytic review (Grijalva, Harms, Newman, Gaddis & Fraley, 2015). This cluster is influenced by strategy researchers interested in studying CEO personality, but also by those interested in studying supervisors.

Cluster 3 (purple), as shown in Figure 3, contains four studies, all dealing with paternalistic leadership. The emergence of paternalistic leadership is explained here in terms of its authoritarian dimension. Paternalistic leadership encompasses both positive and negative behaviors and is therefore not a purely dark leadership construct and is therefore outside the scope of this review (Pellegrini & Scandura, 2008), the interest here is limited to its negative aspect (i.e., authoritarianism). The work of Cheng et al. (2004), published in the *Asian Journal of Social Psychology*, is the most important work in this cluster. The debate on authoritarian leadership is classic (Lewin et al., 1939), but research continues, especially as it relates to one of the paternalistic leadership dimensions (for a review, see Harms, Wood, Landay, Lester & Lester, 2018). Cluster 4 (orange) contains 15 works. Malmendier & Tate's (2005) paper on CEO overconfidence published in the *Journal of Finance* is the most frequently cited. This cluster is focused on overconfidence, hubris, and managerial optimism. The first study is by Roll (1986) on CEO hubris, as is the study by Hayward & Hambrick (1997). Heaton (2002) is concerned with managerial optimism.

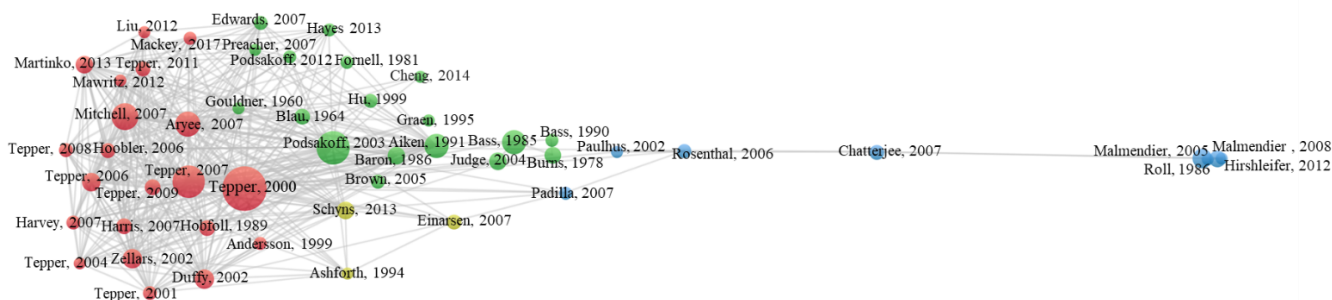
Cluster 5 (yellow) contains five studies, as can be seen from the overall presentation of the historiography. These studies are mainly concerned with the famous transformational, transactional, and laissez-faire leadership models. Judge & Piccolo's (2004) meta-analysis published in the *Journal of Applied Psychology* is the most widely cited and focuses on laissez-



faire leadership and management by exception. The first paper in this cluster is by Howell & Avolio (1993) and discusses management by exception. Two notable works in this cluster are Den Hartog, Van Muijen, & Koopman's (1997) critique of the Multifactor Leadership Questionnaire, followed by a work on passive leadership by Kelloway, Mullen, & Francis (2006). In summary, based on Figure 3, the main themes of the analysis are abusive supervision, leader narcissism, and overconfidence, with abusive leadership predominating over the others. Undoubtedly, abusive supervision has succeeded in creating and maintaining a hegemony over the debate on the dark side of leadership over time, but other research, particularly work focusing on personality traits of leaders, continues to thrive and offer alternative perspectives.

### *Document co-citation analysis*

Co-citation analysis is performed as shown in Fig.4. This analysis helps to identify the intellectual core of the field. The co-citation focuses on the simultaneous presence of two secondary documents in the reference list of primary documents. The top 50 most influential contributions in the field include 7 books and 43 articles and reviews. Tepper's (2000) abusive supervision, published in the *Academy of Management Journal*, is the most important contribution, followed by Tepper's (2007) review on abusive supervision, published in the *Journal of Management*. The most influential publication venues are *Journal of Applied Psychology* (9), *Leadership Quarterly* (7), and *Academy of Management Journal* (4). The co-citation of documents formed 4 clusters, each of which is discussed.



**Fig. 4.** Document co-citation network of research on the dark side of leadership.

Cluster 1 (red), with 21 works, is the most dominant cluster in the entire analysis and contains mainly studies on abusive supervision. Many of the papers in this cluster are published in the *Journal of Applied Psychology* (7). The most significant contribution is Tepper's (2000) abusive supervision, followed by Tepper's (2007) review paper and Mitchell & Ambrose's (2007) article. Duffy, Ganster & Pagon's (2002) paper on social undermining is also within this cluster. The two least co-cited works in this cluster are Andersson & Pearson's (1999) article published in the *Academy of Management Review* introducing the concept of workplace incivility and Liu, Liao & Loi's (2012) article on creativity and the cascading effects of abusive supervision. The oldest

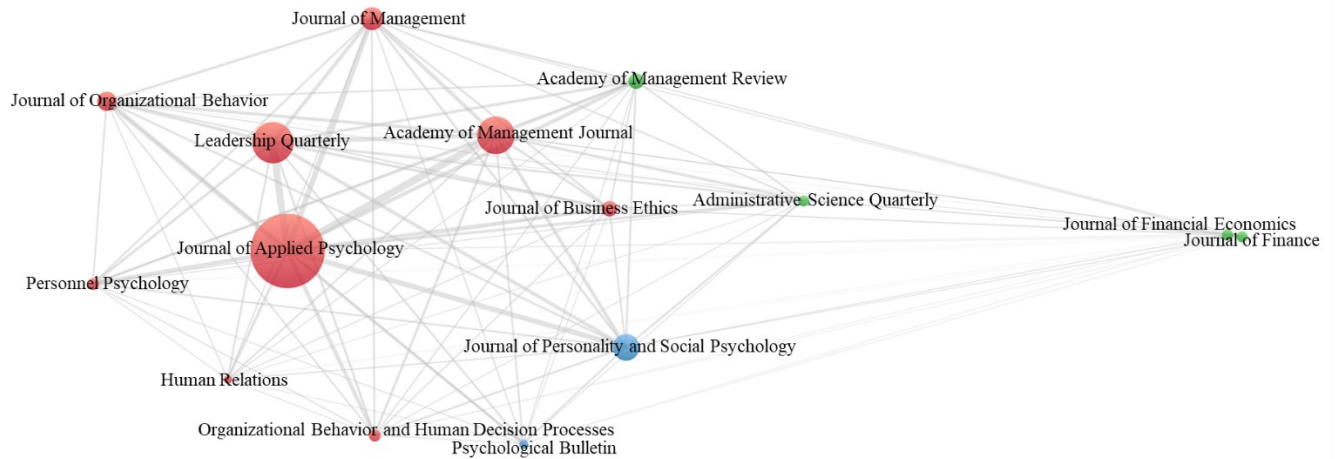
work in the cluster is "Conservation of Resources" by Hobfoll (1989), a seminal paper that introduces a new model of stress. And the most recent work is a review of abusive supervision (Mackey, Frieder, Brees & Martinko, 2017). Abusive supervision, social undermining, and incivility are primarily constructs from the workplace mistreatment literature.

Cluster 2 (green) contains 18 works published in various places, many of these works deal with methodology. The work of Podsakoff, MacKenzie, Lee, & Podsakoff (2003) on "common method bias" is the most important work in this cluster, followed by the book by Aiken, West & Reno (1991) on regression. The seminal work of Gouldner (1960) on reciprocity and the book of Blau (1964) entitled "exchange and power in social life" are the oldest works in this cluster as well as in the overall analysis. Meta-analysis by Judge & Piccolo (2004) on transformational and transactional leadership discusses management by exception, as it is a dimension of transactional leadership.

Cluster 3 (blue) hosts 8 works and most of these works deal with trait-based approach to the dark side of leadership. Padilla, Hogan & Kaiser (2007) on the "toxic triangle" is the most co-cited article in this cluster and the least co-cited is by Roll (1986) on hubris. Important papers on CEO overconfidence (Malmendier & Tate, 2005; Malmendier & Tate, 2008) and narcissistic leadership (Chatterjee & Hambrick, 2007; Rosenthal & Pittinsky, 2006) are included in this cluster. Cluster 4 (yellow) hosts 3 articles. The most influential paper is the meta-analysis by Schyns & Schilling (2013) in *Leadership Quarterly*, followed by Einarsen, Aasland, & Skogstad (2007), both of which address destructive leadership. Schyns & Schilling (2013) is the most recent work in this cluster and the oldest is by Ashforth (1994) on "petty tyranny". In summary, this analysis also demonstrates the centrality of abusive supervision and underscores the disproportionate research attention to this construct.

#### *Source co-citation analysis*

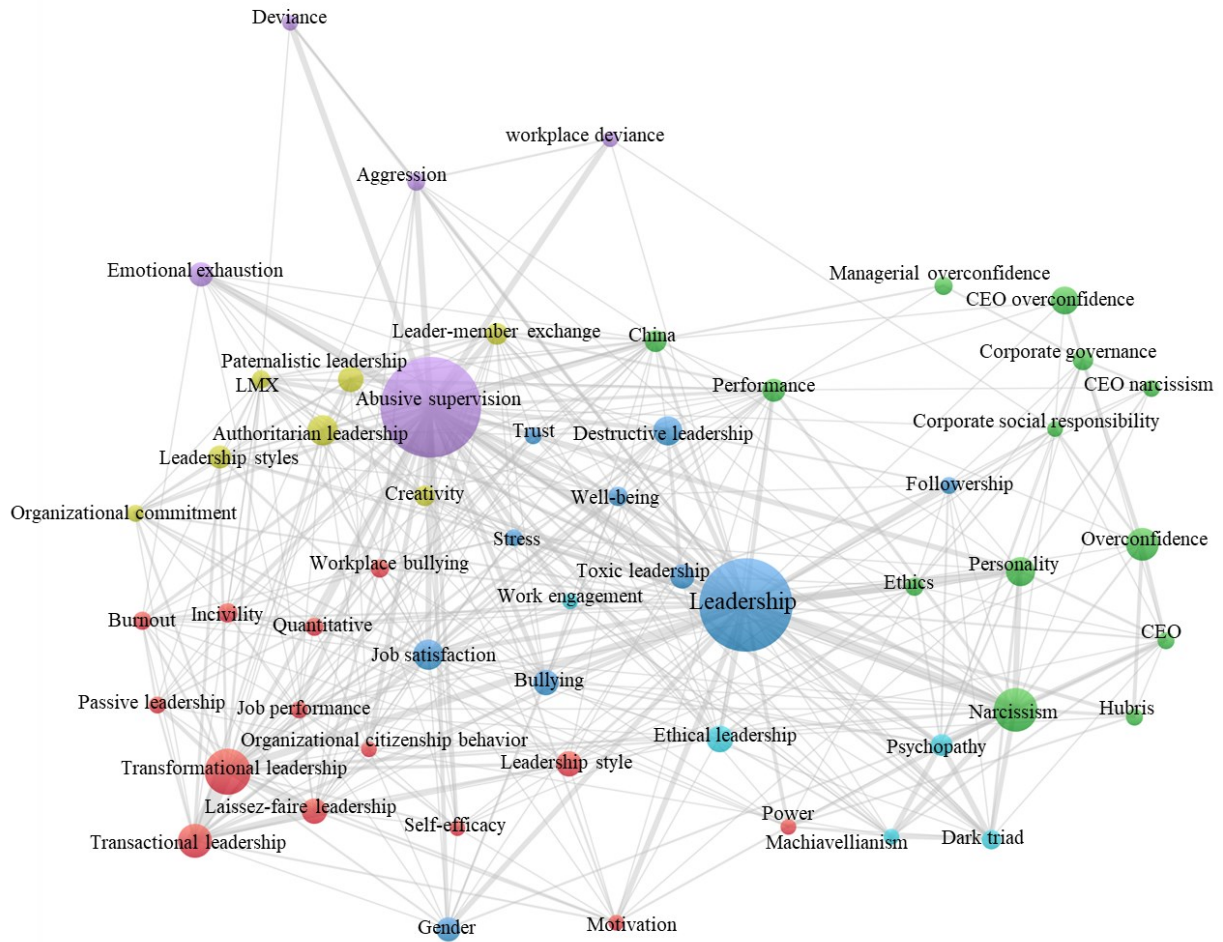
The journal co-citation analysis shown in Fig. 5 is calculated based on the concurrent appearance of two journals in the bibliography of primary documents. Co-citation analyzes illustrate the citation relationship between sources and indicate dominant journals in the field. As shown in Fig. 5, the most co-cited and influential journals in the field include *Journal of Applied Psychology*, *Academy of Management Journal*, *Leadership Quarterly*, *Journal of Management*, *Journal of Personality and Social Psychology*, *Journal of Organizational Behavior*, *Academy of Management Review*, *Journal of Business Ethics*, *Personnel Psychology* and *Organizational Behavior and Human Decision Processes*.



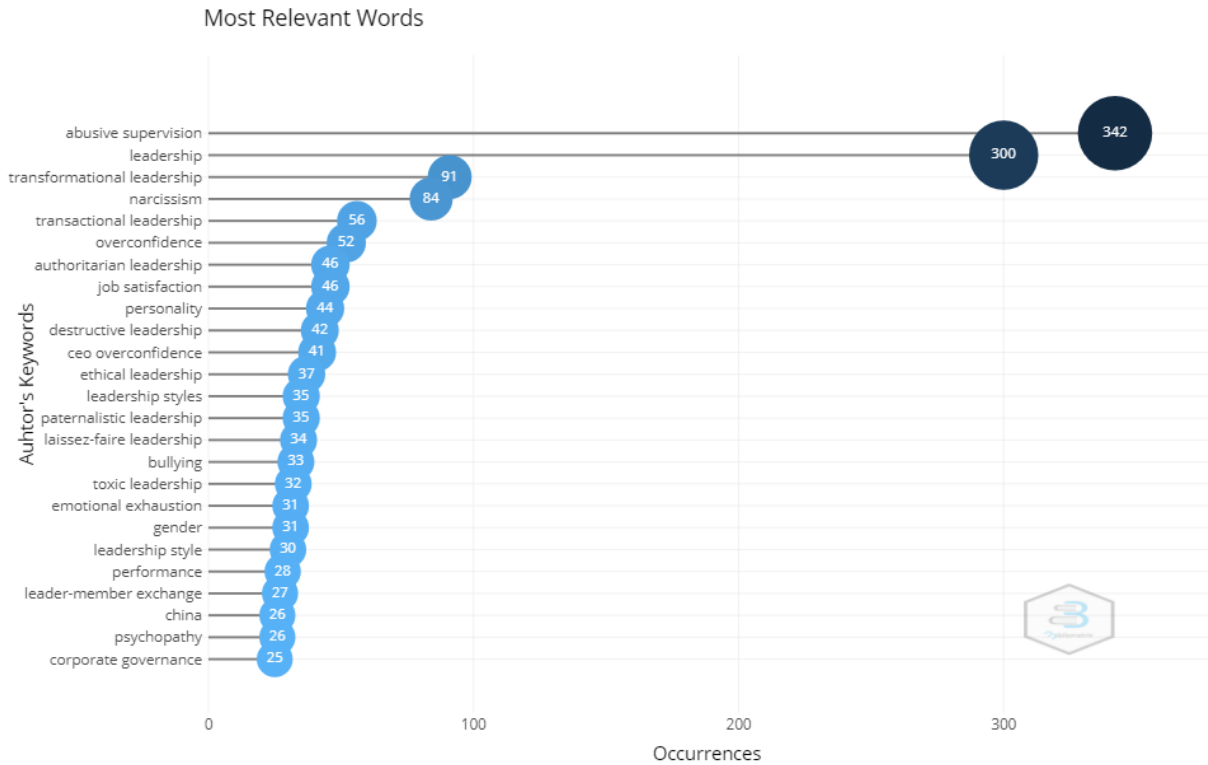
**Fig. 5.** Source co-citation network showing the top 15 sources.

### *keyword analysis*

The analysis of the co-occurrence of keywords, as shown in Fig.6, reveals 54 author keywords with the highest frequency of occurrence. In this graphical representation, higher proximity between two keywords indicates more frequent co-occurrence between them. The minimum threshold for co-occurrence was set to show keywords with at least 15 occurrences. The co-occurrence of author keywords formed a network of 6 clusters. The keywords with the highest co-occurrence are shown in Figure 7. Essentially, nine major dark leadership variables can be identified here, namely: abusive supervision, leader narcissism, leader overconfidence, authoritarian leadership, destructive leadership, laissez-faire leadership, leader bullying, toxic leadership, and leader psychopathy. Destructive leadership is typically treated as an overarching concept rather than a single construct, it is defined in a variety of ways, and there is no universally accepted way to measure it. Similarly, toxic leadership is often used as an overarching term, but it is poorly defined and not clearly measurable. Many have used bullying as a synonym for abusive supervision or similar constructs, and psychopathy is not as commonly studied in the context of leadership. Analysis of the co-occurrence of key words confirms the centrality of abusive supervision, narcissism, and overconfidence and to a lesser extent, authoritarian and laissez-faire leadership. Research on the dark side of leadership is not one-dimensional, but it has been overly devoted to the concept of abusive supervision. These analyses also show that certain individual and organizational outcomes have been studied more often in the context of dark leadership, such as creativity, corporate social responsibility (CSR), and emotional exhaustion.



**Fig. 6.** Co-occurrence of author keywords in the dark side of leadership research.



**Fig. 7.** Author keywords frequency.

## Discussion

Leadership has been a topic of burning interest to the academic community for about a hundred years (Cowley, 1928; Goethals, et al. 2004; Shafritz, Ott, & Jang, 2015). During this time, hundreds of researchers have explored and explained the topic of leadership in various ways (Meuser, Gardner, Dinh, Hu, Liden, & Lord, 2016). For the past several decades, one of the main trends has been to view leadership through a prism of positivity and optimism (Alvesson & Einola, 2019; Alvesson & Kärreman, 2016; Pfeffer, 2015). Things have changed, however, and as many may have noticed, leadership research is increasingly focusing in parallel on the darker aspects of leadership (Zhu, Song, Zhu & Johnson, 2019), which offer the opportunity to paint a more authentic picture of leadership and organizational life. This topic is no longer on the margins and has attracted the attention of many scholars in the fields of strategy and organizational behavior around the world (Chatterjee & Hambrick, 2007; De Hoogh & Den Hartog, 2008; Edmondson & Chamorro-Premuzic, 2020; Hogan & Hogan, 2001; Kellerman, 2004; Lipman-Blumen, 2006; Maccoby, 2000; Schyns & Hansbrough, 2010; Van Vugt et al. 2004).

To the neophyte, the dark side of leadership may be reasonably and comparatively quite narrow and a new paradigm (Scheffler & Brunzel, 2020). Most have probably heard of concepts such as abusive supervision (Tepper, 2000), narcissistic leadership (Chatterjee & Hambrick, 2007; Rosenthal & Pittinsky, 2006), toxic leadership (Lipman-Blumen, 2006), and destructive leadership

(Einarsen, Aasland, & Skogstad, 2007). In fact, most of the research is devoted to the study of abusive supervision followed by narcissism and overconfidence. Thus, dark leaders are primarily studied in one behavioral area that deals with "hostile" leadership behaviors and another that focuses on narcissistic and overconfident personality traits. But this is not the whole picture, and resorting to this view alone would be a misrepresentation of the true origins, structure, and evolution of this important branch of research. The dark side of leadership rests on much larger theoretical fields whose history is rooted in the classics of organizational behavior, and which remain overlooked, underappreciated, and sometimes even completely unrecognized (Blake, Mouton and Bidwell, 1962; Darling, 1985; Day and Hamblin, 1964; Katz, Maccoby & Morse, 1950; Larwood & Whittaker, 1977; Lewin et al., 1939; Likert, 1967; McGregor, 1957; Murphy, 1941; Podsakoff et al., 1982). This lack of awareness is evident when examining citation relationships or reading existing works.

The Prince, the very infamous 15th century book by Machiavelli, is cited only a handful of times. That's discouraging, but perhaps to be expected, since Nicolo Machiavelli was a diplomat and general in a bygone era who encouraged rulers to be cruel when necessary. But as early as 1926, prominent scholar Mary Parker Follett wrote rivetingly about some of the darker aspects of leadership, including the use of profanity by superiors and the behavior of close supervision and frequent expressions of frustration by employees. Surprisingly, none of the 2056 studies in my database acknowledged the existence of this remarkable historical work. Hemphill (1949) provided numerous useful items for measuring negative leadership behaviors in an extensive study, and this seminal work was also not cited in a single paper. Other examples include Herzberg et al. (1959), Wilson et al. (1954), and Raskin et al. (1965), who examined a range of negative supervisor behaviors but to which the researchers paid no attention. In contrast, Tepper's (2000) work entitled Consequences of abusive supervision and several other recent works have received the most attention, which has led to misunderstanding and confusion among most about the historical roots and foundations of the field. Therefore, it is important to remember that the dark side of leadership is perhaps as old as the academic debate about leadership itself.

This important area of leadership did not emerge from one or two specific works. Instead, the dark side of leadership tended to develop in separate streams of research that remain loosely connected and have not appeared in a single publication to date. All too many concepts and theoretical lenses have been developed and used over these many years to capture and explain the phenomenon. Only a handful have caught on and most have been forgotten years later. On the behavioral side, only abusive supervision and to a lesser extent authoritarian leadership have remained relevant, while on the trait side are narcissism and overconfidence. This is evident in both the number of citations and the number of research papers. Authoritarian leadership is the oldest branch of research and has remained relevant due to the volume of research on the paternalistic leadership approach, otherwise it would also have been marginalized (Cheng et al. 2004; Harms, Wood, Landay, Lester & Lester, 2018; Lewin et al., 1939; Pellegrini & Scandura, 2008; Vroom & Mann, 1960). There is also a fair amount of research on laissez-faire leadership, but not as much recently

because transformational and transactional leadership are no longer as fashionable (Bass, 1985). Therefore, both authoritarian and laissez-faire leadership have received much of the research attention in studies where the focus has been on something else.

Abusive supervision has come to prominence through Tepper's (2000) article, although the term has been used prior to this seminal publication (Bassman & London, 1993; Goodyear, Crego & Johnston, 1992; Nelson, 1998). In fact, it appears that this work came about through the influence and collaboration of his doctoral student (Nelson, 1998). The idea itself is largely based on the literature on workplace mistreatment (Neuman & Baron, 1997) and the measurement points are largely similar to the article by Keashly, Trott & MacLean (1994) entitled *Abusive Behavior in the Workplace*. Both Keashly et al. and Tepper adopted measurement points from the literature on family violence, e.g., "maltreatment of women by their male partners" (see Tolman, 1989). This underscores that abusive supervision, by and large, was not developed organically from leadership research (Ashforth, 1994; Fleishman, 1953; Follett, 1926; Komaki, 1986; Lombardo & McCall, 1984; Peterson, 1997), but from domestic violence. Unfortunately, the Abusive Supervision Questionnaire has significant theoretical and psychometric limitations (see Fischer, Tian, Lee & Hughes, 2021). The measures of authoritarian leadership are also far from optimal and need further refinement and validation (see Harms, Wood, Landay, Lester & Lester, 2018).

As mentioned earlier, a major focus of the dark side of leadership is the study of character traits. Indeed, much of the history of leadership research itself is devoted to a trait-based approach to leadership (Carlyle, 1840; Cowley, 1928; Derue, Nahrgang, Wellman, & Humphrey, 2011; Flemming, 1935; Galton, 1869; Peterson, Smith, Martorana & Owens, 2003; Zaccaro, 2007). This focus has continued and gained considerable support and interest in the field of strategy following Hambrick & Mason's (1984) upper echelons theory (for a review see Bromiley, & Rau, 2016; Busenbark, Krause, Boivie & Graffin, 2016; Samimi, Cortes, Anderson & Herrmann, 2020; see also Hambrick, 2007). Strategy scholars have been concerned with the role of "negative traits" such as hubris, overconfidence, and narcissism in relation to firm outcomes for several decades (Chatterjee & Hambrick, 2007; Hayward & Hambrick, 1997; Larwood & Whittaker, 1977; Malmendier & Tate 2005; Roll, 1986).

As early as 1977, Larwood & Whittaker examined optimistic, self-serving biases in a sample of CEOs, and Roll (1986) wrote about CEO hubris, but research on overconfident leadership increased dramatically after the work of Malmendier & Tate (2005). In parallel with these developments, De Vries & Miller (1985) theoretical work addressed leadership and narcissism from a psychoanalytic perspective (e.g., Klein, 1948). However, it was not until Chatterjee & Hambrick (2007) introduced a method for measuring CEO narcissism using archival data that research on CEO narcissism was greatly expanded. However, the measurement method used was found to be suboptimal and not very robust (see Cragun, Olsen, & Wright, 2020), which is quite concerning as research on CEO overconfidence also relies on dubiously similar techniques.

However, this could potentially change for the better if other methods such as third-party psychometric assessments using video and artificial intelligence become more prevalent (Petrenko, Aime, Ridge & Hill, 2016).

Empirical research on supervisor narcissism experienced an upsurge around the same time as CEO narcissism. Raskin & Hall's (1979, 1981) 40-item Narcissistic Personality Inventory (e.g., Judge, LePine, & Rich, 2006) and other similar survey-based measurement instruments made this possible (for a review, see Braun, 2017). Prior to these developments, Hogan & Hogan (2001) assessed leadership qualities following the Taxonomy of Personality Disorders (DSM-IV). Unfortunately, few studies have assessed leadership qualities based on this taxonomy of abnormal personalities (Harms, Spain & Hannah, 2011; Kaiser, LeBreton & Hogan, 2015). In recent years, interest in corporate psychopathy and the dark triad of personality has increased (Babiak, Neumann & Hare, 2010; Paulhus & Williams, 2002). Research on dark personalities continues, but methodological challenges remain in the field (Jones & Figueredo, 2013; LeBreton, Shiverdecker, & Grimaldi, 2018; Spain, Harms, & LeBreton, 2014). The Big Five personality traits and HEXACO have potential but have rarely been used to explore the dark side of leadership (De Vries, 2018; Kalshoven, Den Hartog & De Hoogh, 2011; Peterson, Smith, Martorana & Owens, 2003; Smith & Canger, 2004; Smith, Hill, Wallace, Recendes & Judge, 2018). Character traits are not limited to personality, and little research on the dark side of leadership has examined leader anger (Kant, Skogstad, Torsheim & Einarsen, 2013; Lewis, 2000).

## **Contributions**

The dark side of leadership research is overshadowed by construct proliferation and construct redundancy (Banks et al. 2018; Shaffer et al. 2016; Hershcovis and Reich 2013; Derue et al. 2011; Hershcovis 2011; Tepper and Henle 2011). In the absence of a comprehensive bibliometric review on this topic, the origins, structure, and trajectory of this scholarly research were presented to provide readers with a holistic understanding of this field.

## **Limitations and future directions**

This study has some limitations that need to be discussed. The sample was drawn from The Web of Science's Core Collection which contains no publications before 1970. However, this is not a major shortcoming as most research on this topic is recent and the Web of Science is a reliable search engine that has been used extensively in previous bibliometric reviews (Gusenbauer & Haddaway, 2020; Zupic & Čater, 2015). Important pre-1970 papers are also captured and presented in the co-citation analysis of the documents. Moreover, citation behavior and recognition among scholars are not without some degree of bias (Judge, Cable, Colbert & Rynes, 2007). Bibliometric maps show only a limited set of records, and the methods typically underrepresent recent developments. Future studies should further support the integration of the dark side of leadership research and avoid construct redundancy as much as possible. As noted earlier, the field



faces important methodological issues, and several existing questionnaires have theoretical and psychometric limitations that need to be addressed in future studies. Within the behavioral approach, conceptualizations other than abusive supervision, i.e., authoritarian and laissez faire leadership, have received disproportionately little attention. The primary focus on the dark side of leadership has been on the interpersonal relationships between leader and followers, and the role of the leader's technical incompetence has tended to be taken lightly and ignored without sufficient explanation. Future studies could address these issues. Trait-based studies should also consider personality disorders other than narcissism, better build on the Big 5 personality traits, and consider other traits such as leader anger.

### **Table 3**

#### Summary of future directions

---

##### **Methods to improve dark leadership research.**

Machine learning & artificial intelligence.

Functional magnetic resonance imaging (fMRI).

Experiments.

Longitudinal designs.

Improve surveys.

##### **Theoretical integration and advancing dark leadership theoretical basis.**

Systematically explain dark leadership typologies.

Explore construct overlaps.

##### **Giving attention to other less explored concepts.**

Leader anger.

Big five & HEXACO.

Leader technical incompetence.

---

### **Conclusion**

Research on the dark side of leadership has intensified in recent years, but the enormous challenge of construct proliferation and the scattered literature have hampered exploration and progress in this area. The idea for conducting this study was to provide a holistic and objective review of scholarly research on the dark side of leadership. Using multiple bibliometric analyzes, major research streams, key themes, and documents were uncovered to provide deeper insights to scholars and support future scholarly efforts.

### **References**

Aasland, M. S., Skogstad, A., Notelaers, G., Nielsen, M. B., & Einarsen, S. (2010). The prevalence of destructive leadership behaviour. *British Journal of management*, 21(2), 438-452.

- Aguinis, H., Ramani, R. S., & Alabduljader, N. (2018). What you see is what you get? Enhancing methodological transparency in management research. *Academy of Management Annals*, *12*(1), 83-110.
- Aiken, L. S., West, S. G., & Reno, R. R. (1991). *Multiple regression: Testing and interpreting interactions*. sage.
- Alvesson, M., & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly*, *30*(4), 383-395.
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of management review*, *24*(3), 452-471.
- Aria, M., & Cuccurullo, C. (2017). bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of informetrics*, *11*(4), 959-975.
- Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: test of a trickle-down model. *Journal of applied psychology*, *92*(1), 191.
- Ashforth, B. (1994). Petty tyranny in organizations. *Human relations*, *47*(7), 755-778.
- Ashforth, B. E. (1997). Petty tyranny in organizations: A preliminary examination of antecedents and consequences. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, *14*(2), 126-140.
- Babiak, P., Neumann, C. S., & Hare, R. D. (2010). Corporate psychopathy: Talking the walk. *Behavioral sciences & the law*, *28*(2), 174-193.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, *51*(6), 1173.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Collier Macmillan.
- Bass, B. M., & Bass Bernard, M. (1985). *Leadership and performance beyond expectations*.
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The leadership quarterly*, *10*(2), 181-217.
- Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.
- Bassman, E., & London, M. (1993). Abusive managerial behaviour. *Leadership & Organization Development Journal*.
- Batistič, S., & van der Laken, P. (2019). History, evolution and future of big data and analytics: a bibliometric analysis of its relationship to performance in organizations. *British Journal of Management*, *30*(2), 229-251.

- Batistič, S., Černe, M., & Vogel, B. (2017). Just how multi-level is leadership research? A document co-citation analysis 1980–2013 on leadership constructs and outcomes. *The Leadership Quarterly*, 28(1), 86-103.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of applied psychology*, 85(3), 349.
- Blake, R. R., Mouton, J. S., & Bidwell, A. C. (1962). Managerial grid. *Advanced Management-Office Executive*.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. Transaction Publishers.
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: a meta-analysis. *Journal of applied psychology*, 89(5), 901.
- Boyack, K. W., & Klavans, R. (2010). Co-citation analysis, bibliographic coupling, and direct citation: Which citation approach represents the research front most accurately?. *Journal of the American Society for information Science and Technology*, 61(12), 2389-2404.
- Braam, R. R., Moed, H. F., & Van Raan, A. F. (1991). Mapping of science by combined co-citation and word analysis. I. Structural aspects. *Journal of the American Society for information science*, 42(4), 233-251.
- Braun, S. (2017). Leader narcissism and outcomes in organizations: a review at multiple levels of analysis and implications for future research. *Frontiers in psychology*, 8, 773.
- Bromiley, P., & Rau, D. (2016). Social, behavioral, and cognitive influences on upper echelons during strategy process: A literature review. *Journal of Management*, 42(1), 174-202.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), 117-134.
- Bryant, S. E., & Gurman, E. B. (1996). Contingent supervisory behavior: A practical predictor of performance. *Group & Organization Management*, 21(4), 404-413.
- Burns, J. M. (1978). *Leadership*. New York: Harper and Row.
- Busenbark, J. R., Krause, R., Boivie, S., & Graffin, S. D. (2016). Toward a configurational perspective on the CEO: A review and synthesis of the management literature. *Journal of Management*, 42(1), 234-268.
- Campbell, W. K., Hoffman, B. J., Campbell, S. M., & Marchisio, G. (2011). Narcissism in organizational contexts. *Human resource management review*, 21(4), 268-284.
- Carlyle, T. (1840). On heroes, hero-worship and the heroic in history.
- Chan, S. C., Huang, X., Snape, E., & Lam, C. K. (2013). The Janus face of paternalistic leaders: Authoritarianism, benevolence, subordinates' organization-based self-esteem, and performance. *Journal of Organizational Behavior*, 34(1), 108-128.

- Chatterjee, A., & Hambrick, D. C. (2007). It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance. *Administrative science quarterly*, 52(3), 351-386.
- Cheng, B. S., Chou, L. F., Wu, T. Y., Huang, M. P., & Farh, J. L. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, 7(1), 89-117.
- Conger, J. A. (1990). The dark side of leadership. *Organizational dynamics*, 19(2), 44-55.
- Cowley, W. H. (1928). Three distinctions in the study of leaders. *The Journal of Abnormal and Social Psychology*, 23(2), 144.
- Cragun, O. R., Olsen, K. J., & Wright, P. M. (2020). Making CEO narcissism research great: A review and meta-analysis of CEO narcissism. *Journal of Management*, 46(6), 908-936.
- Darling, L. A. W. (1985). What to do about toxic mentors. *JONA: The Journal of Nursing Administration*, 15(5), 43-45.
- De Cremer, D. (2006). Affective and motivational consequences of leader self-sacrifice: The moderating effect of autocratic leadership. *The Leadership Quarterly*, 17(1), 79-93.
- De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *The leadership quarterly*, 19(3), 297-311.
- De Hoogh, A. H., & Den Hartog, D. N. (2009). Neuroticism and locus of control as moderators of the relationships of charismatic and autocratic leadership with burnout. *Journal of Applied Psychology*, 94(4), 1058.
- De Vries, M. F. K., & Miller, D. (1985). Narcissism and leadership: An object relations perspective. *Human Relations*, 38(6), 583-601.
- De Vries, R. E. (2018). Three nightmare traits in leaders. *Frontiers in psychology*, 9, 871.
- Den Hartog, D. N., Van Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of occupational and organizational psychology*, 70(1), 19-34.
- Derue, D. S., Nahrgang, J. D., Wellman, N. E. D., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel psychology*, 64(1), 7-52.
- Drory, A., & Gluskinos, U. M. (1980). Machiavellianism and leadership. *Journal of Applied Psychology*, 65(1), 81.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management Journal*, 45(2), 331-351.

- Edmondson, A., & Chamorro-Premuzic, T. (2020). Today's Leaders Need Vulnerability, Not Bravado. *Harvard Business Review* (Oct. 19, 2020), <https://hbr.org/2020/10/todays-leaders-need-vulnerability-not-bravado>.
- Edwards, J. R., & Lambert, L. S. (2007). Methods for integrating moderation and mediation: a general analytical framework using moderated path analysis. *Psychological methods*, 12(1), 1.
- Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207-216.
- Epitropaki, O., Radulovic, A. B., Ete, Z., Thomas, G., & Martin, R. (2020). Leader-follower transgressions, relationship repair strategies and outcomes: A state-of-the-science review and a way forward. *The Leadership Quarterly*, 31(1), 101376.
- Ferris, G. R., & Kacmar, K. M. (1992). Perceptions of organizational politics. *Journal of management*, 18(1), 93-116.
- 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. *The Leadership Quarterly*, 18(3), 195-206.
- Fischer, T., Tian, A. W., Lee, A., & Hughes, D. J. (2021). Abusive supervision: a systematic review and fundamental rethink. *The Leadership Quarterly*, 32(6), 101540.
- Fleishman, E. A. (1953). The description of supervisory behavior. *Journal of applied psychology*, 37(1), 1.
- Fleishman, E. A. (1953). The description of supervisory behavior. *Journal of applied psychology*, 37(1), 1.
- Flemming, E. G. (1935). A factor analysis of the personality of high school leaders. *Journal of Applied Psychology*, 19(5), 596.
- Follett, M. P. (1926). The giving of orders. *Scientific foundations of business administration*, 1926, 132-149.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Galton, F. (1869). *Hereditary genius*. Macmillan and Company.
- Garfield, E. (2004). Historiographic mapping of knowledge domains literature. *Journal of Information Science*, 30(2), 119-145.
- Gastil, J. (1994). A meta-analytic review of the productivity and satisfaction of democratic and autocratic leadership. *Small Group Research*, 25(3), 384-410.
- Goethals, G. R., Sorenson, G. J., & Burns, J. M. (Eds.). (2004). *Encyclopedia of leadership*. Sage Publications.

- Goodyear, R. K., Crego, C. A., & Johnston, M. W. (1992). Ethical issues in the supervision of student research: A study of critical incidents. *Professional psychology: Research and practice*, 23(3), 203.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247.
- Grijalva, E., Harms, P. D., Newman, D. A., Gaddis, B. H., & Fraley, R. C. (2015). Narcissism and leadership: A meta-analytic review of linear and nonlinear relationships. *Personnel Psychology*, 68(1), 1-47.
- Gusenbauer, M., & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research synthesis methods*, 11(2), 181-217.
- Hambrick, D. C. (2007). Upper echelons theory: An update. *Academy of management review*, 32(2), 334-343.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), 193-206.
- Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2017). Leadership and stress: A meta-analytic review. *The Leadership Quarterly*, 28(1), 178-194.
- Harms, P. D., Wood, D., Landay, K., Lester, P. B., & Lester, G. V. (2018). Autocratic leaders and authoritarian followers revisited: A review and agenda for the future. *The Leadership Quarterly*, 29(1), 105-122.
- Harris, K. J., Kacmar, K. M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The leadership quarterly*, 18(3), 252-263.
- Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly*, 18(3), 264-280.
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York, NY: Guilford Press.
- Hayward, M. L., & Hambrick, D. C. (1997). Explaining the premiums paid for large acquisitions: Evidence of CEO hubris. *Administrative science quarterly*, 103-127.
- Heaton, J. B. (2002). Managerial optimism and corporate finance. *Financial Management*, 31(2), 33-46.

- Hemphill, J. K. (1949). Situational factors in leadership. *Ohio State University. Bureau of Educational Research Monograph*.
- Hershcovis, M. S. (2011). "Incivility, social undermining, bullying... oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499-519.
- Hershcovis, M. S., & Reich, T. C. (2013). Integrating workplace aggression research: Relational, contextual, and method considerations. *Journal of Organizational Behavior*, 34(S1), S26-S42.
- Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American psychologist*, 44(3), 513.
- Hogan, R., & Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and assessment*, 9(1-2), 40-51.
- Hogan, R., Raskin, R., & Fazzini, D. (1990). The dark side of charisma.
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125.
- Hood, W. W., & Wilson, C. S. (2001). The literature of bibliometrics, scientometrics, and informetrics. *Scientometrics*, 52(2), 291.
- House, R. J., & Mitchell, T. R. (1975). *Path-goal theory of leadership*. Washington Univ Seattle Dept Of Psychology.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89(5), 755.
- Judge, T. A., Cable, D. M., Colbert, A. E., & Rynes, S. L. (2007). What causes a management article to be cited—article, author, or journal?. *Academy of management journal*, 50(3), 491-506.
- Judge, T. A., LePine, J. A., & Rich, B. L. (2006). Loving yourself abundantly: relationship of the narcissistic personality to self-and other perceptions of workplace deviance, leadership, and task and contextual performance. *Journal of applied psychology*, 91(4), 762.
- Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. *The leadership quarterly*, 20(6), 855-875.
- Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). Ethical leader behavior and big five factors of personality. *Journal of business ethics*, 100(2), 349-366.
- Kant, L., Skogstad, A., Torsheim, T., & Einarsen, S. (2013). Beware the angry leader: Trait anger and trait anxiety as predictors of petty tyranny. *The Leadership Quarterly*, 24(1), 106-124.

- Keashly, L., Trott, V., & MacLean, L. M. (1994). Abusive behavior in the workplace: A preliminary investigation. *Violence and victims, 9*(4), 341-357.
- Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*. Harvard Business Press.
- Kelloway, E. K., Mullen, J., & Francis, L. (2006). Divergent effects of transformational and passive leadership on employee safety. *Journal of occupational health psychology, 11*(1), 76.
- Klein, M. (1948). Contributions to psychoanalysis, 1921-1945.
- Komaki, J. L. (1986). Toward effective supervision: An operant analysis and comparison of managers at work. *Journal of applied psychology, 71*(2), 270.
- Krasikova, D. V., Green, S. G., & LeBreton, J. M. (2013). Destructive leadership: A theoretical review, integration, and future research agenda. *Journal of management, 39*(5), 1308-1338.
- Landay, K., Harms, P. D., & Credé, M. (2019). Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership. *Journal of applied psychology, 104*(1), 183.
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created "social climates". *The Journal of social psychology, 10*(2), 269-299.
- Lewis, K. M. (2000). When leaders display emotion: How followers respond to negative emotional expression of male and female leaders. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 21*(2), 221-234.
- Likert, R. (1967). The human organization: its management and values.
- Lipman-Blumen, J. (2006). *The allure of toxic leaders: Why we follow destructive bosses and corrupt politicians--and how we can survive them*. Oxford University Press, USA.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal, 55*(5), 1187-1212.
- Maccoby, M. (2000). Narcissistic Leaders. *Harvard Business Review, 78*(1), 68-77.
- Mackey, J. D., Ellen III, B. P., McAllister, C. P., & Alexander, K. C. (2020). The dark side of leadership: A systematic literature review and meta-analysis of destructive leadership research. *Journal of Business Research*.
- Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive supervision: A meta-analysis and empirical review. *Journal of Management, 43*(6), 1940-1965.
- Malmendier, U., & Tate, G. (2005). CEO overconfidence and corporate investment. *The journal of finance, 60*(6), 2661-2700.



- Malmendier, U., & Tate, G. (2008). Who makes acquisitions? CEO overconfidence and the market's reaction. *Journal of financial Economics*, *89*(1), 20-43.
- Martinko, M. J., Harvey, P., Brees, J. R., & Mackey, J. (2013). A review of abusive supervision research. *Journal of Organizational Behavior*, *34*(S1), S120-S137.
- Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, *65*(2), 325-357.
- McGregor, D. M. (1957). The human side of enterprise. Adventures in thought and action: Proceedings of the Fifth Anniversary Convocation of the School of Industrial Management. *Institute of Technology, Cambr. Mass.*
- Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management*, *42*(5), 1374-1403.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology*, *92*(4), 1159.
- Mumford, M. D., Gessner, T. L., Connelly, M. S., O'Connor, J. A., & Clifton, T. C. (1993). Leadership and destructive acts: Individual and situational influences. *The Leadership Quarterly*, *4*(2), 115-147.
- Murphy, A. J. (1941). A study of the leadership process. *American Sociological Review*, 674-687.
- Naseer, S., Raja, U., Syed, F., Donia, M. B., & 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. *The Leadership Quarterly*, *27*(1), 14-33.
- Nelson, R. J. (1998). *Abusive supervision and subordinates' coping strategies*. University of Kentucky.
- Neuman, J. H., & Baron, R. A. (1997). Aggression in the workplace.
- Nielsen, M. B., & Einarsen, S. V. (2018). What we know, what we do not know, and what we should and could have known about workplace bullying: An overview of the literature and agenda for future research. *Aggression and Violent Behavior*, *42*, 71-83.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, *39*(3), 607-634.
- Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The leadership quarterly*, *18*(3), 176-194.
- Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality: Narcissism, Machiavellianism, and psychopathy. *Journal of research in personality*, *36*(6), 556-563.

- Pellegrini, E. K., & Scandura, T. A. (2008). Paternalistic leadership: A review and agenda for future research. *Journal of management*, 34(3), 566-593.
- Peterson, R. S. (1997). A directive leadership style in group decision making can be both virtue and vice: Evidence from elite and experimental groups. *Journal of Personality and Social Psychology*, 72(5), 1107.
- Peterson, R. S. (1997). A directive leadership style in group decision making can be both virtue and vice: Evidence from elite and experimental groups. *Journal of Personality and Social Psychology*, 72(5), 1107.
- Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: one mechanism by which leadership affects organizational performance. *Journal of applied Psychology*, 88(5), 795.
- Pfeffer, J. (2016). Getting beyond the BS of leadership literature. *McKinsey Quarterly*, 2.
- Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 10-1037.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Podsakoff, P. M., Todor, W. M., & Skov, R. (1982). Effects of leader contingent and noncontingent reward and punishment behaviors on subordinate performance and satisfaction. *Academy of management journal*, 25(4), 810-821.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate behavioral research*, 42(1), 185-227.
- Raskin, A., Boruchow, J. K., & Golob, R. (1965). The concept of task versus person orientation in nursing. *Journal of Applied Psychology*, 49(3), 182.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of management journal*, 38(2), 555-572.
- Roll, R. (1986). The hubris hypothesis of corporate takeovers. *Journal of business*, 197-216.
- Rosenthal, S. A., & Pittinsky, T. L. (2006). Narcissistic leadership. *The leadership quarterly*, 17(6), 617-633.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2020). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 101353.

- Scheffler, M., & Brunzel, J. (2020). Destructive leadership in organizational research: a bibliometric approach. *Scientometrics*, *125*(1), 755-775.
- Schyns, B., & Hansbrough, T. (Eds.). (2010). *When leadership goes wrong: Destructive leadership, mistakes, and ethical failures*. IAP.
- Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, *24*(1), 138-158.
- Shafritz, J. M., Ott, J. S., & Jang, Y. S. (2015). *Classics of organization theory*. Cengage Learning.
- Shamseer, L., Moher, D., Clarke, M., Ghersi, D., Liberati, A., Petticrew, M., ... & Stewart, L. A. (2015). Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015: elaboration and explanation. *Bmj*, *349*.
- Sharma, P. N. (2018). Moving beyond the employee: The role of the organizational context in leader workplace aggression. *The Leadership Quarterly*, *29*(1), 203-217.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological methods*, *7*(4), 422.
- Small, H. (1973). Co-citation in the scientific literature: A new measure of the relationship between two documents. *Journal of the American Society for information Science*, *24*(4), 265-269.
- Smith, M. A., & Canger, J. M. (2004). Effects of supervisor "big five" personality on subordinate attitudes. *Journal of business and psychology*, *18*(4), 465-481.
- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., & Judge, T. A. (2018). Upsides to dark and downsides to bright personality: A multidomain review and future research agenda. *Journal of Management*, *44*(1), 191-217.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, *104*, 333-339.
- Somech, A. (2006). The effects of leadership style and team process on performance and innovation in functionally heterogeneous teams. *Journal of management*, *32*(1), 132-157.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, *43*(2), 178-190.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of management*, *33*(3), 261-289.
- Tepper, B. J., & Henle, C. A. (2011). A case for recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations. *Journal of Organizational Behavior*, *32*(3), 487-498.
- Tepper, B. J., Carr, J. C., Breaux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational behavior and human decision processes*, *109*(2), 156-167.

- Tepper, B. J., Duffy, M. K., & Shaw, J. D. (2001). Personality moderators of the relationship between abusive supervision and subordinates' resistance. *Journal of Applied Psychology, 86*(5), 974.
- Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. S. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology, 59*(1), 101-123.
- Tepper, B. J., Duffy, M. K., Hoobler, J., & Ensley, M. D. (2004). Moderators of the relationships between coworkers' organizational citizenship behavior and fellow employees' attitudes. *Journal of Applied Psychology, 89*(3), 455.
- Tepper, B. J., Henle, C. A., Lambert, L. S., Giacalone, R. A., & Duffy, M. K. (2008). Abusive supervision and subordinates' organization deviance. *Journal of applied psychology, 93*(4), 721.
- Tepper, B. J., Moss, S. E., & Duffy, M. K. (2011). Predictors of abusive supervision: Supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance. *Academy of management journal, 54*(2), 279-294.
- Tepper, B. J., Simon, L., & Park, H. M. (2017). Abusive supervision. *Annual Review of Organizational Psychology and Organizational Behavior, 4*, 123-152.
- Thau, S., & Mitchell, M. S. (2010). Self-gain or self-regulation impairment? Tests of competing explanations of the supervisor abuse and employee deviance relationship through perceptions of distributive justice. *Journal of applied psychology, 95*(6), 1009.
- Thau, S., Bennett, R. J., Mitchell, M. S., & Marrs, M. B. (2009). How management style moderates the relationship between abusive supervision and workplace deviance: An uncertainty management theory perspective. *Organizational Behavior and Human Decision Processes, 108*(1), 79-92.
- Tierney, P., & Tepper, B. J. (2007). Introduction to The Leadership Quarterly special issue: Destructive leadership.
- Tolman, R. M. (1989). The development of a measure of psychological maltreatment of women by their male partners. *Violence and victims, 4*(3), 159-177.
- Van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *scientometrics, 84*(2), 523-538.
- Van Eck, N. J., & Waltman, L. (2014). CitNetExplorer: A new software tool for analyzing and visualizing citation networks. *Journal of informetrics, 8*(4), 802-823.
- Van Vugt, M., Jepson, S. F., Hart, C. M., & De Cremer, D. (2004). Autocratic leadership in social dilemmas: A threat to group stability. *Journal of experimental social psychology, 40*(1), 1-13.
- Van Vugt, M., Jepson, S. F., Hart, C. M., & De Cremer, D. (2004). Autocratic leadership in social dilemmas: A threat to group stability. *Journal of experimental social psychology, 40*(1), 1-13.

- Vogel, B., Reichard, R. J., Batistič, S., & Černe, M. (2020). A bibliometric review of the leadership development field: How we got here, where we are, and where we are headed. *The Leadership Quarterly*, 101381.
- Vroom, V. H., & Mann, F. C. (1960). Leader authoritarianism and employee attitudes. *Personnel psychology*.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology*, 54(6), 1063.
- White, H. D., & Griffith, B. C. (1981). Author cocitation: A literature measure of intellectual structure. *Journal of the American Society for information Science*, 32(3), 163-171.
- Wilson, R. C., High, W. S., Beem, H. P., & Comrey, A. L. (1954). A factor-analytic study of supervisory and group behavior. *Journal of Applied Psychology*, 38(2), 89.
- Yu, Y., Xu, S., Li, G., & Kong, H. (2020). A systematic review of research on abusive supervision in hospitality and tourism. *International Journal of Contemporary Hospitality Management*.
- Zaccaro, S. J. (2007). Trait-based perspectives of leadership. *American psychologist*, 62(1), 6.
- Zellars, K. L., & Perrewé, P. L. (2001). Affective personality and the content of emotional social support: coping in organizations. *Journal of Applied Psychology*, 86(3), 459.
- Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of applied psychology*, 87(6), 1068.
- Zhang, Y., & Bednall, T. C. (2016). Antecedents of abusive supervision: A meta-analytic review. *Journal of Business Ethics*, 139(3), 455-471.
- Zhang, Y., & Liao, Z. (2015). Consequences of abusive supervision: A meta-analytic review. *Asia Pacific Journal of Management*, 32(4), 959-987.
- Zhu, J., Song, L. J., Zhu, L., & Johnson, R. E. (2019). Visualizing the landscape and evolution of leadership research. *The Leadership Quarterly*, 30(2), 215-232.
- Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. *Organizational Research Methods*, 18(3), 429-472.

# **The Dark Side of Leadership: A Systematic Review of Creativity and Innovation**

Vahid Mehraein, Francesca Visintin, Daniel Pittino

Department of Economics and Statistics, University of Udine, Via Tomadini, 30/A, 33100, Udine, Italy

## **Abstract**

It is believed that workplace creativity and innovation are fostered by positive leader behaviors and positive workplace relationships and hindered by the opposite. However, some challenge this view and argue that creativity and innovation can also be fostered when employees experience what is increasingly referred to as “the dark side of leadership”. Research in this area is sparse, contradictory, and overly confusing. We provide a comprehensive systematic review of 106 empirical studies on this topic. We review research on a broad range of constructs, including abusive supervision, authoritarian leadership, narcissistic leadership, and close monitoring. As might be expected, a larger number of the articles reviewed found a negative relationship, but there are important discrepancies and details. Our review reports the main effects, summarizes the results of the mediating and moderating variables, and highlights methodological shortcomings of the previous literature. On this basis, several recommendations are made to advance this field of research.

**Keywords:** abusive supervision, narcissistic leadership, authoritarian leadership, creativity, innovation

## **INTRODUCTION**

Creativity and innovation are critical to the survival of many organizations, and leadership is thought to play a fundamental role in encouraging or hindering them (Mumford, Scott, Gaddis & Strange, 2002; Amabile, Schatzel, Moneta & Kramer, 2004; Amabile & Pratt, 2016). A substantial number of studies in recent decades have examined the relationship between leadership, creativity, and innovation and have generally found positive associations with concepts commonly referred to as constructive leadership, namely transformational, authentic, and empowering leadership (for a review, see Hughes, Lee, Tian, Newman, & Legood, 2018; Mainemelis, Kark, & Epitropaki, 2015). In contrast, little attention has been paid to empirical research on leadership concepts and approaches that have been grouped under the eclectic term “the dark side of leadership” (De Vries, & Miller, 1985; Conger, 1990; Peterson, 1997; Tepper, 2000; Hogan & Hogan, 2001; Chatterjee & Hambrick, 2007; Mackey et al., 2020). Perhaps because it was generally assumed that if positive social influences have been shown to enhance creativity, negative influences can only have negative effects. Thus, as early as 1993, in one of the earliest theoretical contributions to explaining creativity in complex social contexts, Woodman et al. argued that rigidity, punitive norms, and

autocratic leadership could be barriers to creativity. Consequently, several other scholars have also discouraged these behaviors, mostly on theoretical or anecdotal grounds, assuming that they would stifle creativity and innovation (Amabile, 1998; Gino, 2018: 78, 102-103; Hill, et al., 2014:83-84,117; Mumford et al., 2002; Pfeffer & Sutton, 2006: 115, 288; Edmondson, 2012: 67-68).

In parallel, there have long been supportive signals or advocacies for the "dark side of leadership" in academic research (Pfeffer, 2015; 2016). Kotter and Schlesinger (1989), for example, highlight the practical benefits of coercion and manipulation. Others argue that coercive leadership should be used in certain circumstances (Goleman, 2000; Sims Jr, Faraj, and Yun, 2009). Similarly, Schein (1999) notes that "coercive persuasion", colloquially referred to as "brainwashing," is practically an integral part of organizational change. Maccoby (2000) points to the strengths of narcissistic leaders, and some scholars even praise the tyranny of managers who achieve exceptional results (e.g., Ma, Karri & Chittipeddi, 2004). Bass (1997) seems to recognize the potential of autocratic behaviors and believes that transformational leadership manifests itself in both participative and autocratic forms. Finally, many scholars argue that authoritarian or directive forms of leadership are effective and may even be preferable depending on context and circumstances (Antonakis, Avolio, & Sivasubramaniam, 2003; De Hoogh, Greer & Den Hartog, 2015; Hofstede, Hofstede & Minkov, 2005: 61, 73; Schein, 2004: 192-193; Schein, 2009: 64; Yukl, 1999) and used as an alternative to the mainstream model of creative leadership (Coget, Shani, & Solari, 2014).

Partly because of such views, the notion that "darker forms of leadership" can also foster creativity seems to have gained traction (Acar et al., 2019; Anderson et al., 2014; Baucus et al., 2008; Holten, & Bøllingtoft, 2015; Dinh et al., 2014; Mackey et al., 2020; Zhu et al., 2019; Coget et al., 2014), highlighting the importance of mediating and moderating relationships. Consistent with traditional arguments and expectations, many studies blame the "dark side of leadership" for a variety of negative employee and organizational outcomes (Schyns & Schilling, 2013; Tepper, Simon & Park, 2017), including creativity and innovation (e.g., Elenkov, & Manev, 2005; Kwan, Zhang, Liu & Lee, 2018; Liu, Liao & Loi, 2012; Zhang, Kwan, Zhang & Wu, 2014). Yet, surprisingly, numerous studies show either no effects or even positive outcomes of such characteristics and behaviors (Kashmiri, Nicol & Arora, 2017; Lee, Yun & Srivastava, 2013; Schuh, Zhang & Tian, 2013).

Overall, contributions in this area are still scattered, both in terms of conceptualization and the contingencies and micro-organizational behavioral mechanisms examined (Meuser et al., 2016; Hennessey & Amabile 2010; Hershcovis, & Reich, 2013; Hershcovis, 2011; Mackey et al., 2020;

Naseer et al., 2016; Tepper & Henle, 2011). This has resulted in the literature on "dark leadership" and creativity and innovation riddled with ambiguities and difficult to access for researchers wishing to explore the topic further. While there are numerous reviews that illuminate and systematize the accumulated knowledge on the relationship between leadership, creativity, and innovation (e.g., Anderson et al., 2014; Cortes & Herrmann, 2021; Hughes et al., 2018; Mainemelis et al., 2015; Shalley & Gilson, 2004; Zhou & Hoever, 2014), to our knowledge none of these works have explicitly addressed the "dark side of leadership."

Our aim, therefore, is to complement the efforts of previous reviews of creativity and innovation in the realm of leadership studies by providing a fine-grained analysis of the relationship between creativity and innovation and the "dark side of leadership." In doing so, we pursue the following objectives: (1) summarize the extant findings; (2) highlight mediating and moderating mechanisms; (3) bring order to the many different conceptualizations and empirical specifications of the relationship; (4) organize the previous literature into forms of "dark leadership," outcomes, mediators, and moderators by providing taxonomies and theoretical models; and (5) reflect on the theoretical and methodological limitations of previous research and identifying opportunities for future studies in this area. The remainder of the article is structured as follows: In the first section, we provide a synthetic overview of "the dark side of leadership," creativity, and innovation. In the second section, we outline the method of our review. In the third section, we present the results by summarizing the "dark leadership" variables and their effects on creativity and innovation, and provide an assessment of the moderating and mediating variables that influence these effects. The fourth section discusses the findings of the review and makes recommendations for further development of the field. The fifth section concludes.

## **OVERVIEW OF THE KEY CONCEPTS**

### **The dark side of leadership**

Leadership is a multifaceted and often ambiguous construct and is predominantly seen as a goal-influencing, contextually rooted process (Antonakis, & Day, 2018: 5; Pfeffer, 1977; Yukl, 2013: 23). Some renowned leadership scholars are keen to reserve leadership as a concept for "forces of good" and assume certain moral qualities in their definitions of leadership (Bennis, 2009: 33-35; Burns, 2004: 207; Burns & Sorenson, 2006). Others reject these narratives and assert that leadership is value-free (Kellerman, 2004: 12). Similarly, there is little consensus on how "dark leadership" should be defined (Schyns & Hansbrough, 2010). In the search for an all-encompassing concept, many definitions have emerged, often resulting in glaring contradictions and inadequacies. For example, Schilling (2009) defines "negative leadership" as a set of disliked and denounced behaviors, and Kelloway et al.'s (2005) definition of "poor leadership" suggests that it includes passive and abusive forms of leadership.



In defining the concept, scholars divide mainly into three camps. The first group maintains that negative outcomes should be the basis of the definition (Einarsen, Aasland, & Skogstad, 2007; Lipman-Blumen, 2006, p.44; Padilla et al., 2007; Thoroughgood, Sawyer, Padilla & Lunsford, 2018), while the second group seems to focus on the leadership process without tying it to outcomes (Brown & Mitchell, 2010; Krasikova, Green & LeBreton, 2013). The third group, on the other hand, advocates for both process and outcomes. Kellerman (2004: 32), for example, asserts that "bad leadership" stems from the ends, the means, or sometimes both. In the same vein, Ciulla (2012) suggests that "ethical leadership" is concerned with the ends, the means, and the morality of the cause itself.

In addition to varying definitions, describing the research field and its boundaries is complicated by construct proliferation and construct redundancies (Banks, Gooty, Ross, Williams, & Harrington, 2018; Derue, Nahrgang, Wellman, & Humphrey, 2011; Hershcovis, & Reich, 2013; Hershcovis, 2011; Shaffer, DeGeest, & Li, 2016; Tepper & Henle, 2011). For example, the significant positive relationship of abusive supervision with a variety of constructs in the field, including authoritarian leadership, aversive leadership, self-serving leadership, unethical leadership, leader psychopathy, and leader Machiavellianism, is alarming and may indicate overlap and redundancy (Aryee, Chen, Sun, & Debrah, 2007; Camps, Decoster & Stouten, 2012; Mackey, Frieder, Brees & Martinko, 2017; Mathieu & Babiak, 2016; Zagenczyk, Kiewitz & Tang, 2010; Zhang & Bednall, 2016). However, this does not mean that all constructs are similar or that there are no important nuances (Tepper & Henle, 2011). For example, laissez-faire and authoritarian leadership are distinctly different, while aversive leadership and abusive supervision appear to be much more similar.

It is beyond the scope of this paper to discuss the numerous theoretical and methodological complexities and intricacies of the field because: (1) our analysis is limited to studies dealing with creativity and innovation, and (2) in our screening of "dark leadership," we preferred not to be bound by provisional definitions that would have limited the scope of our search and led us to overlook potentially relevant studies. Therefore, we do not provide an explicit definition of "dark leadership." We do, however, establish an important delineation related to "dark leadership" constructs for the scope of this review, namely that we focus on traits and behaviors and therefore do not adopt the conceptualization of "dark leadership" based on outcomes (Antonakis, Bastardo, Jacquart, & Shamir, 2016; Hughes et al. 2018; Podsakoff, et al. 2016).

## **Creativity and innovation**

Creativity and innovation are defined differently in the literature, and researchers outside the field of organizational behavior have contributed their own definitions (Amabile, 1988; Batey & Furnham, 2006; Ivcevic & Mayer, 2009; Mumford & Gustafson, 1988; Runco, 2014; Scott & Bruce, 1994; Zhou & Shalley, 2011). Hughes et al. (2018: 551) provide the following definitions, "Workplace creativity concerns the cognitive and behavioral processes applied when attempting to generate novel ideas. Workplace innovation concerns the processes applied when attempting to implement new ideas. Specifically, innovation involves some combination of problem/opportunity identification, the introduction, adoption or modification of new ideas germane to organizational needs, the promotion of these ideas, and the practical implementation of these ideas". Creativity is the foundation and driver of innovation (Janssen et al., 2004; Zhou & Hoever, 2014). Creativity and innovation are value-free, but are often studied as positive outcomes for employees and organizations, while their potentially detrimental effects on individuals, teams, and organizations are largely neglected (Amabile & Pratt, 2016; Janssen et al., 2004; Mumford, 2003). Creativity does not necessarily lead to innovation outcomes (Somech & Drach-Zahavy, 2013), but innovation requires at least some level of creativity, and for this reason we decided to consider both concepts in our analysis.

## **METHOD**

Systematic reviews follow rigorous procedures to identify and analyze relevant data (Snyder, 2019). In our case, the conceptual fragmentation of the topic required extensive effort to achieve saturation of the number of search terms (Oliveira & Lumineau, 2019). This was done through a snowball approach that began by examining previous reviews and foundational work (Ashforth, 1994; Conger, 1990; McCord, Joseph, Dhanani, & Beus, 2018; Schyns & Schilling, 2013; Tepper, 2000). Consistent with previous research, we adopted a wider scope in order to capture studies focused on various downward-directed mistreatment to include for example supervisor incivility and ostracism (Mackey et al. 2020). This process led to the identification of a final set of sixty-nine search terms (see Table 1), which were then combined with creativity or innovation (e.g., "abusive supervision" and creativity or innovation).

**Table 1**

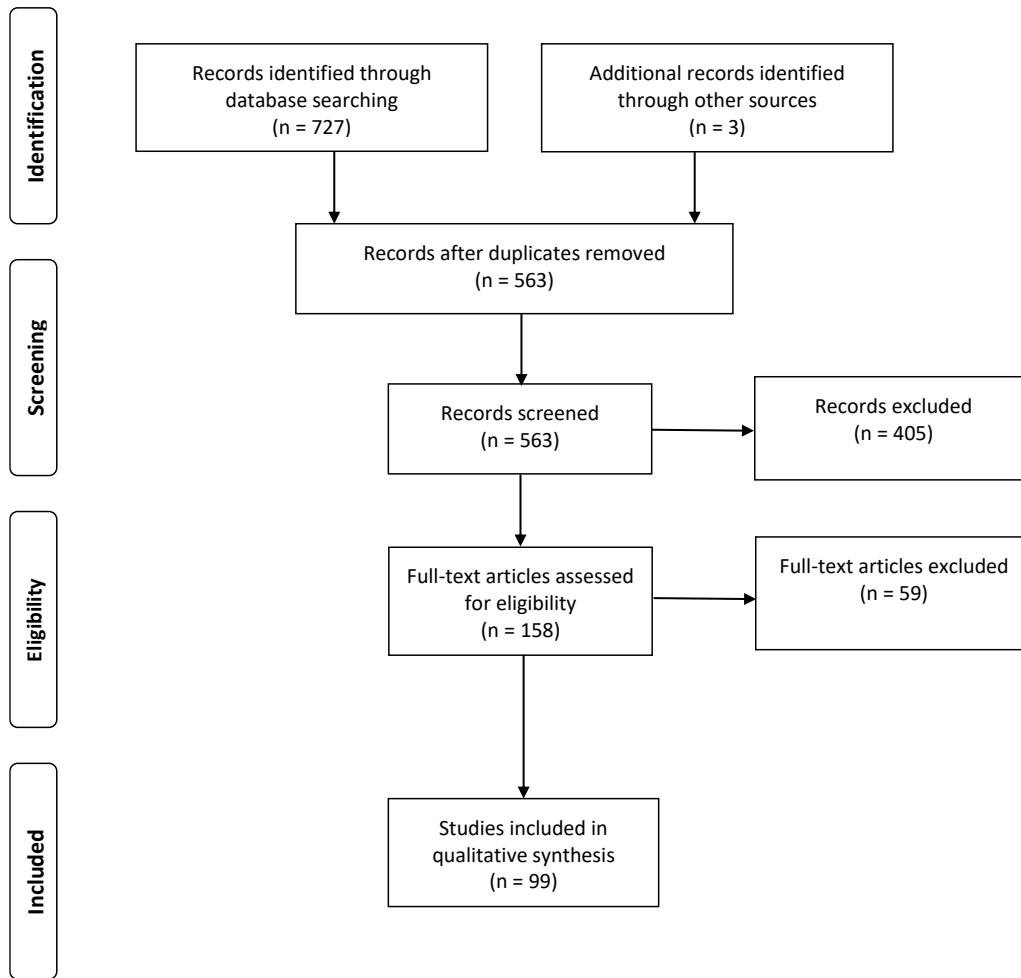
Search terms used in Scopus.

Search term		
"Abusive supervision"	"Exploitative leadership"	"Ostracism"
"Authoritarian leadership"	"Hubristic leadership"	"Overconfident leadership"
"Autocratic leadership"	"Incivility"	"Passive leadership"
"Aversive leadership"	"Ineffective leadership"	"Petty tyranny"
"Bad leadership"	"Information hiding"	"Poor leadership"
"CEO hubris"	"Interpersonal conflict"	"Psychopath"
"CEO overconfidence"	"Jeer pressure"	"Psychopathic"
"Close monitoring"	"Knowledge hiding"	"Psychopathy"
"Close supervision"	"Knowledge withholding"	"Relational conflict"
"Coercive leadership"	"Laissez-faire leadership"	"Relationship conflict"
"Controlling leadership"	"Leader bullying"	"Self-serving leadership"
"Controlling supervision"	"Leader overconfidence"	"Sexual harassment"
"Counterproductive work behavior"	"Machiavellianism"	"Strategic bullying"
"Dark leadership"	"Malevolent leadership"	"Supervisor aggression"
"Dark side of leadership"	"Management-by-exception"	"Supervisor undermining"
"Dark triad"	"Managerial derailment"	"Toxic leadership"
"Defensive silence"	"Managerial tyranny"	"Tyrannical leadership"
"Derailed leadership"	"Mobbing"	"Unethical leadership"
"Despotic leadership"	"Narcissism"	"Workplace aggression"
"Destructive leadership"	"Narcissist"	"Workplace bullying"
"Directive leadership"	"Narcissistic"	"Workplace deviant behavior"
"Dysfunctional leadership"	"Negative leadership"	"Workplace discrimination"
"Employee silence"	"Organizational politics"	"Workplace mistreatment"

Terms were used in conjunction with 'AND creativity OR innovation'.

As shown in Figure 1, we followed the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) protocol (Shamseer et al., 2015). Scopus was used as the search platform, as it is one of the most comprehensive databases covering a comparatively wider range of relevant literature and has been used extensively in previous studies (Boon, Den Hartog, & Lepak, 2019; Gusenbauer & Haddaway, 2020). We began by searching for titles, keywords, and abstracts of English-language articles published from 1960 to September 2021. After deleting duplicates, 560 documents remained. We then added three studies to the sample, which we found by cross-referencing. Following Mainemelis et al. (2015), we considered both quantitative and qualitative studies that provided insights into the "dark side of leadership" in relation to creativity and/or innovation as inclusion criteria. Quantitative studies had to have a zero-order effect between these variables of interest to be included (Lee et al., 2020). Retrieved records were first searched by title, abstract, and keywords, followed by a full-text evaluation to determine the relevance of

the articles. Two authors performed this procedure and independently coded all articles for relevance. We found strong agreement between authors (87%), and any disagreements were subsequently discussed and resolved. A total of 99 articles were selected, comprising 106 independent samples. The oldest study in our sample was by Oldham and Cummings and was published in 1996. The list of these articles, as well as a structured classification, can be found in the online supplementary material.



**Figure 1.** PRISMA chart

## RESULTS

In this section, we review the main findings on the relationship between the “dark side of leadership” and creativity and innovation in terms of direct and/or main effects as well as moderating and mediating mechanisms. Table 2 provides an overview of the literature reviewed.

**Table 2**

Studied variables, definitions, and Study characteristics.

Variable	Definition	Study characteristics									
		Creativity					Innovation				
		XS	EX	QL	TS	L	XS	EX	QL	TS	L
Abusive supervision	“Subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000: 178).	20	1	0	8	0	6	0	0	3	0
Authoritarian leadership	"Leader’s behavior that asserts absolute authority and control over subordinates and demands unquestionable obedience from subordinates" (Cheng, Chou, Wu, Huang & Farh, 2004: 91).	11	0	0	2	0	8	0	0	1	0
Aversive leadership	“Involves leader behaviors that primarily rely on coercive power, including the use of threats, intimidation, and reprimands” (Thoroughgood et al., 2018: 631).	2	0	0	0	0	0	0	0	0	0
Close monitoring	“When supervisors engage in close monitoring, they keep close tabs on their subordinates to ensure that they do what they are told, perform tasks in expected ways, and do not do things that the supervisor might disapprove of. Under these conditions, subordinates often feel that they are constantly being evaluated, directed, and controlled” (George & Zhou, 2001: 515).	7	0	1	0	1	2	0	1	0	0
Controlling supervision	"When supervisors are controlling, they closely monitor employee behavior, make decisions without employee involvement, provide feedback in a controlling manner, and generally pressure employees to think, feel, or behave in certain ways" (Oldham & Cummings, 1996: 611).	1	0	0	0	0	0	0	0	0	0
Supervisor dark triad	Operationalized as aggregated scores for the dark triad of personality.	0	0	0	0	0	1	0	0	0	0

Despotic leadership	“Despotic leadership, which is based on personal dominance and authoritarian behavior that serves the self-interest of the leader, is self-aggrandizing and exploitative of others. Despotic leaders are domineering, controlling, and vengeful” (De Hoogh & Den Hartog, 2008: 298).	2	0	0	1	0	0	0	0	0
Directive leadership	Attaining "desired ends by telling {...} subordinates what to do and how to do it" (Bass, Valenzi, Farrow & Solomon, 1975: 722).	3	1	0	2	0	1	0	0	1
Exploitative leadership	"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, Pircher Verdorfer, & Peus, 2019: 1404).	1	0	0	1	0	2	0	0	1
Laissez-faire leadership	“The avoidance or absence of leadership and is, by definition, most inactive, as well as most ineffective according to almost all research on the style” (Bass & Riggio, 2006: 8-9).	2	0	0	0	0	2	0	0	0
Leader hubris	Hubris is "A psychological state characterized by over-confident and over-ambitious judgement and decision making, associated with the acquisition of significant power and success, and invulnerable to and contemptuous of the advice and criticism of others" (Sadler-Smith, 2018: 80).	0	0	0	0	0	1	0	0	0
Leader incivility	Use of “Low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others” (Andersson & Pearson, 1999: 457).	2	0	0	0	0	0	0	0	0

Leader Machiavellianism	Machiavellianism is "a strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest" (Wilson, Near, & Miller, 1996: 285).	0	0	0	0	0	1	0	0	0	0
Leader narcissism	Narcissistic personality is "variable and vulnerable self-esteem, with attempts at regulation through attention and approval seeking, and either overt or covert grandiosity. Characteristic difficulties are apparent in identity, self-direction, empathy, and/or intimacy" (American Psychiatric Association, 2013: 767).	2	0	0	1	0	6	0	0	1	2
Leader ostracism	"Ostracism is typically defined as being ignored and excluded, and it often occurs without excessive explanation or explicit negative attention. Ostracism is often operationalized as a process that is characterized as an unfolding sequence of responses endured while being ignored and excluded" (Williams, 2007: 429).	2	0	0	2	0	0	0	0	0	0
Leader overconfidence	Overconfidence is defined as "(a) overestimation of one's actual performance, (b) overplacement of one's performance relative to others, and (c) excessive precision in one's beliefs" (Moore & Healy, 2008: 502).	0	0	0	0	0	4	0	0	0	4
Leader psychopathy	"Psychopathy is a socially devastating disorder defined by a constellation of affective, interpersonal, and behavioral characteristics, including egocentricity; impulsivity; irresponsibility; shallow emotions; lack of empathy, guilt, or remorse; pathological lying; manipulativeness; and the persistent violation of social norms and expectations" (Hare, 1998: 88).	1	0	1	0	0	2	0	0	0	0
Management-by-exception	Combined active and passive forms of management by exception.	0	0	0	0	0	1	0	0	0	0

Management by exception (active)	"The leader arranges to actively monitor deviances from standards, mistakes, and errors in the follower's assignments and to take corrective action as necessary" (Bass & Riggio, 2006: 8).	1	0	0	0	0	1	0	0	0	0
Management-by-exception (passive)	The leader "waiting passively for deviances, mistakes, and errors to occur and then taking corrective action" (Bass & Riggio, 2006: 8).	1	0	0	0	0	1	0	0	0	0
Passive leadership	Combination of laissez-faire leadership and passive management-by-exception (Den Hartog, Van Muijen & Koopman, 1997).	1	0	0	0	0	0	0	0	0	0
Self-serving leadership	"Leaders who place their own well-being and interests above both their followers' needs and the goals of the organization" (Camps, Decoster & Stouten, 2012: 49).	1	0	0	1	0	0	0	0	0	0
Supervisor undermining	"Behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation" (Duffy, Ganster & Pagon, 2002: 332).	1	0	0	0	0	1	0	0	1	0
Totals	The sum of papers.	61	2	2	18	1	40	0	1	8	7

Note: EX = experimental; XS = cross-sectional; QL = qualitative; L = longitudinal; TS = time separated.



## Overview

As expected, most of the studies we reviewed ( $N = 63$ ) reported negative effects of various forms of “dark leadership” on employee creativity and individual and organizational innovation. Abusive supervision is the most studied form of “dark leadership” in our sample (about one-third of the papers), followed by authoritarian leadership, close monitoring, and narcissistic leadership. There are at least one to a maximum of four studies on each of the other twenty forms of “dark leadership” we identified. Two-thirds of the studies use creativity as the dependent variable, while the remaining studies assess the extent of individual or organizational innovation or innovative behavior. Only one study examines the impact of “dark leadership” on both creativity and innovation.

As for the remaining studies, nineteen find a positive effect, while twenty-three studies show no significant results. Most of these studies can be divided into two groups. The first group consists of studies that observe narcissistic leadership or forms of directive/authoritarian leadership in cultural contexts characterized by large power distance. Culture is often cited as the main explanation for the contrasting findings in this line of research (e.g., Lee et al., 2013), as certain negative behaviors have been shown to be better tolerated, expected, or even desired in different populations, particularly those with large power distance (Den Hartog, & Dickson, 2018; Dorfman, Howell, Hibino, Lee, Tate, & Bautista, 1997; Javidan et al., 2006; Tepper, 2007; Tsui, Nifadkar, & Ou, 2007). For example, research on Chinese workers has even found that high levels of ethical leadership have a worse effect on their creativity than moderate levels (Feng et al., 2018) and that there are cases where empowerment has a negative effect on innovation (Jung et al., 2003).

The second group shows a positive impact on organizational innovation by chief executive officers (CEOs) with “dark personalities,” mainly narcissism (Kashmiri et al., 2017), hubris (Tang, Li, & Yang, 2015), and overconfidence (Chen, Podolski, Rhee, & Veeraraghavan, 2014; Galasso & Simcoe, 2011; Hirshleifer, Low, & Teoh, 2012; Wong, Lee, & Chang, 2017). Because narcissistic individuals are known to tend to be less risk averse and to pursue more unscrupulous but higher-return strategies (Bromiley & Rau, 2016; Maccoby, 2000; Smith, Hill, Wallace, Recendes, & Judge, 2018), narcissistic CEOs operating at the highest levels of the decision-making process can easily influence organizational level variables such as the level of investment in research and development (R&D) or the type of innovative projects undertaken. The only study that examined a CEO and found a negative relationship was a qualitative study of CEO psychopathy and organizational innovativeness (Boddy, 2017), but the author used a measurement tool for psychopathy that has recently been heavily criticized (Jones & Hare, 2016).

In addition to the two groups of studies mentioned above, the other studies in the subsample of non-negative results, do not show clear patterns, but are scattered across the different forms of leadership and types of creative/innovative performance. Indeed, with the exception of the two studies on incivility (Sharifirad, 2016; Liu, Chen & Huang, 2019) and the three studies on exploitative leadership (Syed, Naseer, Akhtar, Husnain & Kashif, 2021; Costa, Aleksić & Bortoluzzi, 2021; Wang, Sun & Cai, 2020), all other studies in our sample, sorted by the type of leadership analyzed, have at least one positive or inconclusive result, with the highest percentage found in the studies on narcissistic personalities (with five positive relationships out of eight studies) and authoritarian leadership (with four positive results out of nineteen papers). Unfortunately, for methodological reasons, it is difficult to compare these "outliers" with the other papers to find explanations for their divergent results and to draw conclusions. Even within the same group of "dark leadership" types, the studies differ in terms of the scales used, the sources of information, and the type of performance considered. Among the ninety-nine papers in our sample, we could find only three groups with comparable studies but divergent results.

The first group includes the work of Rasool et al. (2018) and Naseer, Raja, Syed, Donia & Darr, (2016), which analyze the effects of despotic leadership on individual creativity. The scales used are the same and the empirical research in both studies was conducted on a sample of employees from Pakistani organizations. The first study finds a positive relationship while the second study finds a negative relationship. The only difference that could explain these contrasting results is that the first study used a sample of employees from the public sector, where, according to the authors, despotic leadership is more common due to open-ended contracts. In these organizations, employees who want to escape the long-term influence of a despotic leader tend to engage in activities (impression management, creative activities, etc.) to change their situation, especially through promotions.

The second group includes the work of Lee et al. (2013), Liu et al. (2012), Rauniyar et al. (2017), and Zhang et al. (2014) on abusive supervision and individual creativity. The four studies use Tepper's (2000) measure of abusive supervision and Zhou and George's (2004) measure of individual creativity. However, while the first study finds a curvilinear relationship suggesting that moderate levels of abusive supervision can enhance creativity, the other three studies find a negative relationship. The difference in results may be due to both the study context and the fact that the latter three studies did not test for the presence of a curvilinear relationship. The study by Lee et al. (2013: 725) was conducted in the public sector of a high-power distance country (South Korea), where "followers [can] better deal with a moderate level of supervisors' abuse". The studies by Liu et al. (2012) and Rauniyar et al. (2017) were conducted in small and large power distance countries, namely the United States and Nepal. The results of the fourth study by Zhang et al. (2000) are puzzling because they refer to Chinese workers in the automotive industry and, as

mentioned earlier, analyzes conducted in China (including by Zhang himself) generally find a positive relationship between authoritarian leadership and individual creativity. A close reading of the study and a thorough evaluation of the methodology did not allow us to find possible reasons for these contradictory results.

The third and final group of studies includes three papers on authoritarian leadership and individual creativity measured with similar scales. Gu, Hempel & Yu (2019) find a curvilinear relationship, Pan et al. (2015) finds a non-significant relationship, while Dedahanov, Lee, Rhee & Yoon (2016) find a negative relationship. The first two studies were both conducted in China and are consistent with the other findings. The third study was conducted in South Korea and contrasts with Lee et al. (2013) and more generally with studies on countries with large power distance. Again, we could not find specific reasons to explain these results.

In contrast to the frequent negative effects of active forms of "dark leadership," passive leader behaviors (i.e., laissez-faire leadership and passive management by exception) do not appear to have significant effects on creativity or innovation (Derecskei, 2016; Sethibe & Steyn, 2017; Elenkov and Manev, 2005; Moss & Ritossa, 2007; Zacher & Johnson, 2015). This could be due to low leader-member interaction and interdependence, or that passive leadership behaviors are an attempt to promote employee empowerment (Wong & Giessner, 2018). However, these findings are at odds with general expectations of passive forms of leadership and deserve further consideration (e.g., Skogstad et al., 2007).

To conclude this section, and following Hughes et al. (2018), Table 3 reports the range and average strength of correlations between different forms of "dark leadership" and creativity and innovation. In our analysis, we considered only those studies that provided significant results. As can be seen from the table, most studies focused on creativity, and only a handful of leadership forms were examined as determinants of both creativity and innovation. Although innovation can be influenced by factors other than the relationship between an individual and his or her supervisor, the average impact found in the empirical studies is rather strong, with four leadership forms showing a high impact. On the contrary, although creativity is the most frequently studied phenomenon, only three forms of leadership seem to have a strong impact. Abusive supervision is the most studied form of leadership and the one that seems to have the strongest negative impact on creativity (in addition to the only work on self-serving leadership), while narcissism is the form of "dark leadership" that has the strongest positive impact on creativity. Regarding innovation, authoritarian, exploitative, and narcissistic leadership have the strongest negative impact, while CEO overconfidence has the highest correlation.

Table 3. Range and mean associations between variables.

Leadership	Creativity			Innovation/innovative behavior		
	N	Range	Average	N	Range	Average
Abusive (negative)	21	-0.59;-0.11	++	6	-0.09;-0.41	+
<i>-positive</i>	<i>1</i>	<i>0.14</i>	<i>+</i>			
Active management by exception				1	0.17	+
Authoritarian (negative)	8	-0.36;-0.14	+	3	-0.15; -0.36	++
<i>-positive</i>	<i>1</i>	<i>0.30</i>	<i>+</i>	<i>2</i>	<i>0.16; 0.48</i>	<i>+</i>
Aversive	2	-0.41;-0.11	+			
Close monitoring	7	-0.26;-0.19	+	1	0.17	+
<i>CEO overconfidence</i>				<i>4</i>	<i>0.02; 0.85</i>	<i>++</i>
<i>Controlling supervision</i>	<i>1</i>	<i>0.09</i>	<i>~</i>			
Despotic leadership	2	-0.45;-0.19	+			
Directive leadership	1	-0.24				
<i>-positive</i>	<i>1</i>	<i>0.42</i>				
Exploitative leadership	1	-0.24	+	2	-0.13; -0.49	++
<i>Hubristic</i>				<i>1</i>	<i>0.07</i>	<i>~</i>
Incivility	2	-0.41;-0.19	+			
Narcissism				2	-0.67;-0.49	++
<i>-positive</i>	<i>2</i>	<i>0.25; 0.46</i>	<i>++</i>	<i>3</i>	<i>0.02; 0.10</i>	<i>~</i>
Ostracism	2	-0.29;-0.08	+			
<i>Psychopathic</i>	<i>1</i>	<i>0.15</i>	<i>+</i>			
Self-serving	1	-0.35	++			
Supervisor undermining				1	0.13	+

Note: The column 'Average' indicates the magnitude of the average correlation based on Cohen's (1992) rule of thumb; ~ corresponds an average correlation  $\leq 0.10$ ; +(small) average  $r$  is between 0.10 and 0.30; ++(medium) average  $r$  is between 0.30 and 0.50. The studies used to calculate the range and average effect sizes are marked with an \* in the reference list.

## **Mediating mechanisms**

As noted earlier, much of the empirical literature on "dark leadership" and creativity focuses on understanding the specific mechanisms, mostly micro-organizational behaviors, through which the former influences the latter. Indeed, most of the reviewed papers in our sample examine mediation mechanisms, both directly ( $N = 28$ ) and in conjunction with forms of moderation ( $N = 20$ ). The mediation variables used in the studies are numerous ( $N = 43$ ), and when a mediation variable is examined in more than one study, the constructs used are different, often preventing comparison across studies. The three most examined mediating variables are creative self-efficacy, intrinsic motivation, and leader-member exchange, each used in five different studies. The definitions of the mediating variables and the studies in which they were examined can be found in the supplementary material. In the next paragraphs, we follow Hughes et al. (2018) in categorizing the different mechanisms. Figure 2 summarizes our findings.

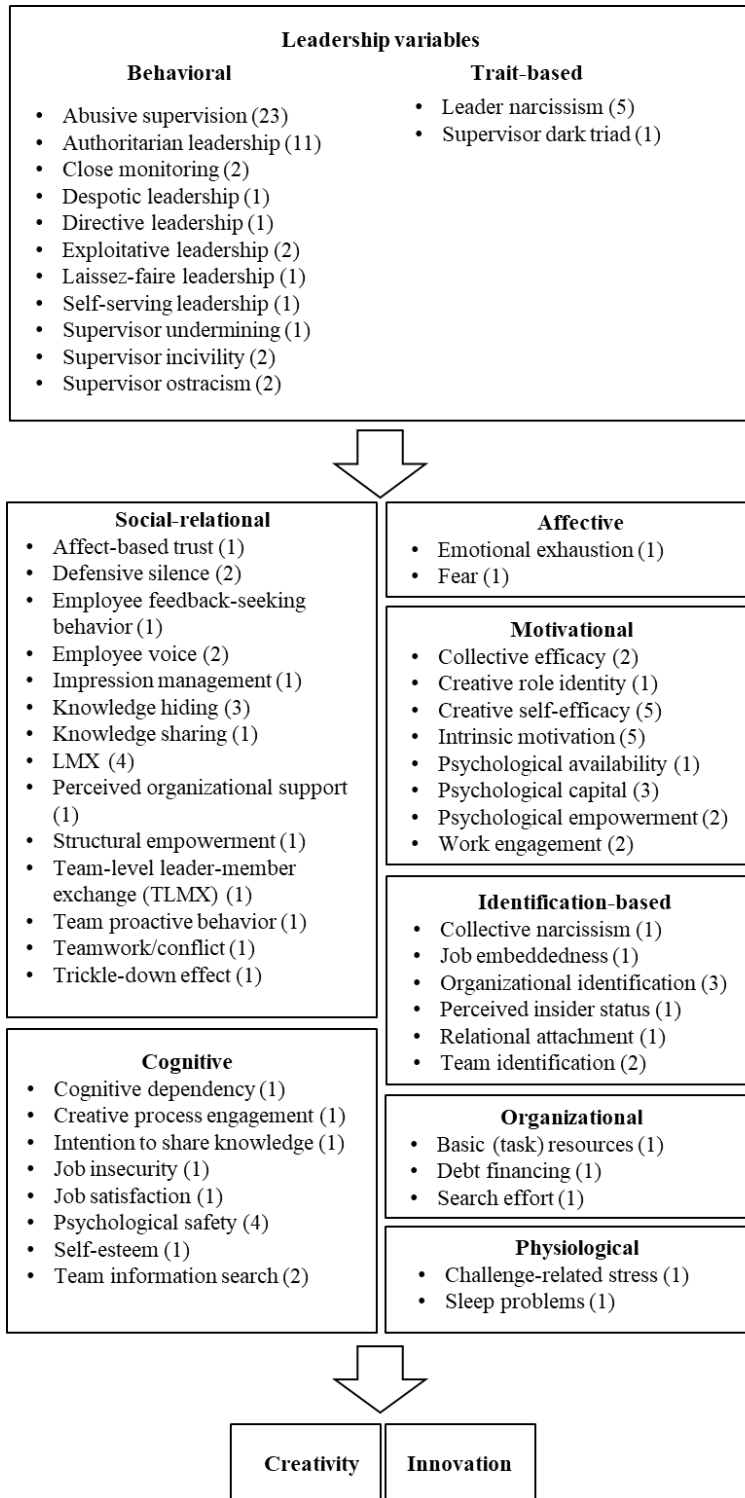


Figure 2 summary of the mediating variable

Note: The number after the concept in brackets indicates how often it was examined.

### ***Motivational mechanisms***

The exact functioning of motivational mechanisms has long been the subject of debate in the fields of leadership, creativity, and innovation (Amabile & Pratt, 2016; Amabile, 1993; Deci, 1972; Herzberg, Mausner, & Snyderman, 1959; Hughes et al., 2018; Liu, Chen, He, & Huang 2019). It is widely believed that "dark leadership" and negative workplace behaviors negatively impact a variety of employee performance outcomes. Several motivation-mediating variables are used in the analyses, including, for example, intrinsic motivation, creative role identity, creative self-efficacy, psychological capital, and psychological empowerment. The most frequently studied mechanisms are creative self-efficacy and intrinsic motivation, mostly in the context of abusive supervision. Despite Amabile and Pratt's (2016) explicit reference to extrinsic motivation (in conjunction with intrinsic motivation) as a prerequisite for creativity, this dimension is completely ignored. This is also true for the need for power, although several authors have found a direct positive relationship between this motivational mechanism and creativity (McClelland & Burnham, 1976; Koberg and Chusmir, 1987; Fodor, 1990).

As expected, the studies in our sample mostly found that creativity and innovation were negatively affected either directly or sequentially by "dark forms of leadership" through the previously mentioned motivational mechanisms. Only two studies within the motivational group found a positive effect. The first by Gu et al. (2017) on a sample of 216 students from a Chinese university showed, to the surprise of the authors and contrary to their hypotheses, that directive leadership styles have a positive effect on intrinsic motivation and thus on creativity. The second study by Xia et al. (2019), also on a sample of 297 Chinese students, shows that a combination of authoritarian leadership and forms of benevolent leadership has positive effects on intrinsic motivation, which in turn has a positive effect on creativity.

### ***Cognitive mechanisms***

The cognitive approach to the study of creativity provides an essential understanding of the mental processes involved in creative thinking (Eysenck, 1983; Hayes, 1989; Jonassen, 2000; Mumford, Friedrich, Caughron, & Byrne, 2007; Runco, & Chand, 1995; Ward & Finke, 1995; Tian, Peng & Zhou, 2020; Gameda & Lee, 2020; Norouzinik, Rahimnia, Maharati & Eslami, 2021). Creativity requires cognitive processes such as mental representation, memory processes, semantic processes, and comprehension (Ward & Finke, 1995). Employees engage in problem-solving actions by using prior knowledge and combining disparate elements and information (Amabile & Pratt, 2016; Ward & Finke, 1995).

In our sample, researchers examined the effects that “dark forms of leadership” (mainly abusive supervision) can have on eight different employee cognitive processes. These included feelings of psychological safety (N = 4 studies with abusive supervision and self-serving leadership as independent variables), intentions to share knowledge (N = 1, incivility), the extent of job insecurity (N = 1, abusive supervision), forms of creative process engagement (N = 1, ostracism). All but two studies found a negative relationship mediated by cognitive mechanisms. The two studies that found a positive relationship were conducted in China by Zhou et al. (2019) and in Pakistan by Azam & Rizvi (2021), both of which examined the effects of supervisor narcissism on team creativity, with the extent of team information seeking serving as a mediator. As noted earlier, narcissistic leaders tend to engage their employees in creative and innovative processes through their energy and goal setting. This paper highlights one of the cognitive mechanisms that may help explain this phenomenon.

### *Affective mechanisms*

Affect includes both emotions and moods (James, Brodersen, & Eisenberg, 2004; Watson & Clark, 1999). Only two studies in our sample (Han et al., 2017; Guo, Decoster, Babalola, De Schutter, Garba, & Riisla, 2018) examined affect-related mediating variables. These studies reported that emotional exhaustion and fear (feeling apprehended in the workplace) were significant factors mediating the negative relationship between “dark forms of leadership,” i.e., abusive supervision and authoritarian leadership, and creativity and innovation. A positive influence was not found in any study.

### *Physiological mechanisms*

The study of physiological mediating variables related to leadership and creativity, or innovation is rare. In our sample, there are only two studies that examine the presence of such a mediation relationship. In a study of abusive supervision, Zhu, and Zhang (2019) found that challenge-related stress mediated the negative association with innovation, and in another study, Han et al. (2017) showed that sleep problems mediated the negative association with creativity.

### *Identification mechanisms*

In our sample, eight studies examined identification-based mediators. These studies found that organizational identification (Gu et al., 2016; Liu et al., 2016; Zhang, Wang, Ye & Li, 2021), team identification (Gu, Wang, Liu, Song & He, 2018), work engagement (Norouzinik, Rahimnia, Maharati & Eslami, 2021), relational attachment (Wang, Sun & Cai, 2020), collective narcissism, and perceived insider status (Fodor, Curşeu, & Meslec, 2021; Zhang, Liu & Du, 2021) mediate the negative relationship with creativity and innovation. These studies were conducted respectively



with abusive and authoritarian leadership, dark triad personality traits, and exploitative leadership as independent variables. "Dark forms of leadership" have been shown to reduce individuals' identification with the organization and team, which in turn negatively impacts individuals' creativity and innovation. Since different forms of identification have been shown to affect different types of employee performance such as productivity or turnover (see, e.g., Efraty and Wolfe, 1988), further analysis of the effects of "dark leadership" on this psychological process and possible mechanisms to mitigate the negative effects of "dark leader" behavior may be an interesting and under-analyzed line of research.

### ***Social relational mechanisms***

Social exchange theory is the foundation of social-relational mechanisms (Blau, 1964; Gouldner, 1960; Hughes et al., 2018). According to this theory, individuals enter a relationship by assessing the costs and benefits and shaping the relationship so that the benefits outweigh the costs. The famous leader-member exchange (LMX) model of leadership is based on this theory and focuses on the quality of the leader-follower relationship (Uhl-Bien, 2006; Hughes et al., 2018). In applying LMX to studies of leadership, the leader-follower relationship is essentially considered in terms of the benefits and costs provided by the leader (Sparrowe, 2020). When the benefits outweigh the costs, employees should be more willing to help the leader achieve organizational goals by being creative, for example.

Thirteen relational mechanisms were examined in our sample, ranging from defensive silence to employee voice, from forms of impression management to forms of knowledge hiding. The most frequently studied mediator is leader-member exchange, which five papers analyzed as a mediator of abusive supervision ( $N = 2$ ), close monitoring ( $N = 1$ ), authoritarian leadership ( $N = 1$ ), and dark triad personality ( $N = 1$ ). Most studies in this group found that social relational mechanisms mediate the negative effects of various forms of "dark leadership" (mainly abusive supervision and authoritarian leadership) on creativity and innovation (Gu et al., 2018; He, Teng, Zhou, Wang & Yuan, 2021; Meng, Tan, & Li, 2017; Son et al., 2017; Echebiri and Amundsen, 2020; Tan, Ma, Huang & Guo, 2021; Arshad, Sun & Desmarais, 2021; Chen & Appienti, 2020; Fodor, Cureu & Meslec, 2021; Jahanzeb, Bouckenoghe & Mushtaq, 2021; Syed, Naseer, Akhtar, Husnain & Kashif, 2021). "Dark leaders" have been shown to burden their subordinates with their behavior, which in return limits their cooperation. However, one paper from this group found positive results. Zhang, Liu & Du (2021) show that in the Chinese cultural context, authoritarian leaders have a positive impact on employees' perceptions of their insider status, which in turn has a positive impact on their innovative behavior.

### ***Organizational mechanisms***

Only three studies in our sample examined mediating variables at the organizational level (Kwan et al., 2018; Zhang, Liang, Bi, Zhou & Yu, 2021; Azam & Rizvi, 2021). Ostracism and narcissism are the two forms of "dark leadership" analyzed in the three studies. In a study on ostracism by superiors, Kwan et al. (2018) found a negative relationship with creativity in the availability of basic (task) resources. Zhang et al. (2021), on the other hand, emphasize the positive effect of CEO narcissism on firm innovation performance and explain the phenomenon through the mediating effect of debt financing, as narcissistic leaders appear to be less risk averse and more likely to undertake risky projects (Larwood and Whittaker, 1977; Alicke, 1985). Along these lines, Azam and Rizvi (2021) show that the positive effects of a narcissistic leader on employee creativity can be attributed in part to their more intense information seeking. Narcissistic leaders can use their charisma (Rogoza & Fatfouta, 2020) to motivate their subordinates and encourage them to collaborate and share knowledge and information, which is an essential prerequisite for individual creativity (De Vries et al., 2010).

### **Moderating variables**

Under certain conditions, the relationship between the "dark side of leadership" and creativity and/or innovation may be enhanced or attenuated. The moderating variables used in the studies are numerous (N = 42). We build on the classification proposed by Hughes et al. (2018) to categorize these variables. The definitions of the moderating variables and the studies that examined them can be found in the supplementary material. Below is a summary of the results, also shown in Figure 3.

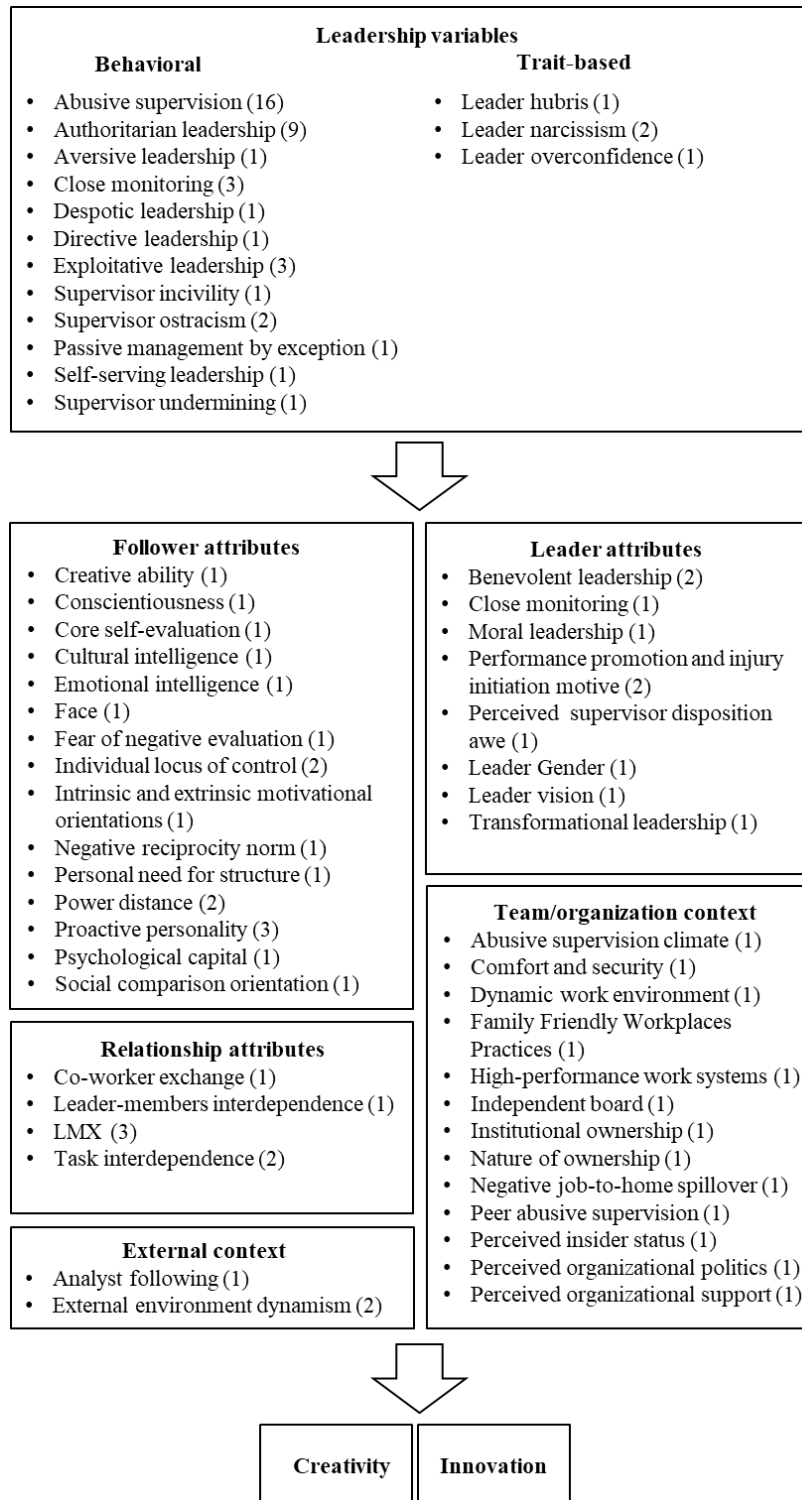


Figure 3 summary of the moderating variables

Note: The number after the concept in brackets indicates how often it was examined.

### *Follower attributes*

Several studies we reviewed examined various individual characteristics of followers as moderators. Some of the results suggest that the relationship with creativity and innovation may be more negative for individuals with low scores on certain attributes, while the direct or sequential relationship may be less negative or insignificant when these attributes are high. These moderating variables include proactive personality associated with abusive supervision, supervisor undermining, and ostracism (N = 3; e.g., Shen, Zhang, Yang, & Liu, 2020), psychological capital (Guo et al., 2018), psychological empowerment (Chenji & Sode, 2019), personal need for structure (Rietzschel, Slijkhuis, & Van Yperen, 2014), core self-evaluation (Zhang et al., 2014), fear of negative evaluation (Syed, Naseer, Akhtar, Husnain, & Kashif, 2021), and emotional intelligence (Hou, Li, & Yuan 2018). Most of these studies address moderation in abusive supervision (N = 7) and overall argue that certain psychological resources or orientations better insulate people from the negative effects of "dark leadership." On the other hand, and consistent with the previous considerations, individuals with high scores on conscientiousness, negative reciprocity norm, social comparison orientation, and intrinsic motivational orientation may have a more negative association with creativity and innovation in the context of "dark leadership" (Tian, Peng, & Zhou, 2020; George & Zhou, 2001; Jahanzeb, Fatima, Bouckennooghe, & Bashir, 2019; Jiang, Gu, & Tang, 2019).

It is worth noting that some variables did not moderate associations. For example, creative ability did not moderate the association between close monitoring and aversive leadership with creativity (Choi et al., 2009). Wang, Li, Zhou, Maguire, Zong, and Hu (2019) reported that the direct and indirect association between abusive supervision and innovative behavior via job insecurity was significant for individuals with internal locus of control, but not significant for individuals with external locus of control. Another study on passive management by exception found no moderating relationship between locus of control and innovation (Škudienė, Augutytė-Kvedaravičienė, Demeško, & Suchockis, 2018).

Rarely do studies find a moderating variable that can change the effect of "dark leadership" from insignificant or negative to positive. For example, one study found that proactive individuals who are experiencing supervisor undermining are more innovative (Ng & Feldman, 2013). Some variables related to national culture have also been studied. For example, authoritarian leadership was found to have an insignificant relationship with team innovation among individuals with high power distance (Gu et al., 2018; Rauniyar, Ding, & Rauniyar, 2017). Moreover, the negative relationship between abusive supervision and departmental identification is strengthened for low face employees, while the effects are not significant for high face employees (Gu et al., 2016).

### ***Leader attributes***

Leader-related variables can enhance or mitigate the effects of "dark leadership" on employee creativity and innovation. Several of these moderating variables have been studied. Some studies have found that the negative association with creativity and innovative behavior is less pronounced when benevolent leadership characteristics interact with authoritarian leadership (N = 2; e.g., Tian & Sanchez, 2017), and that the detrimental effect of abusive supervision on creativity is attenuated when the supervisor is perceived as reverential (Atamba, Popelnukha & Ibrahim, 2020). Fiset, Robinson & Saffie-Robertson (2019) also found inconclusive results for the moderating effect of leader vision on abusive supervision and creativity. Furthermore, Liu et al. (2012) found that perceived motive to improve performance decreased negative association and perceived motive to harm increased it. This argument is also found in Wang, Wei, Zhao, Zhang & Peng (2021) regarding the moderating effect of employees' attribution of performance improvement on the relationship between abusive supervision and creativity loss. Similarly, high moral leadership and high benevolent leadership were found to attenuate the relationship between authoritarian leadership and creativity, such that individuals showed higher creativity in response to authoritarianism (Gu et al., 2019).

Overall, the studies seem to suggest that the loss of creativity or innovation is lower when "dark leaders" supplement negative behaviors with positive ones, when their negative behaviors are performance-motivated, or when leaders are perceived as having certain desirable characteristics. However, one study seems to point in the opposite direction. Schuh et al. (2013) found that a negative relationship between authoritarian leadership and innovation was significant only when the leader exhibited high levels of transformational leadership. The authors argued that this could be comparable to pseudo-transformational leadership. In another study, the authors found that female leaders reinforced the negative relationship between authoritarian leadership and creativity (Wang, Chiang, Tsai, Lin & Cheng, 2013). This is not unexpected, but is consistent with previous similar findings in the literature on "dark leadership" and workplace mistreatment, in that female leaders are viewed more negatively when they exhibit negative behaviors.

### ***Relationship attributes***

Social relationships are important themes of organizational behavior (Campion, Medsker, & Higgs, 1993; Graen & Uhl-Bien, 1995), and indeed, leader-employee relationships can enhance or mitigate the effects that "dark leadership" can have on creativity and innovation. In our review, few studies examined these moderating mechanisms (N = 5). Peng et al. (2019) found that task interdependence buffered the sequential negative relationship between self-serving leadership and team creativity. Similar results were found for the sequentially mediated relationship between abusive supervision and team creativity. Men, Yue, Weiwei, Liu & Li (2021) found that task

interdependence reduced the negative relationship with team creativity. That is, the loss of creativity is lower when team members are more interdependent and interact with each other, even if the supervisor is often also a team member. In this case, employees can support each other and understand that they are not singled out. However, it should be noted that Zhang, Wang, Ye & Li (2021) did not find a moderating effect for coworker exchange in a sequential relationship in the case of innovation and thus further studies are needed in this area.

Other studies of abusive supervision and despotic leadership found that high leader-member interdependence and high LMX increased the negative relationship with creativity, whereas the relationship was not significant when LMX was low (Naseer et al., 2016; Rousseau & Aubé, 2018). Interestingly, Zhang, Wang, Ye & Li (2021) found that the positive relationship between authoritarian leadership and innovative behavior (via organizational identity) was negatively moderated by high LMX. Elsewhere, researchers have found evidence of relational conflict (between employees) and innovation, showing that the negative relationship is reinforced when interdepartmental social interactions are high (De Clercq, Thongpapanl & Dimov, 2009). It is too early to draw conclusions, but these results may suggest that "dark leadership," at least in the form of abusive supervision, authoritarian and despotic leadership, or similar constructs, may have a more negative impact on creativity and innovation only when leader-follower interaction is high.

### ***Team/ organizational context***

Team and organizational context can have an important moderating effect on creativity and innovation outcomes. As noted earlier, it appears that individuals do not want to be singled out if they are treated poorly (at least in the context of abusive supervision), and their performance outcomes may be more affected as a result. The studies we reviewed seem to support this assumption. Jiang et al. (2019) found that the creativity of workers with low peer abusive supervision was more negative (via creative self-efficacy). In addition, Shen et al. (2020) found that the negative relationship between abusive supervision and employees' creativity (via creative role identity) was weaker when abusive supervision climate was high than when the climate was low. In contrast, Naseer et al. (2016) reported that despotic leadership was even slightly positively correlated with creativity when organizational politics climate was low, but more negatively correlated when it was high. However, in another study, comfort and security climate did not moderate the negative relationship between authoritarian leadership and creativity (Wang, Tang, Naumann, & Wang, 2019). It should be emphasized, however, that these are sometimes related but not fully comparable constructs, and the results are limited to these specific relationships studied, making it difficult to draw conclusive conclusions.

In a study by Kwan et al. (2018), organizational support is shown to buffer the negative relationship between supervisor ostracism and creativity (via task resources, but not creative process engagement). It was found that the negative effect of supervisor incivility on creativity (via intrinsic motivation) is significant when perceived insider status is low, and not significant when perceived insider status is high (Liu, Chen, He & Huang, 2019). The negative relationship between exploitative leadership and innovative behavior (via relational attachment) is strengthened when "high performance work systems" (an integrated HR system that includes, for example, selective staffing, intensive training, autonomy, etc.) are high (Wang, Sun & Cai, 2020). When the dynamics of the work environment (degree of uncertainty, change, and challenge) are low, the negative relationship between supervisor narcissism and innovation (via employee cognitive dependency) is not significant (Yang et al., 2020). In short, these studies suggest that creativity or innovation is less negatively affected when the individuals in question are not part of an "elite workforce" and are provided with work materials, when there is a sense of belonging to an organization, and when that organization is not subject to rapid change.

In a study by Wong, Lee & Chang (2017), the presence of an independent board and institutional shareholders was shown to reduce the positive relationship between CEO overconfidence and innovation, while transient institutional ownership strengthened the positive relationship. This is not surprising, especially because the structural power of the CEO (Finkelstein, 1992) may limit risk taking and autonomy in resource allocation in firms. Ownership is also a variable that determines CEO power and behavior and plays a central role in agency cost theory. In a study conducted in China, CEO narcissism was shown to be more positively related to innovation in state owned enterprises (Zhang, Liang, Bi, Zhou & Yu, 2021).

### ***External context***

Only three studies examined external context moderating variables. In these, the positive relationship between authoritarian leadership, CEO hubris, and innovation was found to be weakened by the firm's external environment dynamism (Hou et al., 2019; Tang et al., 2015). In addition, Wong et al. (2017) found that analyst following (i.e., external monitoring of managerial activity) reduced the positive relationship between CEO overconfidence and innovation, which could mean that increased monitoring may limit risk-taking and innovation. There are few studies on strategic leaders, and further research in this area is urgently needed. To conclude the results section, Figure 4 provides an integrative framework that organizes the previous literature into forms of "dark leadership," outcomes, mediators, and moderators.

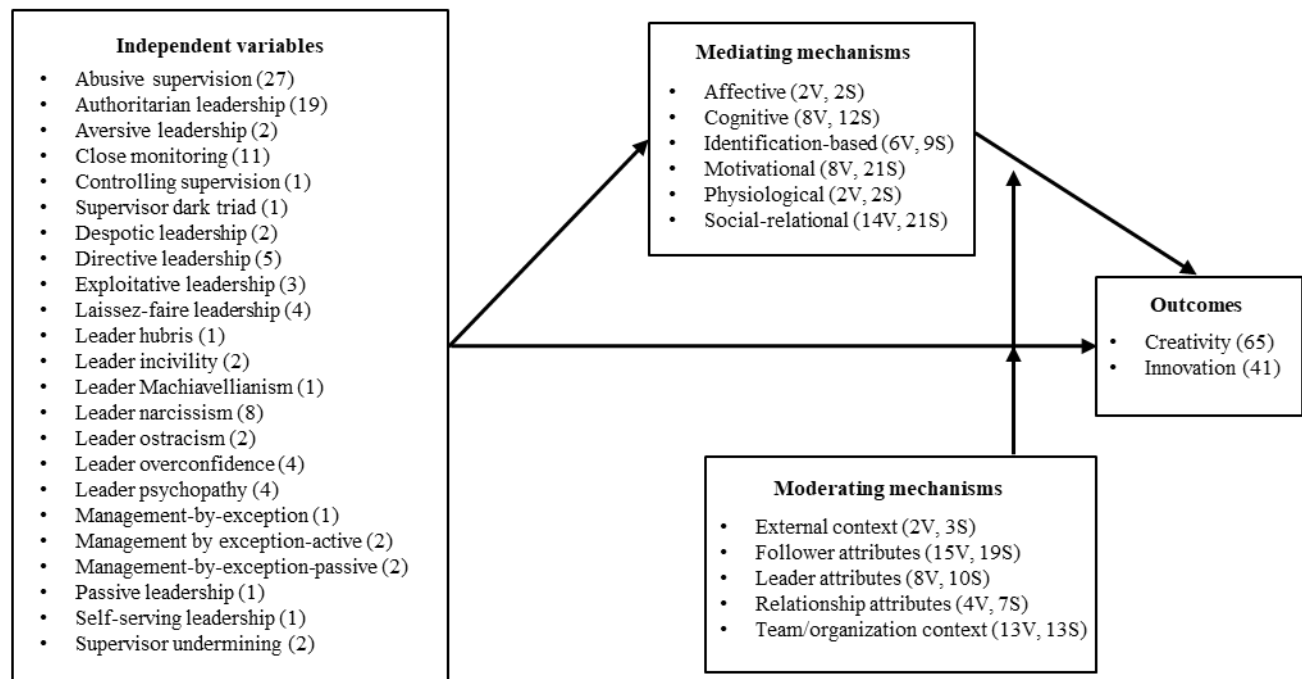


Figure 4 integrative framework

Note: The number after the concept in brackets indicates how often it was examined. V = variable; S = sample.

## DISCUSSION

In the present section we summarize and interpret the findings of our review, also in light of previous efforts of literature systematization in related areas, and provide suggestions for future research in the field, including a focus on methodological aspects.

### The dark leadership features and their impact

The findings of our review provide a picture that complements and enriches the results of previous reviews recently carried out on the relationship between leadership and creativity and innovation (e.g., Hughes et al., 2018; Lee et al., 2020) and on the outcomes of dark features of leadership (e.g., Fischer, Tian, Lee, & Hughes, 2021). In particular, by focusing on the dark side, we are able to illustrate additional ways through which leadership impacts innovation, building on the finding that "leadership styles typically considered 'constructive' or 'positive' [...] are positively associated with both creativity and innovation" (Hughes et al., p.553). However, our findings show that the effects of the dark side are not simply seen as the 'opposite' or 'negation' of constructive styles.



Indeed, many features of the dark side relate to dimensions and behaviors not explicitly addressed in research on positive leadership, creativity and innovation. Studies of positive leadership are dominated by transformational and empowering styles, which often do not provide a fine-grained account of the specific sub-factors associated with a particular style (Hughes et al., 2018). Studies of the dark side are also naturally dominated by certain constructs such as authoritarian leadership style and abusive supervision, which may suffer from ill-specification like their positive counterparts (Fischer et al., 2021). However, from our review it seems that the focus on the dark side has the merit of providing a more nuanced analysis of certain leadership behaviors and characteristics, and thus has the potential to contribute to a more realistic and compelling picture of the impact of leadership on creative and innovative outcomes.

However, one of our starting points in this review was the ambiguity in the results of previous studies regarding the possible existence of positive outcomes stemming from dark forms of leadership. Looking at our results, we can draw some conclusions regarding this puzzling evidence. As somehow expected, all dark forms of leadership appear to exert a negative impact on individual creativity and/or innovation, with the two notable exceptions represented by the narcissistic personalities of CEOs (in connection with organizational innovation) and by contexts with large power distance cultures. Culture is considered to be the main explanation for the contrasting results in this stream of research (e.g., Lee et al., 2013), as leadership effectiveness can vary widely across cultural contexts (Whetten, 2009; Chen et al., 2018) and as certain negative behaviors have been shown to be better tolerated, expected, or even desired in different populations. For example, Zhang, Wang, Ye, and Li (2021) explicitly point out that authoritarian leadership in Chinese management can effectively reduce the perceived lack of management control and create conditions for employee innovative behavior.

Another relevant aspect concerns the different effects that dark leadership could have on creativity versus innovation. Studies showing a positive impact of dark features mostly focus on innovation as an outcome. This might be motivated by the established literature, which suggests that creativity (idea generation) and innovation (evaluation, selection, and implementation of ideas) rely on different processes related to exploration and exploitation (e.g., Baer, 2012; Magadley & Birdi, 2012; Hughes et al., 2018; Lee et al., 2020). Our results indicate that dark leadership features may, to some extent, favor certain activities related to the implementation and management of key innovation stages, as well as the organization-wide availability of resources and infrastructure supporting implementation (e.g., business strategy, investment in R&D, complementary assets), and therefore have a positive impact on innovation. These results are mainly found in the studies dealing with variables at the CEO level. However, it must be said that an innovative firm is likely to have creativity as one of its distinguishing characteristics. Indeed, the majority of our results show that the two dimensions of creativity and innovation are in line, and the coefficients show

that some forms of dark leadership tend to have a stronger impact on creativity (such as abusive supervision and narcissism) and others on innovation (such as authoritarian leadership and exploitative leadership) (see Table 4). With the aim of disentangling the different effects of forms of leadership and other contingency factors on the two phenomena, further studies should assess the existence of diverse equifinal configurations of forces and possible substitution and combination effects.

As for all other studies in our sample that find positive or non-significant effects, they are either not comparable to the rest of the studies, mainly for methodological reasons (which will be discussed later in this section), or, if they are, in most cases we could not identify any evident factor explaining the divergent results. This indicates that further studies are extremely needed.

Some recommendations for further research directions are summarized below:

- Build on previous studies and definitions when designing future research to ensure that new studies are comparable with earlier findings and theoretical implications, and to allow for cumulative learning on the subject. Our review highlights that there is a great degree of construct proliferation in this area, but also that studies tend to cluster around prevailing conceptualizations (e.g., abusive supervision, authoritarian leadership).
- Further explore and disentangle the effects of specific behaviors and sub-factors associated with dark styles and features that may have a greater impact than others on creativity and/or innovation outcomes.
- When conceptualizing and identifying and selecting dependent variables, clearly distinguish between creativity outcomes (related to idea generation) and innovation outcomes (related to idea implementation of ideas and their organization-wide implications).
- Focus on more nuanced aspects within the creativity and innovation outcomes. For example, there might be elements of creativity that are more related to introspection and solipsism, and others that are more related to socially embedded team-level endeavors. This in turn may have different implications for the influence that dark leadership exerts.
- Improve conceptualization and testing of curvilinear relationships between dark leadership features and creativity and/or innovation. This may provide a better explanation for the co-existence of work that reaches different conclusions and does not fall under the categories summarized above.

## **The role of intervening and contextual factors**

Significant opportunities for future research also arise from consideration of situational and intervening factors, which will be discussed in the next subsections, beginning with the role of mediators and moving to a discussion of moderators.

### ***Mediators***

Building on Hughes et al. (2018), we can discuss our findings on mediators referring to the taxonomy suggested by Fischer and colleagues (Fischer et al., 2017). Mediators within positive leadership process models were divided into two categories: those that leverage/mobilize resources, e.g., through motivation and commitment, and those that extend and develop resources, e.g., through coaching and mentoring. Our results show that dark leadership has a very negative impact on creativity and/or innovation by inhibiting/suppressing the mechanisms that favor individual resource mobilization (e.g., by reducing motivation or impairing cognitive and affective mechanisms), including through organizational mechanisms. Regarding the second type of mechanisms, several studies we reviewed imply that dark forms of leadership are not concerned with employees' learning and growth and thus take for granted that the negative effects on creativity and/or innovation result from a lack of resource expansion. However, the actual mechanisms by which development and learning are affected are not explored. This is a common trait between studies of positive and negative leadership in relation to creativity and/or innovation.

Our findings also suggest a different way of looking at mediation mechanisms, relating to what we might call 'coping mechanisms'. Defensive or reactive behaviors of individuals and teams triggered by dark leadership may indeed have a strong impact on creativity and innovation. In this sense, attention to dark leadership seems to open up more of a perspective that focuses on the adaptive or proactive behaviors of followers (e.g., Antonakis, Day, & Schyns, 2012; Harms et al., 2018), whereas the literature on positive leadership is more concerned with the top-down influence of leaders on the resource mobilization or expansion of followers.

Interesting insights also emerge from the limited attention paid to the mediating mechanisms that come into play when dark features are considered at the CEO level. These studies find a positive impact of CEOs with dark features on innovation. This finding is somewhat puzzling, as narcissism in particular is commonly viewed as an antecedent for abusive supervision (although research is mixed), and leadership should cascade down the hierarchy and influence employee creativity and organizational innovation (Liu et al., 2012; Lyons, Moorman, & Mercado, 2019; Waldman, Wang, Hannah, Owens, & Balthazard, 2018; Wisse & Sleebos, 2016). Unfortunately, very few studies attempt to uncover the mechanisms by which traits that could potentially lead to dark behaviors

and negative outcomes instead lead to positive performance, and no study actually establishes a link between the traits, such as narcissism or overconfidence, and the leadership styles derived from those traits. This is a call for further research, which is also consistent with recent theorizations on the relationship between strategic leadership and innovation (e.g., Cortes & Herrmann, 2020).

Building on the above arguments, we believe that future research on mediating effects could be conducted:

Explore more fully and theorize better how individual coping behaviors triggered by dark leadership act as mediators in the relationship to creativity and innovation, including in combination with moderating factors related to individual differences.

- Delve deeper into how dark leadership features affect the (lack of) followers resource expansion/development in the relationship with creativity and/or innovation.
- Explore the mediation pathway linking traits, behaviors, and intermediate/final outcomes in studies focusing on the characteristics of strategic leaders and their impact on innovation.

### ***Moderators***

Our review findings highlight the important role played by moderating variables that define more specifically the context in which the relationship between dark leadership and creativity and/or innovation occurs. Such context has been mainly defined and explored in terms of leaders' and followers' individual features, relationship features and characteristics of the organizational setting. The findings on the follower's characteristics mainly indicate that certain psychological attributes work as buffers that allow individuals to absorb and mitigate the negative effects of dark leadership on their creative and innovative behaviors and outcomes. Little evidence is instead found on potential individual traits that enable individuals to turn into positive results the negative potential of dark leadership aspects. The results on leader's attributes, although scarce, are interesting because they suggest that there isn't a monolithic characterization of the dark leader profile within this area of research, since the same leader can present co-existing traits and behaviors that work in different directions influencing creativity and/or innovation. It is therefore plausible to hypothesize that it is actually a configuration of traits and behaviors, rather than a single dimension, that drives the relationship between dark leadership and creativity and/or innovation.

The role of relationships is mainly viewed in light of the social exchange perspective and suggest that intensified social exchange and LMX amplify the negative effect of dark leadership. However,

when exchanges involve followers, as in the case of high task interdependence, the negative impact of dark leadership is mitigated. Therefore, social interactions can also have a buffering effect that make less salient the impact of dark leadership, especially when these interactions help building a “self-contained” task at the team level and increase cohesion among team members.

Organizational factors act as moderators especially via climate features, which can either heighten or lower the perception of employees to be singled out when they are mistreated, with subsequent impacts on individual creativity. Structural aspects have instead received little attention. Also, the absence of analyses which explicitly employ organizational culture and national culture as moderators is striking, given the crucial role played by cultural features. This lack of attention and goes hand in hand with the dearth of studies that address the role of external context.

In light of these considerations, future research on the moderating role of contextual factors should for example:

- Assess the existence of diverse equifinal configurations of attributes and possible substitution and combination effects in the relationship between dark leadership and creativity and/or innovation, both by considering combination of traits and behaviors and by examining multilevel conditions in which organizational, relational and individual level variables interact.
- Use cultural variables as moderators, either in moderated regressions but also in the comparison of cross cultural samples. A new promising path, that could also contribute to enrich the positive leadership field, should compare and contrast data collected through the same instruments in countries characterized by different relationships towards authority (in particular different power distance intensities).
- Develop in-depth case studies may help to shed further light on the exact mechanisms, sensations and feelings affecting individuals under the management of dark leaders under different contextual factors.

### **Methodological aspects**

Besides the existence of contextual differences, the results may be influenced also by methodological aspects which have shown to limit the progress of research in this field. Studies often employ different indicators to measure the same phenomenon and analyze different sets of individuals (employees, students, dyads of supervisor and employees) (Hughes et al., 2018). For example, in our sample, three different indicators are employed to measure abusive supervision and seven to measure authoritarian leadership. As for creativity, eleven different measures are employed, sometimes based on self-reported data and sometimes on the supervisor's or peers' assessment. A number of these scales have also been even recently criticized for not correctly

measuring the underlying phenomenon. For example, Choi et al. (2009) use a version of the close monitoring scale that has been highlighted for not capturing the controlling nature of the construct. The measurement of dark personalities is often considered dubious and suboptimal and represents a broad problem in the dark triad literature (for a review, see Cragun, Olsen, & Wright, 2020; see also Jones & Figueredo, 2013; LeBreton, Shiverdecker, & Grimaldi, 2018; Spain, Harms, & LeBreton, 2014). In our sample Yang, Chang, Li, Zhou, Tian & Zhang (2020) use a particularly poorly designed scale to measure narcissism. Some of the measurement instruments used to assess perceptions of negative behaviors even contain items related to creativity and innovation, as for example, options like "belittled you or your ideas" (Duffy et al., 2002: 340), "tells me my thoughts or feelings are stupid" (Mitchell & Ambrose, 2007: 1168; Tepper, 2000: 189).

Another recurring problem lies in the sources of information employed to measure both the dark leadership and the extent of creativity and innovation. Supervisors, team members, and self-assessments are susceptible to personal and contextual biases (Calic, El Shamy, Kinley, Watter, & Hassanein, 2020; Kaufman, 2006; Mueller, Melwani, & Goncalo, 2012; Ng & Feldman, 2012; Paulus, & Van der Zee, 2004; Podsakoff, MacKenzie, & Podsakoff, 2012; Proudfoot, Kay, & Koval, 2015). For example, self-evaluations of creativity and innovation tend to be inflated, but at the same time individuals who report workplace mistreatment often exhibit a range of negative self-perceptions (Hershcovis & Reich, 2013; Ng & Feldman, 2012). Interestingly, narcissistic supervisors are found to evaluate their followers' idea generation more positively, unless the follower is also a narcissist (Wisse et al., 2015). As for studies on CEOs in particular, the use of new products introduction and patents as measures of organizational innovations has some limitations connected to the large number of possible mediating or moderating effects not directly connected to their personalities or behaviors.

From a statistical perspective, most reviewed studies cannot claim causality due to endogeneity bias, which is a significant obstacle (Antonakis, Bendahan, Jacquart, & Lalive, 2010; Fischer, Dietz, & Antonakis, 2017). Similarly, to what has been found in reviews on positive leadership (Hughes et al., 2018), the use of techniques to rule out the possibility of endogeneity or reverse causality is extremely limited in the studies we have reviewed. Also, qualitative studies on creativity and innovation are rare and seem to be rather discouraged (Antonakis et al., 2016; Conger, 1998; Mumford, 2003) probably as people in certain qualitative study designs may be less willing to disclose sensitive issues. For example, Amabile et al. (2004) over several months of daily diaries did not find negative situations such as bullying, ostracism, sexual harassment, corruption, and discrimination.

Future research should therefore pay attention to the critical aspects highlighted above and therefore:

- Build on the scales that have been solidly validated in previous studies, both with respect to dark leadership and creativity and innovation measures
- Devote special attention to the issues related to common method bias and endogeneity (given the importance of perceptual assessments in the research on this phenomenon) ensuring that all the possible checks and tests are in place to mitigate the risk that such problems occur
- Privilege longitudinal and experimental study design, so that confounding aspects and endogeneity concerns can be better controlled, possibly also combining real settings with experimental techniques, such as in the event sampling method with experimental design (ESME) adopted in some studies on dark leadership (e.g., Foulk et al., 2018)

## CONCLUSION

Scholars studying the effects of leadership on creativity and innovation have long focused exclusively on the bright aspects of leadership. This exclusive focus on positive social influences has prevented us from developing a more comprehensive and genuine understanding of leadership, creativity, and innovation in the workplace. Despite the challenges posed by theoretical pluralism, we brought together the emerging literature on creativity and innovation that focuses on the "dark side of leadership." This review illuminated the many conflicting findings in the extant literature, but more importantly, it summarized the findings of moderating and mediating variables highlighting some crucial and delicate nuances. We have highlighted the limitations of previous research and suggested ways in which the field can be advanced. We hope that this systematic review will lead to more rigorous and consequential contributions.

## REFERENCES

- Acar, O. A., Tarakci, M., & Van Knippenberg, D. (2019). Creativity and innovation under constraints: A cross-disciplinary integrative review. *Journal of Management*, 45(1), 96-121.
- Alicke, M. D. (1985). Global self-evaluation as determined by the desirability and controllability of trait adjectives. *Journal of personality and social psychology*, 49(6), 1621.
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human resource management review*, 3(3), 185-201.

- Amabile, T. M. (1998). How to kill creativity. *Harvard Business Review on breakthrough thinking*, 1-29.
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15(1), 5-32.
- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of management*, 40(5), 1297-1333.
- Antonakis, J., & Day, D. V. (Eds.). (2018). *The nature of leadership*. Sage publications.
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The leadership quarterly*, 14(3), 261-295.
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *The leadership quarterly*, 21(6), 1086-1120.
- Antonakis, J., Day, D. V., & Schyns, B. (2012). Leadership and individual differences: At the cusp of a renaissance.
- Arshad, A., Sun, P. Y., & Desmarais, F. (2021). Abusive Supervision and Employee Empowerment: The Moderating Role of Resilience and Workplace Friendship. *Journal of Leadership & Organizational Studies*, 15480518211005449.
- Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: test of a trickle-down model. *Journal of applied psychology*, 92(1), 191.
- Ashforth, B. (1994). Petty tyranny in organizations. *Human relations*, 47(7), 755-778.
- Atamba, C., Popelnukha, A., & Ibrahim, F. L. (2020). Awe Guards My Creativity: The Interactive Effect of Perceived Abusive Supervisory Behavior, Dispositional Awe, and Creative Self-Efficacy on Chinese Employee Creativity. *Frontiers in Sociology*, 5, 51.
- Azam, O., & Rizvi, S. T. H. (2021). Narcissistic leadership and team creativity: Assessing the mediating role of information searching effort and moderating role of environmental uncertainty. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 15(2), 405-425.
- Baer, M. (2012). Putting creativity to work: The implementation of creative ideas in organizations. *Academy of Management Journal*, 55(5), 1102-1119.



- Banks, G. C., Gooty, J., Ross, R. L., Williams, C. E., & Harrington, N. T. (2018). Construct redundancy in leader behaviors: A review and agenda for the future. *The Leadership Quarterly*, 29(1), 236-251.
- Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries?. *American psychologist*, 52(2), 130.
- Batey, M., & Furnham, A. (2006). Creativity, intelligence, and personality: A critical review of the scattered literature. *Genetic, social, and general psychology monographs*, 132(4), 355-429.
- Baucus, M. S., Norton, W. I., Baucus, D. A., & Human, S. E. (2008). Fostering creativity and innovation without encouraging unethical behavior. *Journal of Business Ethics*, 81(1), 97-115.
- Bennis, W. (2009). *On becoming a leader*. Basic Books.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. Transaction Publishers.
- Boddy, C. R. (2017). Psychopathic leadership a case study of a corporate psychopath CEO. *Journal of Business Ethics*, 145(1), 141-156.
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), 2498-2537.
- Bromiley, P., & Rau, D. (2016). Social, behavioral, and cognitive influences on upper echelons during strategy process: A literature review. *Journal of Management*, 42(1), 174-202.
- Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business Ethics Quarterly*, 20(4), 583-616.
- Burns, J. M. & Sorenson, G. (2006). Foreword. In: Bass, B. M., & Riggio, R. E. Transformational leadership. Psychology press.
- Burns, J. M. (2004). *Transforming leadership: A new pursuit of happiness* (Vol. 213). Grove Press.
- Calic, G., El Shamy, N., Kinley, I., Watter, S., & Hassanein, K. (2020). Subjective semantic surprise resulting from divided attention biases evaluations of an idea's creativity. *Scientific reports*, 10(1), 1-12.
- Campion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective work groups. *Personnel psychology*, 46(4), 823-847.
- Camps, J., Decoster, S., & Stouten, J. (2012). My share is fair, so i don't care. *Journal of Personnel Psychology*.
- Chatterjee, A., & Hambrick, D. C. (2007). It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance. *Administrative science quarterly*, 52(3), 351-386.

- Chen, L., & Appienti, W. A. (2020). Does a paternalistic leader facilitate voice and creative performance? Evidence from Ghana. *Journal of Psychology in Africa*, 30(6), 507-519.
- Chen, Y., Podolski, E. J., Rhee, S. G., & Veeraraghavan, M. (2014). Local gambling preferences and corporate innovative success. *Journal of Financial and Quantitative Analysis*, 49(1), 77-106.
- Chen, Z. J., Davison, R. M., Mao, J. Y., & Wang, Z. H. (2018). When and how authoritarian leadership and leader renqing orientation influence tacit knowledge sharing intentions. *Information & Management*, 55(7), 840-849.
- Choi, J. N., Anderson, T. A., & Veillette, A. (2009). Contextual inhibitors of employee creativity in organizations: The insulating role of creative ability. *Group & Organization Management*, 34(3), 330-357.
- Ciulla, J. B. (2012). Ethics Effectiveness: The Nature of Good Leadership.
- Coget, J. F., Shani, A. B., & Solari, L. (2014). The lone genius, or leaders who tyrannize their creative teams: an alternative to the ‘mothering’ model of leadership and creativity.
- Conger, J. A. (1990). The dark side of leadership. *Organizational dynamics*, 19(2), 44-55.
- Conger, J. A. (1998). Qualitative research as the cornerstone methodology for understanding leadership. *The Leadership Quarterly*, 9(1), 107-121.
- Cortes, A. F., & Herrmann, P. (2020). Strategic Leadership of Innovation: A Framework for Future Research. *International Journal of Management Reviews*.
- Costa, G. G., Aleksić, D., & Bortoluzzi, G. (2021). The power of balance: interplay effects of exploitative leadership style, work–family balance and family-friendly workplace practices on innovation implementation. *European Journal of Innovation Management*.
- Cragun, O. R., Olsen, K. J., & Wright, P. M. (2020). Making CEO narcissism research great: A review and meta-analysis of CEO narcissism. *Journal of Management*, 46(6), 908-936.
- De Clercq, D., Thongpapanl, N., & Dimov, D. (2009). When good conflict gets better and bad conflict becomes worse: The role of social capital in the conflict–innovation relationship. *Journal of the Academy of Marketing Science*, 37(3), 283-297.
- De Hoogh, A. H., Greer, L. L., & Den Hartog, D. N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *The Leadership Quarterly*, 26(5), 687-701.
- de Vries, M. F. K., & Miller, D. (1985). Narcissism and leadership: An object relations perspective. *Human Relations*, 38(6), 583-601.
- De Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership= communication? The relations of leaders’ communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of business and psychology*, 25(3), 367-380.

- Deci, E. L. (1972). Intrinsic motivation, extrinsic reinforcement, and inequity. *Journal of personality and social psychology*, 22(1), 113.
- Dedahanov, A. T., Lee, D. H., Rhee, J., & Yoon, J. (2016). Entrepreneur's paternalistic leadership style and creativity: The mediating role of employee voice. *Management Decision*.
- Den Hartog, N. D., & Dickson, M. W. (2018). Leadership, culture, and globalization. *The nature of leadership*, 327-353.
- Derecskei, A. (2016). How do leadership styles influence the creativity of employees?. *Society and Economy in Central and Eastern Europe*, 38(1), 103-118.
- Derue, D. S., Nahrgang, J. D., Wellman, N. E. D., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel psychology*, 64(1), 7-52.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36-62.
- Dorfman, P. W., Howell, J. P., Hibino, S., Lee, J. K., Tate, U., & Bautista, A. (1997). Leadership in Western and Asian countries: Commonalities and differences in effective leadership processes across cultures. *The Leadership Quarterly*, 8(3), 233-274.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management Journal*, 45(2), 331-351.
- Echebiri, C. K., & Amundsen, S. (2020). The relationship between leadership styles and employee-driven innovation: the mediating role of leader-member exchange. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
- Edmondson, A. C. (2012). *Teaming: How organizations learn, innovate, and compete in the knowledge economy*. John Wiley & Sons.
- Efraty, D., & Wolfe, D. M. (1988). The effect of organizational identification on employee affective and performance responses. *Journal of Business and Psychology*, 3(1), 105-112.
- Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207-216.
- Elenkov, D. S., & Manev, I. M. (2005). Top management leadership and influence on innovation: The role of sociocultural context. *Journal of management*, 31(3), 381-402.
- Eysenck, H. J. (1983). The roots of creativity: Cognitive ability or personality trait?. *Roeper Review*, 5(4), 10-12.

- Feng, J., Zhang, Y., Liu, X., Zhang, L., & Han, X. (2018). Just the right amount of ethics inspires creativity: A cross-level investigation of ethical leadership, intrinsic motivation, and employee creativity. *Journal of Business Ethics, 153*(3), 645-658.
- Finkelstein, S. (1992). Power in top management teams: Dimensions, measurement, and validation. *Academy of Management journal, 35*(3), 505-538.
- Fischer, T., Dietz, J., & Antonakis, J. (2017). Leadership process models: A review and synthesis. *Journal of Management, 43*(6), 1726-1753.
- Fischer, T., Tian, A. W., Lee, A., & Hughes, D. J. (2021). Abusive supervision: a systematic review and fundamental rethink. *The Leadership Quarterly, 101*540.
- Fiset, J., Robinson, M. A., & Saffie-Robertson, M. C. (2019). Masking wrongs through brilliance: the moderating effect of vision on the relationship between abusive supervision and employee outcomes. *European Journal of Work and Organizational Psychology, 28*(6), 756-768.
- Fodor, E. M. (1990). The power motive and creativity of solutions to an engineering problem. *Journal of Research in Personality, 24*(3), 338-354.
- Fodor, O. C., Curseu, P. L., & Meslec, N. (2021). In leaders we trust, or should we? Supervisors' dark triad personality traits and ratings of team performance and innovation. *Frontiers in Psychology, 12*, 2242.
- Fouk, T. A., Lanaj, K., Tu, M. H., Erez, A., & Archambeau, L. (2018). Heavy is the head that wears the crown: An actor-centric approach to daily psychological power, abusive leader behavior, and perceived incivility. *Academy of Management Journal, 61*(2), 661-684.
- Galasso, A., & Simcoe, T. S. (2011). CEO overconfidence and innovation. *Management Science, 57*(8), 1469-1484.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon, 6*(4), e03699.
- George, J. M., & Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: an interactional approach. *Journal of applied psychology, 86*(3), 513.
- Gino, F. (2018). *Rebel talent: Why it pays to break the rules at work and in life*. Pan Macmillan.
- Goleman, D. (2017). *Leadership that gets results (Harvard business review classics)*. Harvard Business Press.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review, 161*-178.

- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247.
- Gu, J., He, C., & Liu, H. (2017). Supervisory styles and graduate student creativity: the mediating roles of creative self-efficacy and intrinsic motivation. *Studies in Higher Education*, 42(4), 721-742.
- Gu, J., Song, J., & Wu, J. (2016). Abusive supervision and employee creativity in China: departmental identification as mediator and face as moderator. *Leadership & organization development journal*.
- Gu, J., Wang, G., Liu, H., Song, D., & He, C. (2018). Linking authoritarian leadership to employee creativity: The influences of leader-member exchange, team identification and power distance. *Chinese Management Studies*.
- Gu, Q., Hempel, P. S., & Yu, M. (2019). Tough Love and Creativity: How Authoritarian Leadership Tempered by Benevolence or Morality Influences Employee Creativity. *British Journal of Management*.
- Guo, L., Decoster, S., Babalola, M. T., De Schutter, L., Garba, O. A., & Riisla, K. (2018). Authoritarian leadership and employee creativity: The moderating role of psychological capital and the mediating role of fear and defensive silence. *Journal of Business Research*, 92, 219-230.
- Gusenbauer, M., & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research synthesis methods*, 11(2), 181-217.
- Han, G. H., Harms, P. D., & Bai, Y. (2017). Nightmare bosses: The impact of abusive supervision on employees' sleep, emotions, and creativity. *Journal of Business Ethics*, 145(1), 21-31.
- Harms, P. D., Wood, D., Landay, K., Lester, P. B., & Lester, G. V. (2018). Autocratic leaders and authoritarian followers revisited: A review and agenda for the future. *The Leadership Quarterly*, 29(1), 105-122.
- Hayes, J. R. (1989). Cognitive processes in creativity. In *Handbook of creativity* (pp. 135-145). Springer, Boston, MA.
- He, C., Teng, R., Zhou, L., Wang, V. L., & Yuan, J. (2021). Abusive Supervision, Leader-Member Exchange, and Creativity: A Multilevel Examination. *Frontiers in Psychology*, 12, 1670.
- Hennessey, B. A., & Amabile, T. M. (2010). Creativity. *Annual Review of Psychology*, 61:569-598.

- Hershcovis, M. S. (2011). "Incivility, social undermining, bullying... oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499-519.
- Hershcovis, M. S., & Reich, T. C. (2013). Integrating workplace aggression research: Relational, contextual, and method considerations. *Journal of Organizational Behavior*, 34(S1), S26-S42.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). The motivation to work.
- Hill, L. A., Brandeau, G., Truelove, E., & Lineback, K. (2014). *Collective genius: The art and practice of leading innovation*. Harvard Business Review Press.
- Hirshleifer, D., Low, A., & Teoh, S. H. (2012). Are overconfident CEOs better innovators?. *The journal of finance*, 67(4), 1457-1498.
- Hogan, R., & Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and assessment*, 9(1-2), 40-51.
- Holten, A. L., & Bøllingtoft, A. (2015). Is it only good? The dark side of leadership for creativity and innovation. *Journal of Leadership Studies*, 9(3), 50-52.
- Hou, X., Li, W., & Yuan, Q. (2018). Frontline disruptive leadership and new generation employees' innovative behaviour in China: the moderating role of emotional intelligence. *Asia Pacific Business Review*, 24(4), 459-471.
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.
- Ivcevic, Z., & Mayer, J. D. (2009). Mapping dimensions of creativity in the life-space. *Creativity Research Journal*, 21(2-3), 152-165.
- Jahanzeb, S., Bouckenooghe, D., & Mushtaq, R. (2021). Silence and proactivity in managing supervisor ostracism: implications for creativity. *Leadership & Organization Development Journal*.
- Jahanzeb, S., Fatima, T., Bouckenooghe, D., & Bashir, F. (2019). The knowledge hiding link: a moderated mediation model of how abusive supervision affects employee creativity. *European Journal of Work and Organizational Psychology*, 28(6), 810-819.
- James, K., Brodersen, M., & Eisenberg, J. (2004). Workplace affect and workplace creativity: A review and preliminary model. *Human Performance*, 17(2), 169-194.
- Janssen, O., Van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of organizational behavior*, 25(2), 129-145.

- Javidan, M., Dorfman, P. W., De Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from project GLOBE. *Academy of management perspectives*, 20(1), 67-90.
- Jiang, W., Gu, Q., & Tang, T. L. P. (2019). Do victims of supervisor bullying suffer from poor creativity? Social cognitive and social comparison perspectives. *Journal of Business Ethics*, 157(3), 865-884.
- Jonassen, D. H. (2000). Toward a design theory of problem solving. *Educational technology research and development*, 48(4), 63-85.
- Jones, D. N., & Figueredo, A. J. (2013). The core of darkness: Uncovering the heart of the Dark Triad. *European Journal of Personality*, 27(6), 521-531.
- Jones, D. N., & Hare, R. D. (2016). The mismeasure of psychopathy: A commentary on Boddy's PM-MRV. *Journal of Business Ethics*, 138(3), 579-588.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The leadership quarterly*, 14(4-5), 525-544.
- Kashmiri, S., Nicol, C. D., & Arora, S. (2017). Me, myself, and I: influence of CEO narcissism on firms' innovation strategy and the likelihood of product-harm crises. *Journal of the Academy of Marketing Science*, 45(5), 633-656.
- Kaufman, J. C. (2006). Self-reported differences in creativity by ethnicity and gender. *Applied Cognitive Psychology: The Official Journal of the Society for Applied Research in Memory and Cognition*, 20(8), 1065-1082.
- Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*. Harvard Business Press.
- Kelloway, E. K., Sivanathan, N., Francis, L., & Barling, J. (2005). Poor leadership. *Handbook of work stress*, 89-112.
- Kiazad, K., Restubog, S. L. D., Zagenczyk, T. J., Kiewitz, C., & Tang, R. L. (2010). In pursuit of power: The role of authoritarian leadership in the relationship between supervisors' Machiavellianism and subordinates' perceptions of abusive supervisory behavior. *Journal of Research in Personality*, 44(4), 512-519.
- Koberg, C. S., & Chusmir, L. H. (1987). Organizational culture relationships with creativity and other job-related variables. *Journal of Business research*, 15(5), 397-409.
- Kotter, J. P., & Schlesinger, L. A. (1989). Choosing strategies for change. In *Readings in strategic management* (pp. 294-306). Palgrave, London.

- Krasikova, D. V., Green, S. G., & LeBreton, J. M. (2013). Destructive leadership: A theoretical review, integration, and future research agenda. *Journal of management*, 39(5), 1308-1338.
- Kwan, H. K., Zhang, X., Liu, J., & Lee, C. (2018). Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and engagement roles. *Journal of Applied Psychology*, 103(12), 1358.
- Larwood, L., & Whittaker, W. (1977). Managerial myopia: Self-serving biases in organizational planning. *Journal of applied psychology*, 62(2), 194.
- LeBreton, J. M., Shiverdecker, L. K., & Grimaldi, E. M. (2018). The dark triad and workplace behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 387-414.
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: A meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1-35.
- Lee, S., Yun, S., & Srivastava, A. (2013). Evidence for a curvilinear relationship between abusive supervision and creativity in South Korea. *The Leadership Quarterly*, 24(5), 724-731.
- Lipman-Blumen, J. (2006). *The allure of toxic leaders: Why we follow destructive bosses and corrupt politicians--and how we can survive them*. Oxford University Press, USA.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal*, 55(5), 1187-1212.
- 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. *Management Decision*.
- Lyons, B. D., Moorman, R. H., & Mercado, B. K. (2019). Normalizing mistreatment? Investigating dark triad, LMX, and abuse. *Leadership & Organization Development Journal*.
- Ma, H., Karri, R., & Chittipeddi, K. (2004). The paradox of managerial tyranny. *Business Horizons*, 47(4), 33-40.
- Maccoby, M. (2000). Narcissistic leaders. *Harvard business review*, 78(1), 69-69.
- Mackey, J. D., Ellen III, B. P., McAllister, C. P., & Alexander, K. C. (2020). The dark side of leadership: A systematic literature review and meta-analysis of destructive leadership research. *Journal of Business Research*.
- Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive supervision: A meta-analysis and empirical review. *Journal of management*, 43(6), 1940-1965.



- Magadley, W., & Birdi, K. (2012). Two sides of the innovation coin? An empirical investigation of the relative correlates of idea generation and idea implementation. *International Journal of Innovation Management*, 16(01), 1250002.
- Mainemelis, C., Kark, R., & Epitropaki, O. (2015). Creative leadership: A multi-context conceptualization. *Academy of Management Annals*, 9(1), 393-482.
- Mathieu, C., & Babiak, P. (2016). Corporate psychopathy and abusive supervision: Their influence on employees' job satisfaction and turnover intentions. *Personality and Individual Differences*, 91, 102-106.
- McClelland, D. C., & Burnham, D. H. (1976). Power is the Great Motivator. *Harvard Business Review*, 54(2), 100-110.
- McCord, M. A., Joseph, D. L., Dhanani, L. Y., & Beus, J. M. (2018). A meta-analysis of sex and race differences in perceived workplace mistreatment. *Journal of Applied Psychology*, 103(2), 137.
- Men, C., Yue, L., Weiwei, H., Liu, B., & Li, G. (2021). How abusive supervision climate affects team creativity: the contingent role of task interdependence. *European Journal of Innovation Management*.
- Meng, Y., Tan, J., & Li, J. (2017). Abusive supervision by academic supervisors and postgraduate research students' creativity: The mediating role of leader-member exchange and intrinsic motivation. *International Journal of leadership in education*, 20(5), 605-617.
- Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management*, 42(5), 1374-1403.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology*, 92(4), 1159.
- Moss, S. A., & Ritossa, D. A. (2007). The impact of goal orientation on the association between leadership style and follower performance, creativity and work attitudes. *Leadership*, 3(4), 433-456.
- Mueller, J. S., Melwani, S., & Goncalo, J. A. (2012). The bias against creativity: Why people desire but reject creative ideas. *Psychological science*, 23(1), 13-17
- Mumford, M. D. (2003). Where have we been, where are we going? Taking stock in creativity research. *Creativity research journal*, 15(2-3), 107-120.
- Mumford, M. D., & Gustafson, S. B. (1988). Creativity syndrome: Integration, application, and innovation. *Psychological bulletin*, 103(1), 27.

- Mumford, M. D., Friedrich, T. L., Caughron, J. J., & Byrne, C. L. (2007). Leader cognition in real-world settings: How do leaders think about crises?. *The Leadership Quarterly*, 18(6), 515-543.
- Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *The leadership quarterly*, 13(6), 705-750.
- Naseer, S., Raja, U., Syed, F., Donia, M. B., & 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. *The Leadership Quarterly*, 27(1), 14-33.
- Ng, T. W., & Feldman, D. C. (2012). A comparison of self-ratings and non-self-report measures of employee creativity. *Human Relations*, 65(8), 1021-1047.
- Ng, T. W., & Feldman, D. C. (2013). Age and innovation-related behavior: The joint moderating effects of supervisor undermining and proactive personality. *Journal of organizational behavior*, 34(5), 583-606.
- Norouzinik, Y., Rahimnia, F., Maharati, Y., & Eslami, G. (2021). Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement. *Innovation*, 1-26.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.
- Oliveira, N., & Lumineau, F. (2019). The dark side of interorganizational relationships: An integrative review and research agenda. *Journal of Management*, 45(1), 231-261.
- Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 18(3), 176-194.
- Pan, J., Wu, Q., Zhou, W., & Lou, Y. (2015). When is the leader's creativity related to the followers' creativity? A cross-level examination in China. *Innovation*, 17(3), 364-382.
- Paulus, P. B., & Van der Zee, K. (2004). Should there be a romance between teams and groups?. *Journal of Occupational and Organizational Psychology*, 77(4), 475-480.
- Peng, J., Wang, Z., & Chen, X. (2019). Does self-serving leadership hinder team creativity? A moderated dual-path model. *Journal of Business Ethics*, 159(2), 419-433.
- Peterson, R. S. (1997). A directive leadership style in group decision making can be both virtue and vice: Evidence from elite and experimental groups. *Journal of Personality and Social Psychology*, 72(5), 1107.
- Pfeffer, J. (1977). The ambiguity of leadership. *Academy of management review*, 2(1), 104-112.
- Pfeffer, J. (2015). *Leadership BS: Fixing workplaces and careers one truth at a time*. New York: Harper Business.

- Pfeffer, J. (2016). Getting beyond the BS of leadership literature. *McKinsey Quarterly*, 2.
- Pfeffer, J., & Sutton, R. I. (2006). *Hard facts, dangerous half-truths, and total nonsense: Profiting from evidence-based management*. Harvard Business Press.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2016). Recommendations for creating better concept definitions in the organizational, behavioral, and social sciences. *Organizational Research Methods*, 19(2), 159-203.
- Proudfoot, D., Kay, A. C., & Koval, C. Z. (2015). A gender bias in the attribution of creativity: Archival and experimental evidence for the perceived association between masculinity and creative thinking. *Psychological science*, 26(11), 1751-1761.
- Rasool, G., Naseer, S., Syed, F., & Ahmed, I. (2018). Despotic leadership and employee's outcomes: Mediating effect of impression management. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(3), 784-806.
- Rauniyar, K., Ding, D., & Rauniyar, N. (2017). Understanding the role of creative self-efficacy and power distance orientation for examining the consequences of abusive supervision on employee creativity: a case study from Nepal. *Open Journal of Leadership*, 6(2), 61-81.
- Rietzschel, E. F., Slijkhuis, M., & Van Yperen, N. W. (2014). Close monitoring as a contextual stimulator: How need for structure affects the relation between close monitoring and work outcomes. *European Journal of Work and Organizational Psychology*, 23(3), 394-404.
- Rogoza, R., & Fatfouta, R. (2020). Decoding the narcissism-charisma link: a facet approach. *Personality and Individual Differences*, 156, 109774.
- Runco, M. A. (2014). *Creativity: Theories and themes: Research, development, and practice*. Elsevier.
- Runco, M. A., & Chand, I. (1995). Cognition and creativity. *Educational psychology review*, 7(3), 243-267.
- Schein, E. H. (1999). Empowerment, coercive persuasion and organizational learning: do they connect?. *The Learning Organization*.
- Schein, E. H. (2004). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Schein, E. H. (2009). *The corporate culture survival guide* (Vol. 158). John Wiley & Sons.
- Schilling, J. (2009). From ineffectiveness to destruction: A qualitative study on the meaning of negative leadership. *Leadership*, 5(1), 102-128.

- Schuh, S. C., Zhang, X. A., & Tian, P. (2013). For the good or the bad? Interactive effects of transformational leadership with moral and authoritarian leadership behaviors. *Journal of Business Ethics*, 116(3), 629-640.
- Schyns, B., & Hansbrough, T. (Eds.). (2010). *When leadership goes wrong: Destructive leadership, mistakes, and ethical failures*. IAP.
- Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1), 138-158.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
- Sethibe, T., & Steyn, R. (2017). The impact of leadership styles and the components of leadership styles on innovative behaviour. *International Journal of Innovation Management*, 21(02), 1750015.
- Shaffer, J. A., DeGeest, D., & Li, A. (2016). Tackling the problem of construct proliferation: A guide to assessing the discriminant validity of conceptually related constructs. *Organizational Research Methods*, 19(1), 80-110.
- Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The leadership quarterly*, 15(1), 33-53.
- Shamseer, L., Moher, D., Clarke, M., Ghersi, D., Liberati, A., Petticrew, M., ... & Stewart, L. A. (2015). Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015: elaboration and explanation. *Bmj*, 349.
- Sharifirad, M. S. (2016). Can incivility impair team's creative performance through paralyzing employee's knowledge sharing? A multi-level approach. *Leadership & Organization Development Journal*.
- Shen, C., Zhang, Y., Yang, J., & Liu, S. (2020). Abusive supervision and employee creativity: a moderated mediation model. *Leadership & Organization Development Journal*.
- Sims Jr, H. P., Faraj, S., & Yun, S. (2009). When should a leader be directive or empowering? How to develop your own situational theory of leadership. *Business Horizons*, 52(2), 149-158.
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of occupational health psychology*, 12(1), 80.
- Škudienė, V., Augutytė-Kvedaravičienė, I., Demeško, N., & Suchockis, A. (2018). Exploring the relationship between innovative work behavior and leadership: moderating effect of locus of control. *Organizations and Markets in Emerging Economies*, 9(1), 21-40.

- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., & Judge, T. A. (2018). Upsides to dark and downsides to bright personality: A multidomain review and future research agenda. *Journal of Management*, 44(1), 191-217.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339.
- Somech, A., & Drach-Zahavy, A. (2013). Translating team creativity to innovation implementation: The role of team composition and climate for innovation. *Journal of management*, 39(3), 684-708.
- Son, S. Y., Cho, D. H., & Kang, S. W. (2017). The impact of close monitoring on creativity and knowledge sharing: The mediating role of leader-member exchange. *Creativity and Innovation Management*, 26(3), 256-265.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of organizational behavior*, 35(S1), S41-S60.
- Sparrowe, R. T. (2020). LMX and welfare trade-off ratios: An evolutionary perspective on leader-member relations. *The Leadership Quarterly*, 31(2), 101271.
- Syed, F., Naseer, S., Akhtar, M. W., Husnain, M., & Kashif, M. (2021). Frogs in boiling water: a moderated-mediation model of exploitative leadership, fear of negative evaluation and knowledge hiding behaviors. *Journal of Knowledge Management*.
- Tan, L., Ma, Z., Huang, J., & Guo, G. (2021). Peer abusive supervision and third-party employee creativity from a social exchange theory perspective. *Social Behavior and Personality: an international journal*, 49(5), 1-12.
- Tang, Y., Li, J., & Yang, H. (2015). What I see, what I do: How executive hubris affects firm innovation. *Journal of Management*, 41(6), 1698-1723.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of management*, 33(3), 261-289.
- Tepper, B. J., & Henle, C. A. (2011). A case for recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations. *Journal of Organizational Behavior*, 32(3), 487-498.
- Tepper, B. J., Simon, L., & Park, H. M. (2017). Abusive supervision. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 123-152.

- Thoroughgood, C. N., Sawyer, K. B., Padilla, A., & Lunsford, L. (2018). Destructive leadership: A critique of leader-centric perspectives and toward a more holistic definition. *Journal of Business Ethics, 151*(3), 627-649.
- Tian, J., Peng, Y., & Zhou, X. (2020). The Effects of Abusive Supervision and Motivational Preference on Employees' Innovative Behavior. *Sustainability, 12*(20), 8510.
- Tian, Q., & Sanchez, J. I. (2017). Does paternalistic leadership promote innovative behavior? The interaction between authoritarianism and benevolence. *Journal of Applied Social Psychology, 47*(5), 235-246.
- Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of management, 33*(3), 426-478.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The leadership quarterly, 17*(6), 654-676.
- Waldman, D. A., Wang, D., Hannah, S. T., Owens, B. P., & Balthazard, P. A. (2018). Psychological and neurological predictors of abusive supervision. *Personnel Psychology, 71*(3), 399-421.
- Wang, A. C., Chiang, J. T. J., Tsai, C. Y., Lin, T. T., & Cheng, B. S. (2013). Gender makes the difference: The moderating role of leader gender on the relationship between leadership styles and subordinate performance. *Organizational Behavior and Human Decision Processes, 122*(2), 101-113.
- Wang, C., Wei, Y., Zhao, X., Zhang, X., & Peng, Y. (2021). Abusive supervision and creativity: Investigating the moderating role of performance improvement attribution and the mediating role of psychological availability. *Frontiers in Psychology, 12*, 2222.
- Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z., & Hu, Y. (2019). Effects of abusive supervision on employees' innovative behavior: The role of job insecurity and locus of control. *Scandinavian journal of psychology, 60*(2), 152-159.
- Wang, Y., Tang, C., Naumann, S. E., & Wang, Y. (2019). Paternalistic leadership and employee creativity: A mediated moderation model. *Journal of Management & Organization, 25*(1), 137-156.
- Wang, Z., Sun, C., & Cai, S. (2020). How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems. *Leadership & Organization Development Journal*.
- Ward, S. M. S. T. B., & Finke, R. A. (1995). *The creative cognition approach*. MIT press.
- Watson, D., & Clark, L. A. (1999). The PANAS-X: Manual for the positive and negative affect schedule-expanded form.

- Whetten, D. A. (2009). An examination of the interface between context and theory applied to the study of Chinese organizations. *Management and organization review*, 5(1), 29-56.
- Wisse, B., & Sleebos, E. (2016). When the dark ones gain power: Perceived position power strengthens the effect of supervisor Machiavellianism on abusive supervision in work teams. *Personality and Individual Differences*, 99, 122-126.
- Wisse, B., Barelds, D. P., & Rietzschel, E. F. (2015). How innovative is your employee? The role of employee and supervisor Dark Triad personality traits in supervisor perceptions of employee innovative behavior. *Personality and Individual Differences*, 82, 158-162.
- Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, 44(2), 757-783.
- Wong, Y. J., Lee, C. Y., & Chang, S. C. (2017). CEO overconfidence and ambidextrous innovation. *Journal of Leadership & Organizational Studies*, 24(3), 414-430.
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of management review*, 18(2), 293-321.
- Xia, Z., Yang, F., & Xu, Q. (2019). Authoritarian-benevolent Leadership and its Effect on Graduate Student Creativity: The Mediating Role of Intrinsic Motivation. *The Journal of Creative Behavior*.
- Yang, J., Chang, M., Li, J., Zhou, L., Tian, F., & Zhang, J. (2020). Exploring the moderated mediation relationship between leader narcissism and employees' innovative behavior. *Chinese Management Studies*.
- Yukl, G. (1999). An evaluative essay on current conceptions of effective leadership. *European journal of work and organizational psychology*, 8(1), 33-48.
- Yukl, G. A. (2013). Leadership in organizations (Global ed.). *Essex: Pearson*.
- Zacher, H., & Johnson, E. (2015). Leadership and creativity in higher education. *Studies in Higher Education*, 40(7), 1210-1225.
- Zhang, H., Kwan, H. K., Zhang, X., & Wu, L. Z. (2014). High core self-evaluators maintain creativity: A motivational model of abusive supervision. *Journal of Management*, 40(4), 1151-1174.
- Zhang, L., Liang, B., Bi, D., Zhou, Y., & Yu, X. (2021). Relationships Among CEO Narcissism, Debt Financing and Firm Innovation Performance: Emotion Recognition Using Advanced Artificial Intelligence. *Frontiers in Psychology*, 12.
- Zhang, S., Liu, X., & Du, Y. (2021). When and how authoritarian leadership influences employee innovation behavior in the context of Chinese culture. *Leadership & Organization Development Journal*.

- Zhang, S., Wang, Y., Ye, J., & Li, Y. (2021). Combined influence of exchange quality and organizational identity on the relationship between authoritarian leadership and employee innovation: evidence from China. *European Journal of Innovation Management*.
- Zhang, Y., & Bednall, T. C. (2016). Antecedents of abusive supervision: A meta-analytic review. *Journal of Business Ethics*, 139(3), 455-471.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*, 44(4), 682-696.
- Zhou, J., & Hoever, I. J. (2014). Research on workplace creativity: A review and redirection. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 333-359.
- Zhou, J., & Shalley, C. E. (2011). Deepening our understanding of creativity in the workplace: A review of different approaches to creativity research. In *APA handbook of industrial and organizational psychology, Vol 1: Building and developing the organization*. (pp. 275-302). American Psychological Association.
- Zhou, L., Li, J., Liu, Y., Tian, F., Zhang, X., & Qin, W. (2019). Exploring the relationship between leader narcissism and team creativity. *Leadership & Organization Development Journal*.
- Zhu, J., & Zhang, B. (2019). The double-edged sword effect of abusive supervision on subordinates' innovative behavior. *Frontiers in psychology*, 10, 66.
- Zhu, J., Song, L. J., Zhu, L., & Johnson, R. E. (2019). Visualizing the landscape and evolution of leadership research. *The Leadership Quarterly*, 30(2), 215-232.



## Supplementary Materials

### Appendix S1 – List of reviewed studies

- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, *15*(1), 5-32.
- Arshad, A., Sun, P. Y., & Desmarais, F. (2021). Abusive Supervision and Employee Empowerment: The Moderating Role of Resilience and Workplace Friendship. *Journal of Leadership & Organizational Studies*, 15480518211005449.
- Atamba, C., Popelnukha, A., & Ibrahim, F. L. (2020). Awe Guards My Creativity: The Interactive Effect of Perceived Abusive Supervisory Behavior, Dispositional Awe, and Creative Self-Efficacy on Chinese Employee Creativity. *Frontiers in Sociology*, *5*, 51.
- Azam, O., & Rizvi, S. T. H. (2021). Narcissistic leadership and team creativity: Assessing the mediating role of information searching effort and moderating role of environmental uncertainty. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, *15*(2), 405-425.
- Boddy, C. R. (2017). Psychopathic leadership a case study of a corporate psychopath CEO. *Journal of Business Ethics*, *145*(1), 141-156.
- Boddy, C. R., & Taplin, R. (2021). The Impact Of Managerial Psychopathy On Organisational Innovation. *International Journal of Innovation Management*, *25*(05), 2150052.
- Chen, L., & Appienti, W. A. (2020). Does a paternalistic leader facilitate voice and creative performance? Evidence from Ghana. *Journal of Psychology in Africa*, *30*(6), 507-519.
- Chen, Y., Podolski, E. J., Rhee, S. G., & Veeraraghavan, M. (2014). Local gambling preferences and corporate innovative success. *Journal of Financial and Quantitative Analysis*, *49*(1), 77-106.
- Choi, J. N., Anderson, T. A., & Veillette, A. (2009). Contextual inhibitors of employee creativity in organizations: The insulating role of creative ability. *Group & Organization Management*, *34*(3), 330-357.
- Costa, G. G., Aleksić, D., & Bortoluzzi, G. (2021). The power of balance: interplay effects of exploitative leadership style, work–family balance and family-friendly workplace practices on innovation implementation. *European Journal of Innovation Management*.
- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of innovation management*.
- Dedahanov, A. T., Bozorov, F., & Sung, S. (2019). Paternalistic leadership and innovative behavior: Psychological empowerment as a mediator. *Sustainability*, *11*(6), 1770.

- Dedahanov, A. T., Lee, D. H., Rhee, J., & Yoon, J. (2016). Entrepreneur's paternalistic leadership style and creativity: The mediating role of employee voice. *Management Decision*.
- Derecskei, A. (2016). How do leadership styles influence the creativity of employees?. *Society and Economy*, 38(1), 103-118.
- Echebiri, C. K., & Amundsen, S. (2020, September). The relationship between leadership styles and employee-driven innovation: the mediating role of leader-member exchange. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
- Eissa, G., Chinchanchokchai, S., & Wyland, R. (2017). The influence of supervisor undermining on self-esteem, creativity, and overall job performance: A multiple mediation model. *Organization Management Journal*, 14(4), 185-197.
- Elenkov, D. S., & Manev, I. M. (2005). Top management leadership and influence on innovation: The role of sociocultural context. *Journal of management*, 31(3), 381-402.
- Fiset, J., Robinson, M. A., & Saffie-Robertson, M. C. (2019). Masking wrongs through brilliance: the moderating effect of vision on the relationship between abusive supervision and employee outcomes. *European Journal of Work and Organizational Psychology*, 28(6), 756-768.
- Fodor, O. C., Curseu, P. L., & Meslec, N. (2021). In leaders we trust, or should we? Supervisors' dark triad personality traits and ratings of team performance and innovation. *Frontiers in Psychology*, 12, 2242.
- Fu, X., Li, Y., & Si, Y. (2013). The impact of paternalistic leadership on innovation: an integrated model. *Nankai Business Review International*.
- Galasso, A., & Simcoe, T. S. (2011). CEO overconfidence and innovation. *Management Science*, 57(8), 1469-1484.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4), e03699.
- George, J. M., & Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: an interactional approach. *Journal of applied psychology*, 86(3), 513.
- Gu, J., He, C., & Liu, H. (2017). Supervisory styles and graduate student creativity: the mediating roles of creative self-efficacy and intrinsic motivation. *Studies in Higher Education*, 42(4), 721-742.
- Gu, J., Song, J., & Wu, J. (2016). Abusive supervision and employee creativity in China: departmental identification as mediator and face as moderator. *Leadership & organization development journal*.

- Gu, J., Wang, G., Liu, H., Song, D., & He, C. (2018). Linking authoritarian leadership to employee creativity: The influences of leader–member exchange, team identification and power distance. *Chinese Management Studies*.
- Gu, Q., Hempel, P. S., & Yu, M. (2019). Tough Love and Creativity: How Authoritarian Leadership Tempered by Benevolence or Morality Influences Employee Creativity. *British Journal of Management*.
- Guo, L., Decoster, S., Babalola, M. T., De Schutter, L., Garba, O. A., & Riisla, K. (2018). Authoritarian leadership and employee creativity: The moderating role of psychological capital and the mediating role of fear and defensive silence. *Journal of Business Research*, 92, 219-230.
- Han, G. H., Harms, P. D., & Bai, Y. (2017). Nightmare bosses: The impact of abusive supervision on employees' sleep, emotions, and creativity. *Journal of Business Ethics*, 145(1), 21-31.
- He, C., Teng, R., Zhou, L., Wang, V. L., & Yuan, J. (2021). Abusive Supervision, Leader-Member Exchange, and Creativity: A Multilevel Examination. *Frontiers in Psychology*, 12, 1670.
- Hirshleifer, D., Low, A., & Teoh, S. H. (2012). Are overconfident CEOs better innovators?. *The journal of finance*, 67(4), 1457-1498.
- Hou, B., Hong, J., Zhu, K., & Zhou, Y. (2019). Paternalistic leadership and innovation: the moderating effect of environmental dynamism. *European Journal of Innovation Management*.
- Hou, X. (2017). Multilevel influence of destructive leadership on millennial generation employees' innovative behavior. *Social Behavior and Personality: an international journal*, 45(7), 1113-1126.
- Hou, X., Li, W., & Yuan, Q. (2018). Frontline disruptive leadership and new generation employees' innovative behaviour in China: the moderating role of emotional intelligence. *Asia Pacific Business Review*, 24(4), 459-471.
- Jahanzeb, S., Bouckennooghe, D., & Mushtaq, R. (2021). Silence and proactivity in managing supervisor ostracism: implications for creativity. *Leadership & Organization Development Journal*.
- Jahanzeb, S., Fatima, T., Bouckennooghe, D., & Bashir, F. (2019). The knowledge hiding link: a moderated mediation model of how abusive supervision affects employee creativity. *European Journal of Work and Organizational Psychology*, 28(6), 810-819.
- Jiang, W., & Gu, Q. (2016). How abusive supervision and abusive supervisory climate influence salesperson creativity and sales team effectiveness in China. *Management Decision*.

- Jiang, W., Gu, Q., & Tang, T. L. P. (2019). Do victims of supervisor bullying suffer from poor creativity? Social cognitive and social comparison perspectives. *Journal of Business Ethics*, 157(3), 865-884.
- Kahai, S. S., Sosik, J. J., & Avolio, B. J. (2004). Effects of participative and directive leadership in electronic groups. *Group & Organization Management*, 29(1), 67-105.
- Karakitapoğlu-Aygün, Z., Gumusluoglu, L., & Scandura, T. A. (2019). How Do Different Faces of Paternalistic Leaders Facilitate or Impair Task and Innovative Performance? Opening the Black Box.
- Kashmiri, S., Nicol, C. D., & Arora, S. (2017). Me, myself, and I: influence of CEO narcissism on firms' innovation strategy and the likelihood of product-harm crises. *Journal of the Academy of Marketing Science*, 45(5), 633-656.
- Kim, S. L. (2019). The interaction effects of proactive personality and empowering leadership and close monitoring behaviour on creativity. *Creativity and Innovation Management*, 28(2), 230-239.
- Kwan, H. K., Zhang, X., Liu, J., & Lee, C. (2018). Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and engagement roles. *Journal of Applied Psychology*, 103(12), 1358.
- Lee, J., Yun, S., Lee, S., & hyun Lee, J. (2019). The curvilinear relationship between self-efficacy and creativity: The moderating role of supervisor close monitoring. *Journal of Business and Psychology*, 34(3), 377-388.
- Lee, S., Yun, S., & Srivastava, A. (2013). Evidence for a curvilinear relationship between abusive supervision and creativity in South Korea. *The Leadership Quarterly*, 24(5), 724-731.
- Li, G., Liu, H., & Luo, Y. (2018). Directive versus participative leadership: Dispositional antecedents and team consequences. *Journal of Occupational and Organizational Psychology*, 91(3), 645-664.
- Liao, E. Y., & Chun, H. (2016). Supervisor monitoring and subordinate innovation. *Journal of Organizational Behavior*, 37(2), 168-192.
- Liu, C. E., Chen, Y., He, W., & Huang, J. (2019). Supervisor incivility and millennial employee creativity: A moderated mediation model. *Social Behavior and Personality: an international journal*, 47(9), 1-11.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal*, 55(5), 1187-1212.
- 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. *Management Decision*.

- Men, C., Yue, L., Weiwei, H., Liu, B., & Li, G. (2021). How abusive supervision climate affects team creativity: the contingent role of task interdependence. *European Journal of Innovation Management*.
- Meng, Y., Tan, J., & Li, J. (2017). Abusive supervision by academic supervisors and postgraduate research students' creativity: The mediating role of leader-member exchange and intrinsic motivation. *International Journal of leadership in education*, 20(5), 605-617.
- Miao, S., Komil ugli Fayzullaev, A., & Dedahanov, A. T. (2020). Management Characteristics as Determinants of Employee Creativity: The Mediating Role of Employee Job Satisfaction. *Sustainability*, 12(5), 1948.
- Moss, S. A., & Ritossa, D. A. (2007). The impact of goal orientation on the association between leadership style and follower performance, creativity and work attitudes. *Leadership*, 3(4), 433-456.
- Naseer, S., Raja, U., Syed, F., Donia, M. B., & 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. *The Leadership Quarterly*, 27(1), 14-33.
- Ng, T. W., & Feldman, D. C. (2013). Age and innovation-related behavior: The joint moderating effects of supervisor undermining and proactive personality. *Journal of organizational behavior*, 34(5), 583-606.
- Norouzinik, Y., Rahimnia, F., Maharati, Y., & Eslami, G. (2021). Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement. *Innovation*, 1-26.
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.
- Pan, J., Wu, Q., Zhou, W., & Lou, Y. (2015). When is the leader's creativity related to the followers' creativity? A cross-level examination in China. *Innovation*, 17(3), 364-382.
- Peng, J., Wang, Z., & Chen, X. (2019). Does self-serving leadership hinder team creativity? A moderated dual-path model. *Journal of Business Ethics*, 159(2), 419-433.
- Rank, J., Nelson, N. E., Allen, T. D., & Xu, X. (2009). Leadership predictors of innovation and task performance: Subordinates' self-esteem and self-presentation as moderators. *Journal of Occupational and organizational psychology*, 82(3), 465-489.
- Rasool, G., Naseer, S., Syed, F., & Ahmed, I. (2018). Despotic leadership and employee's outcomes: Mediating effect of impression management. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(3), 784-806.

- Rauniyar, K., Ding, D., & Rauniyar, N. (2017). Understanding the role of creative self-efficacy and power distance orientation for examining the consequences of abusive supervision on employee creativity: a case study from Nepal. *Open Journal of Leadership*, 6(2), 61-81.
- Rietzschel, E. F., Slijkhuis, M., & Van Yperen, N. W. (2014). Close monitoring as a contextual stimulator: How need for structure affects the relation between close monitoring and work outcomes. *European Journal of Work and Organizational Psychology*, 23(3), 394-404.
- Rousseau, V., & Aubé, C. (2018). When leaders stifle innovation in work teams: The role of abusive supervision. *Journal of Business Ethics*, 151(3), 651-664.
- Schuh, S. C., Zhang, X. A., & Tian, P. (2013). For the good or the bad? Interactive effects of transformational leadership with moral and authoritarian leadership behaviors. *Journal of Business Ethics*, 116(3), 629-640.
- Sethibe, T., & Steyn, R. (2017). The impact of leadership styles and the components of leadership styles on innovative behaviour. *International Journal of Innovation Management*, 21(02), 1750015.
- Sharifirad, M. S. (2016). Can incivility impair team's creative performance through paralyzing employee's knowledge sharing? A multi-level approach. *Leadership & Organization Development Journal*.
- Shen, C., Yang, J., & Hu, S. (2020). Combined Effect of Abusive Supervision and Abusive Supervision Climate on Employee Creativity: A Moderated Mediation Model. *Frontiers in Psychology*, 11, 1175.
- Shen, C., Zhang, Y., Yang, J., & Liu, S. (2020). Abusive supervision and employee creativity: a moderated mediation model. *Leadership & Organization Development Journal*.
- Škudienė, V., Augutytė-Kvedaravičienė, I., Demeško, N., & Suchockis, A. (2018). Exploring the relationship between innovative work behavior and leadership: moderating effect of locus of control. *Organizations and Markets in Emerging Economies*, 9(1), 21-40.
- Somech, A. (2006). The effects of leadership style and team process on performance and innovation in functionally heterogeneous teams. *Journal of management*, 32(1), 132-157.
- Son, S. Y., Cho, D. H., & Kang, S. W. (2017). The impact of close monitoring on creativity and knowledge sharing: The mediating role of leader-member exchange. *Creativity and Innovation Management*, 26(3), 256-265.
- Syed, F., Naseer, S., Akhtar, M. W., Husnain, M., & Kashif, M. (2021). Frogs in boiling water: a moderated-mediation model of exploitative leadership, fear of negative evaluation and knowledge hiding behaviors. *Journal of Knowledge Management*.
- Tan, L., Ma, Z., Huang, J., & Guo, G. (2021). Peer abusive supervision and third-party employee creativity from a social exchange theory perspective. *Social Behavior and Personality: an international journal*, 49(5), 1-12.

- Tang, Y., Li, J., & Yang, H. (2015). What I see, what I do: How executive hubris affects firm innovation. *Journal of Management*, 41(6), 1698-1723.
- Tian, J., Peng, Y., & Zhou, X. (2020). The Effects of Abusive Supervision and Motivational Preference on Employees' Innovative Behavior. *Sustainability*, 12(20), 8510.
- Tian, Q., & Sanchez, J. I. (2017). Does paternalistic leadership promote innovative behavior? The interaction between authoritarianism and benevolence. *Journal of Applied Social Psychology*, 47(5), 235-246.
- Tsai, C. Y., Horng, J. S., Liu, C. H., Hu, D. C., & Chung, Y. C. (2015). Awakening student creativity: Empirical evidence in a learning environment context. *Journal of hospitality, leisure, sport & tourism education*, 17, 28-38.
- Wang, A. C., Chiang, J. T. J., Tsai, C. Y., Lin, T. T., & Cheng, B. S. (2013). Gender makes the difference: The moderating role of leader gender on the relationship between leadership styles and subordinate performance. *Organizational Behavior and Human Decision Processes*, 122(2), 101-113.
- Wang, C., Wei, Y., Zhao, X., Zhang, X., & Peng, Y. (2021). Abusive supervision and creativity: Investigating the moderating role of performance improvement attribution and the mediating role of psychological availability. *Frontiers in Psychology*, 12, 2222.
- Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z., & Hu, Y. (2019). Effects of abusive supervision on employees' innovative behavior: The role of job insecurity and locus of control. *Scandinavian journal of psychology*, 60(2), 152-159.
- Wang, Y., Tang, C., Naumann, S. E., & Wang, Y. (2019). Paternalistic leadership and employee creativity: A mediated moderation model. *Journal of Management & Organization*, 25(1), 137-156.
- Wang, Z., Sun, C., & Cai, S. (2020). How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems. *Leadership & Organization Development Journal*.
- Wisse, B., Barelds, D. P., & Rietzschel, E. F. (2015). How innovative is your employee? The role of employee and supervisor Dark Triad personality traits in supervisor perceptions of employee innovative behavior. *Personality and Individual Differences*, 82, 158-162.
- Wong, Y. J., Lee, C. Y., & Chang, S. C. (2017). CEO overconfidence and ambidextrous innovation. *Journal of Leadership & Organizational Studies*, 24(3), 414-430.
- Xia, Z., Yang, F., & Xu, Q. (2019). Authoritarian-benevolent Leadership and its Effect on Graduate Student Creativity: The Mediating Role of Intrinsic Motivation. *The Journal of Creative Behavior*.
- Yang, J., Chang, M., Li, J., Zhou, L., Tian, F., & Zhang, J. (2020). Exploring the moderated mediation relationship between leader narcissism and employees' innovative behavior. *Chinese Management Studies*.

- Zacher, H., & Johnson, E. (2015). Leadership and creativity in higher education. *Studies in Higher Education, 40*(7), 1210-1225.
- Zhang, A. Y., Tsui, A. S., & Wang, D. X. (2011). Leadership behaviors and group creativity in Chinese organizations: The role of group processes. *The leadership quarterly, 22*(5), 851-862.
- Zhang, H., Kwan, H. K., Zhang, X., & Wu, L. Z. (2014). High core self-evaluators maintain creativity: A motivational model of abusive supervision. *Journal of Management, 40*(4), 1151-1174.
- Zhang, H., Ou, A. Y., Tsui, A. S., & Wang, H. (2017). CEO humility, narcissism and firm innovation: A paradox perspective on CEO traits. *The Leadership Quarterly, 28*(5), 585-604.
- Zhang, L., Liang, B., Bi, D., Zhou, Y., & Yu, X. (2021). Relationships Among CEO Narcissism, Debt Financing and Firm Innovation Performance: Emotion Recognition Using Advanced Artificial Intelligence. *Frontiers in Psychology, 12*.
- Zhang, S., Liu, X., & Du, Y. (2021). When and how authoritarian leadership influences employee innovation behavior in the context of Chinese culture. *Leadership & Organization Development Journal*.
- Zhang, S., Wang, Y., Ye, J., & Li, Y. (2021). Combined influence of exchange quality and organizational identity on the relationship between authoritarian leadership and employee innovation: evidence from China. *European Journal of Innovation Management*.
- Zhang, W., Xu, F., & Sun, B. (2020). Are open individuals more creative? The interaction effects of leadership factors on creativity. *Personality and Individual Differences, 163*, 110078.
- Zhou, J. (2003). When the presence of creative coworkers is related to creativity: role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of applied psychology, 88*(3), 413.
- Zhou, L., Li, J., Liu, Y., Tian, F., Zhang, X., & Qin, W. (2019). Exploring the relationship between leader narcissism and team creativity: Evidence from R&D teams in Chinese high-technology enterprises. *Leadership & Organization Development Journal*.
- Zhu, J., & Zhang, B. (2019). The double-edged sword effect of abusive supervision on subordinates' innovative behavior. *Frontiers in psychology, 10*, 66.



## Appendix S2 – Study characteristics

Construct	#	Study	Creativity/Innovation	Study type	TS/L
Abusive supervision	1	Gu, Song & Wu (2016)	creativity	cross	no
	2	Tian, Peng & Zhou (2020)	innovation	cross	3 waves
	3	Shen, Yang & Hu (2020)	creativity	cross	no
	4	Atamba, Popelnukha & Ibrahim (2020)	creativity	cross	no
	5	Han, Harms & Bai (2017)	creativity	cross	no
	6	Hou (2017)	innovation	cross	no
	7	Miao, Komil ugli Fayzullaev & Dedahanov (2020)	creativity	cross	no
	8	Hou, Li & Yuan (2018)	innovation	cross	2 waves
	9	Jiang and GU (2016)	creativity	cross	no
	10	Jiang, Gu & Tang (2019)	creativity	cross	2 waves
	11	Lee, Yun & Srivastava (2013)	creativity	cross	no
	12	Liu, Liao & Loi (2012)	creativity	cross	3 waves
	13	Liu, Zhang, Liao, Hao & Mao (2016)	creativity	cross	2 waves
	14	Meng, Tan & Li (2017)	creativity	cross	no
	15	Rauniyar, Ding & Rauniyar (2017)	creativity	cross	no

Authoritarian leadership	16	Rousseau & Aube (2018)	innovation	cross	no
	17	Wang, Li, Zhou, Maguire, Zong & Hu (2019)	innovation	cross	no
	18	Zhang, Kwan, Zhang & Wu, (2014)	creativity	cross	2 waves
	19	Fiset, Robinson & Saffie-Robertson (2019)	creativity	experiment	no
	20	Jahanzeb, Fatima, Bouckenoghe & Bashir (2019)	creativity	cross	2 waves
	21	Shen, Zhang, Yang & Liu (2020)	creativity	cross	no
	22	Zhu & Zhang (2019)	innovation	cross	2 waves
	23	Wang, Wei, Zhao, Zhang & Peng (2021)	creativity	cross	no
	24	He, Teng, Zhou, Wang & Yuan (2021)	creativity	cross	no
	25	Tan, Ma, Huang & Guo (2021)	creativity	cross	3 waves
	26	Men, Yue, Weiwei, Liu & Li (2021)	creativity	cross	3 waves
	27	Arshad, Sun & Desmarais (2021)	creativity	cross	2 waves
	28	Chen & Appienti (2020)	creativity	cross	no
	29	Pan et al. (2015)	creativity	cross	no
30	Hou, Hong, Zhu & Zhou (2019)	innovation	cross	no	

31	Schuh, Zhang & Tian (2013)	innovation	cross	no
32	Zhang, Tsui, & Wang (2011)	creativity	cross	no
33	Guo, Decoster, Babalola, De Schutter, Garba & Riisla (2018)	creativity	cross	no
34	Gu, Hempel & Yu (2019)	creativity	cross	no
35	Dedahanov, Bozorov, & Sung, (2019)	innovation	cross	no
36	Dedahanov, Lee, Rhee & Yoon (2016)	creativity	cross	2 waves
37	Gu, Wang, Liu, Song & He (2018)	creativity	cross	no
38	Wang, Chiang, Tsai, Lin & Cheng (2013)	creativity	cross	no
39	Wang, Tang, Naumann & Wang, (2017)	creativity	cross	no
40	Fu, Li & Si (2013)	innovation	cross	no
41	Derecskei (2016)	creativity	cross	no
42	Tian & Sanchez (2017)	innovation	cross	no
43	Karakitapoğlu-Aygün, Gumusluoglu & Scandura (2019)	innovation	cross	no
44	Zhang, Liu & Du (2021)	innovation	cross	no
45	Zhang, Wang, Ye & Li (2021)	innovation	cross	3 waves
46	Xia, Yang & Xu (2019)	creativity	cross	2 waves

Aversive leadership	47	Choi, Anderson & Veillette (2009)	creativity	cross	no
	48	Tsai, Horng, Liu, Hu & Chung (2015)	creativity	cross	no
Close monitoring	49	George and Zhou (2001)	creativity	cross	no
	50	Kim (2019)	creativity	cross	no
	51	Lee, J., Yun, S., Lee, S., & hyun Lee, J. (2019)	creativity	cross	no
	52	Liao & Chun (2016)	innovation	cross	no
	53	Amabile, Schatzel, Moneta & Kramer (2004)	creativity	qualitative	longitudinal
	54	Zhang, Xu & Sun (2020)	creativity	cross	no
	55	De Jong & Den Hartog (2007)	innovation	qualitative	no
	56	Choi, Anderson, & Veillette (2009)	creativity	cross	no
Despotic leadership	57	Rietzschel, Slijkhuis & Van Yperen (2014)	innovation	cross	no
	58	Son, Cho & Kang (2017)	creativity	cross	no
	59	Zhou (2003)	creativity	cross	no
	60	Naseer, Raja, Syed, Donia & Darr (2016)	creativity	cross	no
Directive leadership	61	Rasool, Naseer, Syed & Ahmed (2018)	creativity	cross	3 waves
	62	Gu, He & Liu (2017)	creativity	cross	no

	63	Echebiri & Amundsen (2020).	innovation	cross	2 waves
	64	Kahai, Sosik & Avolio, (2004)	creativity	experiment	no
	65	Li, Liu & Luo (2018)	creativity	cross	2 waves
Leader incivility	66	Somech (2006)	creativity	cross	2 waves
	67	Sharifirad (2016)	creativity	cross	no
	68	Liu, Chen, He & Huang (2019)	creativity	cross	no
Laissez-faire leadership	69	Elenkov and Manev (2005)	innovation	cross	no
	70	Moss & Ritossa (2007)	creativity	cross	no
	71	Derecskei (2016)	creativity	cross	no
	72	Gemeda & Lee (2020)	innovation	cross	no
Management-by-exception (Combined active and passive)	73	Sethibe & Steyn (2017)	innovation	cross	no
Active Management by exception	74	Rank, Nelson, Allen & Xu (2009)	innovation	cross	no
	75	Moss & Ritossa (2007)	creativity	cross	no
Passive leadership Combined Passive + Laissez faire (passive-avoidant)	76	Zacher & Johnson (2015)	creativity	cross	no
Passive management by exception	77	Škudienė, Augutytė-Kvedaravičienė, Demeško & Suchockis (2018)	innovation	cross	no
	78	Moss & Ritossa (2007)	creativity	cross	no

Narcissistic leadership	79	Yang, Chang, Li, Zhou, Tian & Zhang (2020)	innovation	cross	no
	80	Wisse, Barelds & Rietzschel (2015)	innovation	cross	no
	81	Kashmiri, Nicol & Arora (2017)	innovation	cross	Longitudinal
	82	Zhou, Li, Liu, Tian, Zhang & Qin (2019)	creativity	cross	3 waves
	83	Zhang, Ou, Tsui, & Wang (2017)	innovation	cross	2 waves
	84	Zhang, Liang, Bi, Zhou & Yu (2021)	innovation	cross	longitudinal
	85	Azam & Rizvi (2021)	creativity	cross	no
Supervisor dark triad (aggregated)	86	Norouzinik, Rahimnia, Maharati, & Eslami (2021)	innovation	cross	no
	87	Fodor, Curşeu, & Meslec (2021)	innovation	cross	no
Leader ostracism	88	Kwan, Zhang, Liu & Lee, (2018)	creativity	cross	3 waves
	89	Jahanzeb, Bouckennooghe & Mushtaq (2021)	creativity	cross	3 waves
Self-serving leadership	90	Peng et al. (2019)	creativity	cross	2 waves
Supervisor undermining	91	Eissa, Chinchanchokchai & Wyland (2017)	creativity	cross	no
	92	Ng & Feldman (2013)	innovation	cross	3 waves
Psychopathic leadership	93	Wisse Barelds & Rietzschel (2015)	innovation	cross	no

	94	Boddy (2017)	creativity	qualitative	no
	95	Boddy & Taplin (2021)	innovation & creativity	cross	no
CEO overconfidence	96	Chen, Podolski, Rhee & Veeraraghavan (2014)	innovation	cross	longitudinal
	97	Galasso & Simcoe, (2011)	innovation	cross	longitudinal
	98	Hirshleifer, Low & Teoh (2012)	innovation	cross	longitudinal
	99	Wong, Lee & Chang (2017)	innovation	cross	longitudinal
Hubristic leadership (CEO Hubris)	100	Tang, Li, & Yang, (2015)	innovation	cross	longitudinal
Machiavellian leadership	101	Wisse, Barelds & Rietzschel (2015)	innovation	cross	no
Controlling supervision	102	Oldham & Cummings (1996)	creativity	cross	no
Exploitative leadership	103	Wang, Sun, & Cai (2020)	innovation	cross	3 waves
	104	Syed, Naseer, Akhtar, Husnain & Kashif (2021)	creativity	cross	3 waves
	105	Costa, Aleksić & Bortoluzzi (2021)	innovation	cross	no

### Appendix S3: List of mediating variables

Mechanism	Variable	Definition	References
Motivational	Collective efficacy	“A sense of collective competence shared among individuals when allocating, coordinating, and integrating their resources in a successful concerted response to specific situational demands” (Zaccaro, Blair, Peterson, & Zazanis, 1995: 309).	Men, Yue, Weiwei, Liu & Li (2021) Zhang, Tsui & Wang (2011)
	Creative role identity	"An individual liking to see him/herself, and be seen by others, as someone who is creative in that particular role" (Petkus Jr, 1996: 192).	Shen, Yang & Hu (2020)
	Creative self-efficacy	“The belief one has the ability to produce creative outcomes” (Tierney & Farmer, 2002: 1138).	Atamba, Popelnukha & Ibrahim (2020) Gu, He & Liu (2017) Jiang et al. (2019) Rauniyar et al. (2017) Tian, Peng & Zhou (2020)
	Intrinsic motivation	“A person is intrinsically motivated if he performs an activity for no apparent reward except the activity itself” (Deci, 1972: 113).	Gu, He & Liu (2017) Liu, Chen, He & Huang (2019) Meng et al. (2017) Zhang et al. (2014) Xia, Yang & Xu (2019)



Psychological availability	“The sense of having the physical, emotional, or psychological resources to personally engage at a particular moment. It measures how ready people are to engage, given the distractions they experience as members of social systems” (Kahn, 1990: 714).	Wang, Wei, Zhao, Zhang & Peng (2021)
Psychological capital	“An individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success” (Luthans, Youssef, & Avolio, 2007: 3).	Guo, Decoster, Babalola, De Schutter, Garba & Riisla (2018) Hou et al. (2018) Karakitapoğlu-Aygün, Gumusluoglu & Scandura (2019)
Psychological empowerment	“Increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: meaning, competence (which is synonymous with Conger and Kanungo's self-efficacy), self-determination, and impact” (Spreitzer, 1995: 1443).	Arshad, Sun & Desmarais (2021) Dedahanov, Bozorov & Sung (2019)
Work engagement	"A positive work-related state of fulfillment that is characterized by vigor, dedication, and absorption" (Schaufeli, 2006: 701).	Gemeda & Lee (2020) Norouzinik, Rahimnia, Maharati & Eslami (2021)
Cognitive dependency	"Uncritical acceptance of {...} ideas and unconditional cognitive allegiance"(Eisenbeiß & Boerner, 2013: 58).	Yang, Chang, Li, Zhou, Tian & Zhang (2020)

	Creative process engagement	“Employee involvement or engagement in creativity relevant cognitive processes, including (1) problem identification, (2) information searching and encoding, and (3) idea and alternative generation” (Zhang & Bartol, 2010: 108).	Kwan et al. (2018)
	Intention to share knowledge	“The degree to which one believes that one will engage in a knowledge sharing act” (Bock & Kim, 2002: 1116).	Sharifirad (2016)
	Job insecurity	“In contrast to actual job loss, job insecurity refers to the anticipation of this stressful event in such a way that the nature and continued existence of one’s job are perceived to be at risk” (Sverke & Hellgren, 2002: 26-27).	Wang, Li, Zhou, Maguire, Zong & Hu (2019)
	Job satisfaction	"Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing" (Locke, 1969: 316).	Miao, Komil ugli Fayzullaev & Dedahanov (2020)
	Psychological safety	“Feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career” (Kahn, 1990: 708).	Jiang and Gu (2016) Liu et al. (2016) Peng et al. (2019) Zhu and Zhang (2019)
	Self-esteem	"The evaluative component of self-concept" (Robinson, Shaver & Wrightsman, 2013: 116).	Eissa, Chinchachokchai & Wyland (2017)
	Team information search	"Extent of investment in search activities relative to other tasks" (Li, Maggitti, Smith, Tesluk, & Katila, 2013: 897).	Azam and Rizvi (2021) Zhou, Li, Liu, Tian, Zhang & Qin (2019)
Affective	Emotional exhaustion	“A chronic state of physical and emotional depletion that results from excessive job demands and continuous hassles" (Wright, & Cropanzano, 1998: 486).	Han et al. (2017)

	Fear	"A generalised experience of apprehension in the workplace" (Ashkanasy & Nicholson, 2003: 24).	Guo, Decoster, Babalola, De Schutter, Garba & Riisla (2018)
Identification-based	Collective narcissism	"An ingroup identification tied to an emotional investment in an unrealistic belief about the unparalleled greatness of an ingroup" (Golec de Zavala, Cichocka, Eidelson & Jayawickreme, 2009: 1074).	Fodor, Curşeu, & Meslec (2021)
	Job embeddedness	"How enmeshed a person is in the organization where he or she work" (Crossley, Bennett, RJex, & Burnfield, 2007: 1031).	Norouzinik, Rahimnia, Maharati & Eslami (2021)
	Organizational identification	"Reflects the psychological merging of self and organization" (Van Knippenberg & Sleebos, 2006: 572).	Gu et al. (2016) Liu et al. (2016) Zhang, Wang, Ye & Li (2021)
	Perceived insider status	"The extent to which an individual employee perceives him or herself as an insider within a particular organization" (Stamper & Masterson, 2002: 876).	Zhang, Liu & Du (2021)
	Relational attachment	"The cumulative experience of feeling connected, attached, and close to others at work" (Ehrhardt & Ragins, 2019: 249)	Wang, Sun & Cai (2020)
	Team identification	"When the focus of identification is the work team as a social entity to which an individual is assigned, we refer to this process as team identification" (Huettermann, Doering & Boerner, 2014: 414).	Gu, Wang, Liu, Song & He (2018) Men, Yue, Weiwei, Liu & Li (2021)
Social-relational	Affect-based trust	Affect-based trust is "grounded in reciprocated interpersonal care and concern" (McAllister, 1995: 25).	Tian & Sanchez (2017)

Defensive silence	"Withholding relevant ideas, information, or opinions as a form of self-protection, based on fear" (Dyne, Ang & Botero, 2003: 1367).	Guo, Decoster, Babalola, De Schutter, Garba & Riisla (2018) Jahanzeb, Bouckenooghe & Mushtaq (2021)
Employee feedback-seeking behavior	"Individuals will actively monitor and seek feedback information with respect to organizationally determined and individually held goals" (Ashford & Cummings, 1983: 380).	Shen, Zhang, Yang & Liu (2020)
Employee voice	Promotive aspects of voice "emphasizes expression of constructive challenge intended to improve rather than merely criticize. Voice is making innovative suggestions for change and recommending modifications to standard procedures even when others disagree" (Van Dyne & LePine, 1998: 109). Prohibitive aspects of voice emphasizes "expressions of individuals' concern about existing or impending practices, incidents, or behaviors that may harm their organization" (Liang, Farh & Farh, 2012: 72).	Chen & Appienti (2020) Dedahanov, Lee, Rhee & Yoon (2016)
Impression management	"The process by which people attempt to control or manipulate the reactions of others to images of themselves or their ideas" (Rao, Schmidt, & Murray, 1995: 147).	Rasool et al. (2018)
Knowledge hiding	"An intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person" (Connelly, Zweig, Webster, & Trougakos, 2012: 65).	Jahanzeb, Fatima, Bouckenooghe & Bashir (2019) Peng et al. (2019) Syed, Naseer, Akhtar, Husnain & Kashif (2021)

Knowledge sharing	“Individuals sharing organizationally relevant information, ideas, suggestions, and expertise with one another” (Bartol & Srivastava, 2002: 65).	Zhang et al. (2011)
Leader-Member Exchange (LMX)	"LMX theory posits that, through various exchanges, leaders differentiate in the way they treat followers, leading to different quality relationships" (Hughes, Lee, Tian, Newman & Legood, 2018: 552).	Fodor, Curşeu & Meslec (2021) Gu, Wang, Liu, Song & He (2018) Meng et al. (2017) Son et al. (2017)
Perceived organizational support	Employees “global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Eisenberger, Huntington, Hutchison & Sowa, 1986)	Tan, Ma, Huang & Guo (2021)
Structural empowerment	"Having access to information, receiving support, having access to resources necessary to do the job, and having the opportunity to learn and grow" (Laschinger, Finegan, Shamian, & Wilk, 2001: 261).	Arshad, Sun & Desmarais (2021)
Team-level leader-member exchange (TLMX)	"Operationalized as the mean score of team members’ ratings of their relationship with the team leader, reflecting the extent to which exchange is carried out between the entire team and the team leader" (He, Teng, Zhou, Wang & Yuan, 2021).	He, Teng, Zhou, Wang & Yuan (2021)
Team proactive behavior	“Taking initiative in improving current circumstances or creating new ones; it involves challenging the status quo rather than passively adapting to present conditions” (Crant, 2000: 436).	Rousseau & Aube (2018)
Trickle-down effect	"The patterns of leadership cascade from one management level to another as a consequence of selection, modeling, and other processes" (Bass, Waldman, Avolio & Bebb, 1987: 73).	Liu et al. (2012)

Organizational	Basic (task) resources	“The basic resources or raw materials at the organizational level are resources in the task domain, which include everything the organization has available to aid creative work in a targeted area: people with sufficient expertise, skill, and interest to do the work creatively; financing for projects in the targeted domain, with which necessary tangible materials and services can be obtained; sufficient infrastructure within and external to the organization to support the creative work; and access to necessary information. Importantly, sufficient time to explore creative solutions and implement those solutions effectively is an often-neglected organizational resource” (Amabile, & Pratt, 2016: 162).	Kwan et al. (2018)
	Debt financing	"The scale of corporate debt financing" (Zhang, Liang, Bi, Zhou & Yu, 2021).	Zhang, Liang, Bi, Zhou & Yu (2021)
	Search effort	"As extent of investment in search activities relative to other tasks" (Li, Maggitti, Smith, Tesluk & Katila, 2013).	Azam & Rizvi (2021)
Physiological	Challenge-related stress	“Self-reported work stress associated with challenging job demands” (Cavanaugh, Boswell, Roehling, & Boudreau, 2000: 66).	Zhu and Zhang (2019)
	Sleep problems	"Sleep problems or insomnia usually take one or more of the following forms: delay of sleep onset, difficulty staying asleep, or awakening too early" (Jenkins, Stanton, Niemcryk & Rose, 1988: 313).	Han et al. (2017)

---

#### Appendix S4: List of moderating variables

Mechanism	Variable	Definition	References
External context	Analyst following	External monitoring of managerial activity.	Wong, Lee, & Chang (2017)
	External environment dynamism	"Environmental dynamism describes the rate of change and the unpredictability of change in a firm's external environment" (Jansen, Vera & Crossan, 2009).	Hou, Hong, Zhu & Zhou (2019) Tang, Li, & Yang (2015)
Follower attributes	Creative ability	"Skills or competencies relevant to creative performance, such as the ability to generate new ideas or look at problems from novel perspectives" (Choi, 2004).	Choi et al. (2009)
	Conscientiousness	"Conscientiousness is a dimension of individual differences in organization and achievement. Highly conscientious people are dutiful and self-disciplined, but also ambitious and hardworking, sometimes to the point of being "workaholics." Men and women low in Conscientiousness are more lackadaisical and easygoing and less exacting with themselves or others" (McCrae & Costa, 2003).	George and Zhou (2001)
	Core self-evaluation	"Fundamental, subconscious conclusions individuals reach about themselves, other people, and the world" (Judge et al., 1998).	Zhang et al. (2014)
	Emotional intelligence	"Ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990).	Hou, Li & Yuan (2018)
	Face	"Depicts the pattern of orientations in an interpersonal and hierarchical connection and social behaviors to enhance one's face and to avoid losing one's face" (Cheung et al., 2001).	Gu et al. (2016)

Fear of negative evaluation	"The degree to which people experience apprehension at the prospect of being evaluated negatively" (Leary, 1983: 371).	Syed, Naseer, Akhtar, Husnain & Kashif (2021)
Individual locus of control	"People attribute the cause or control of events either to themselves or to the external environment. Those who ascribe control of events to themselves are said to have an internal locus of control and are referred to as internals. People who attribute control to outside forces are said to have an external locus of control and are termed externals" (Spector, 1982).	Škudienė, Augutytė-Kvedaravičienė, Demeško & Suchockis (2018) Wang, Li, Zhou, Maguire, Zong & Hu (2019)
Intrinsic and extrinsic motivational orientations	Intrinsic motivation is "the motivation to engage in work primarily for its own sake, because the work itself is interesting, engaging, or in some way satisfying" and extrinsic motivation is "the motivation to work primarily in response to something apart from the work itself, such as reward or recognition or the dictates of other people." (Amabile, Hill, Hennessey & Tighe, 1994: 950).	Tian, Peng & Zhou (2020)
Negative reciprocity norm	"A unitary set of beliefs favoring retribution as the correct and proper way to respond to unfavorable treatment" (Eisenberger, Lynch, Aselage, & Rohdieck, 2004).	Jahanzeb, Fatima, Bouckenoghe & Bashir (2019)



Personal need for structure	“An individual possessing a high chronic need for structure prefers structure and clarity in most situations, with ambiguity and grey areas proving troublesome and annoying. Characterized by decisiveness and confidence, such people experience discomfort if they perceive structure and clarity to be missing from situations. They should dislike or be disturbed by people who vacillate or by opinions and situations that lack clarity and order. Although the clear-minded, decisive individual is often lauded by society, this style may also lead to rigid, inflexible thinking and an unquestioned acceptance of the validity of one's beliefs (e.g., a reliance on stereotypes)” (Thompson et al., 2013).	Rietzschel et al. (2014)
Power distance	“The extent to which a society accepts the fact that power in institutions and organizations is distributed unequally. It's reflected in the values of the less powerful members of society as well as in those of the more powerful ones” (Hofstede, 1980).	Gu, Wang, Liu, Song & He (2018) Rauniyar et al. (2017)
Proactive personality	"The relatively stable tendency to effect environmental change" (Bateman & Crant, 1993).	Jahanzeb, Bouckenooghe & Mushtaq (2021) Ng & Feldman (2013) Shen, Zhang, Yang & Liu (2020)
Psychological capital	“An individual’s positive psychological state of development that is characterized by the following: (a) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (b) making a positive attribution (optimism) about succeeding now and in the future; (c) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (d) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success” (Luthans, Youssef & Avolio, 2007: 3).	Guo, Decoster, Babalola, De Schutter, Garba & Riisla (2018)

Leader attributes	Social comparison orientation	“The prototypical image of a high comparer [...] is of an individual (in either culture) who (a) is interpersonal more than introspectively oriented, being sensitive to the behavior of others, and (b) has a degree of uncertainty about the self, along with an interest in reducing this self-uncertainty” (Gibbons & Buunk, 1999).	Jiang et al. (2019)
	Benevolent leadership	Contains "shi-en behaviors (favor granting), such as ‘individualized care’ and ‘understanding and forgiving” (Cheng et al. 2004).	Gu, Hempel & Yu (2019) Tian & Sanchez (2017)
	Close monitoring	“When supervisors engage in close monitoring, they keep close tabs on their subordinates to ensure that they do what they are told, perform tasks in expected ways, and do not do things that the supervisor might disapprove of. Under these conditions, subordinates often feel that they are constantly being evaluated, directed, and controlled” (George & Zhou, 2001).	Choi et al. (2009)
	Moral leadership	Entails "shuh-der (setting an example) behaviors, such as ‘integrity and fulfilling one’s obligations’, ‘never taking advantage of others’ and ‘selfless paragon’” (Cheng et al. 2004).	Gu, Hempel & Yu (2019)
	Performance promotion and injury initiation motive	“Leaders may mistreat their subordinates to enhance subordinate performance; on the other hand, leaders may exercise abusive supervision to purposely harm subordinate” (Liu et al. 2012).	Liu et al. (2012) Wang, Wei, Zhao, Zhang & Peng (2021)
	Perceived supervisor disposition awe	"Dispositional awe is an emotional disposition pertaining to people’s latent tendency to experience awe {...}. Awe is an intense emotional response to perceptually vast stimuli that dramatically transcend one’s ordinary reference frame and provoke a need to adjust the current mental structures" (Zhao, Zhang, Xu, He, & Lu, 2019).	Atamba, Popelnukha & Ibrahim (2020)

	Leader Gender	Male or female.	Wang, Chiang, Tsai, Lin & Cheng (2013)
	Leader vision	"The expression of an idealized picture of the future based around organizational values" (Rafferty & Griffin, 2004).	Fiset, Robinson & Saffie-Robertson (2019)
	Transformational leadership	"Theorized to consist of four dimensions. First, idealized influence reflects the degree to which the leader behaves admirably and causes followers to identify with the leader. Second, inspirational motivation reflects the degree to which the leader articulates an appealing and inspiring vision. Third, intellectual stimulation reflects the degree to which the leader challenges assumptions, takes risks, and solicits followers' ideas. Fourth, individualized consideration reflects the degree to which the leader listens and attends to each follower's needs, and acts as a mentor or coach" (Hughes et al. 2018).	Schuh, Zhang & Tian (2013)
Relationship attributes	Co-worker exchange	Co-worker exchange relationships (see Sherony & Green, 2002).	Zhang, Wang, Ye & Li (2021)
	Leader-members interdependence	"Leader–members interdependence is conceptually different from task interdependence. Specifically, task interdependence concerns the relationships among members and represents the extent to which team members rely on one another to achieve the desired output. As for leader–members interdependence, this concept is applicable to the relationships that a team leader has with the members. These two types of interdependence do not necessarily covary. In other words, a high level of leader– members interdependence is not automatically associated with a high level of task interdependence" (Rousseau & Aubé, 2018).	Rousseau & Aubé (2018)

	LMX	"LMX theory posits that, through various exchanges, leaders differentiate in the way they treat followers, leading to different quality relationships. Research shows that high LMX quality is associated with a range of positive follower outcomes it" (Hughes et al. 2018).	Echebiri & Amundsen (2020) Naseer et al. (2016) Zhang, Wang, Ye & Li (2021)
	Task interdependence	"One form of interdependence is task interdependence. Group members interact and depend on one another to accomplish the work. Interdependence may vary across groups, increasing as workflow goes from pooled to sequential to reciprocal" (Campion et al. 1993).	Men, Yue, Weiwei, Liu & Li (2021) Peng et al. (2019)
Team/organization context	Abusive supervision climate	Group members experience of abusive supervision.	Shen, Yang, & Hu (2020)
	Comfort and security	"Job that provides comfortable working conditions, job security, ample free time, clear-cut rules and regular routine" (Meyer, Irving & Allen, 1998).	Wang, Tang, Naumann & Wang, (2019)
	Dynamic work environment	"A relatively uncertain situation, characterized by a high degree of challenge and great opportunities for change" (De Hoogh, Den Hartog & Koopman, 2005).	Yang, Chang, Li, Zhou, Tian & Zhang (2020)
	Family Friendly Workplaces Practices	Measured by one item: "If you need to take a day off at short notice due to family emergencies how do you usually do this" (Costa, Aleksić & Bortoluzzi, 2021).	Costa, Aleksić & Bortoluzzi (2021)
	High-performance work systems	"An integrated system of HR practices that are internally consistent (alignment among HR practices) and externally consistent (alignment with organizational strategy) that include selective staffing, self-managed teams, decentralized decision making, extensive training, flexible job assignments, open communication, and performance-contingent compensation" (Evans & Davis, 2005: 759-760).	Wang, Sun & Cai (2020)

Independent board	"Those directors with no personal or professional relationship with the firm, other than in their capacity as directors" (Johnson, Hoskisson, & Hitt, 1993).	Wong, Lee, & Chang (2017)
Institutional ownership	Institutional investors.	Wong, Lee, & Chang (2017)
Nature of ownership	"Divided into state-owned (SOE) and non-state-owned enterprises" (Zhang, Liang, Bi, Zhou & Yu, 2021: 6).	Zhang, Liang, Bi, Zhou & Yu (2021)
Negative job-to-home spillover	"Effects of work on time for partner/family as well as time for family responsibilities" (White, Hill, McGovern, Mills & Smeaton, 2003: 181).	Costa, Aleksić & Bortoluzzi (2021)
Peer abusive supervision	Supervisory abuse toward another team member.	Jiang, Gu, & Tang (2019)
Perceived insider status	"The extent to which an individual employee perceives him or herself as an insider within a particular organization" (Stamper & Masterson, 2002: 876).	Liu, Chen, He & Huang (2019)
Perceived organizational politics	"An individual's attribution to behaviors of self-serving intent, and is commonly defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers or supervisors who demonstrate such self-serving behavior" (Ferris et al. 2000).	Naseer et al. (2016)
Perceived organizational support	"Global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et al. 1986).	Kwan et al. (2018)

# CEO Obsessive Passion, Empowerment and Firm Innovativeness

Vahid Mehraein

Department of Economics and Statistics, University of Udine, Via Tomadini, 30/A, 33100, Udine, Italy

## Abstract

Building on upper echelons theory, this paper examines an overlooked concept: CEO obsessive passion, defined as "a controlled internalization of an activity in one's identity that creates an internal pressure to engage in the activity that the person likes" (Vallerand et al. 2003). Obsessive passion is thought to lead to rigid persistence and negative affect in the leader. I hypothesize that obsessive passion moderates the relationship between CEO empowerment and innovativeness. A sample of 237 Italian companies was studied, and the results show that obsessive passion weakens the positive relationship between leader empowerment and firm innovativeness. These results contribute to our understanding of CEO characteristics and the impact obsessive passion can have on firm outcomes.

**Keywords:** Obsessive passion, Innovativeness, Empowerment, Dark leadership

## Introduction

"Work like hell. I mean you just have to put in 80 to 100 hour weeks every week. [This] improves the odds of success." Elon Musk

Passion and hard work seem to be everyone's advice for success. This is of increasing importance in the context of strategic leadership (Hambrick & Mason, 1984). The survival of organizations often depends on their innovation performance, and a passionate leader may be better suited for the task. However, when passion turns into obsession, it could lead to rigid persistence and negative affect in the leader (Tognazzo, Gianecchini, Gubitta, 2014; Vallerand et al. 2003). This could be detrimental and reduce the leader's effectiveness (De Vries, 2018; Peterson, Smith, Martorana & Owens, 2003; Lewis, 2000). This challenges the widely held assumption that passion is inherently and exclusively a good thing (Ho & Pollack, 2014). However, one could also argue that negative traits can be a source of strength (Akinola, & Mendes, 2008; Gino & Ariely, 2012; Hunter & Cushenbery, 2015; Maccoby, 2000; Smith, Hill, Wallace, Recendes, & Judge, 2018). Indeed, several studies show that, contrary to expectations, companies led by psychopaths, narcissists, and overconfident CEOs are extremely innovative (Boddy & Taplin, 2021; Galasso & Simcoe, 2011; Kashmiri et al., 2017; Zhang, Liang, Bi, Zhou, & Yu, 2021). Cautiously, then, one might also entertain the idea that the CEO's obsessive passion might also have positive effects on the firm's ability to innovate (Fisher, Merlot, & Johnson, 2018; Stroe, Wincent, & Parida, 2018). Typically, the leader's obsession could involve increased dependency between the leader and members, as well as directive and monitoring behavior on the part of the leader, and consequently effect autonomy and empowerment, which are essential for innovation.

This paper is primarily concerned with examining obsessive passion and innovativeness. This study draws on Upper Echelons (Hambrick & Mason, 1984) and contributes to our understanding of the dark side of leadership (Conger, 1990) and, in particular, to emerging research on obsessive passion. Research examining the relationship between leader negative traits and innovation is sparse and has yielded conflicting results. This study is the first to address innovativeness and obsessive passion. It contributes to the field of strategic leadership and innovation (Cortes and Herrmann, 2021) and the role of CEO empowerment, which has been examined in fewer studies (Carmeli, Schaubroeck & Tishler, 2011; Ling, Wei, Klimoski & Wu, 2015). In the following chapters, the conceptual model is explained, tested, and discussed.

## **Theoretical foundations and hypotheses**

### Empowerment and innovativeness

Firm innovativeness is characterized by its propensity to deviate from proven practices (Engelen, Neumann & Schwens, 2015) and refers to a firm's ability to introduce new processes, products, and services (Bell, 2005; Rubera & Kirca, 2012). Upper echelons theory posits that firm outcomes are influenced by CEO characteristics (for a review see Bromiley, & Rau, 2016; Busenbark, Krause, Boivie & Graffin, 2016; Samimi, Cortes, Anderson & Herrmann, 2020; see also Hambrick, 2007). Indeed, company's ability to innovate is significantly influenced by its leadership (Cortes and Herrmann 2021; Mainemelis, Kark, & Epitropaki, 2015). There is limited research on CEO-level empowerment, and the relationship with innovativeness is rather unclear (Carmeli, Schaubroeck, & Tishler, 2011; Ling, Wei, Klimoski, & Wu, 2015). Research on lower-level leaders has generally shown that empowering behaviors promote creativity and innovation (Hughes et al., 2018). Empowering leadership is supportive and promotes autonomy and participation (Pearce et al., 2003; Vecchio, Justin & Pearce, 2010). Leadership at the top seeps through the hierarchy and influences employees and the organization. Positive leadership practices are believed to motivate, build trust, improve LMX, promote knowledge sharing, and improve employee work engagement (Hughes et al., 2018). Empowering leadership creates a work climate that is safe and conducive to creativity and innovation. Therefore, empowerment can be expected to improve firm innovativeness. However, it is not self-evident that empowerment necessarily increases innovation. For example, Jung et al. (2003) found that supervisor empowerment decreases innovation, and several studies have shown that authoritarian leadership promotes innovation (e.g., Zhang, Liu & Du, 2021). Qualitative data suggest that foreign R&D managers in China have learned to rely on direction and control to achieve better results (Von Zedtwitz, 2004). Perhaps because some populations perform better when consistently instructed and controlled due to cultural, contextual, or personal characteristics (Den Hartog, & Dickson, 2018; Fernandez & Vecchio, 1997; Tsui, Nifadkar, & Ou, 2007). Coget, Shani, & Solari (2014) argued that dark leadership could be equally useful for creative leadership. Given these competing viewpoints, the following hypotheses are offered:

Hypothesis 1a: CEO empowerment relates positively to firm innovativeness.

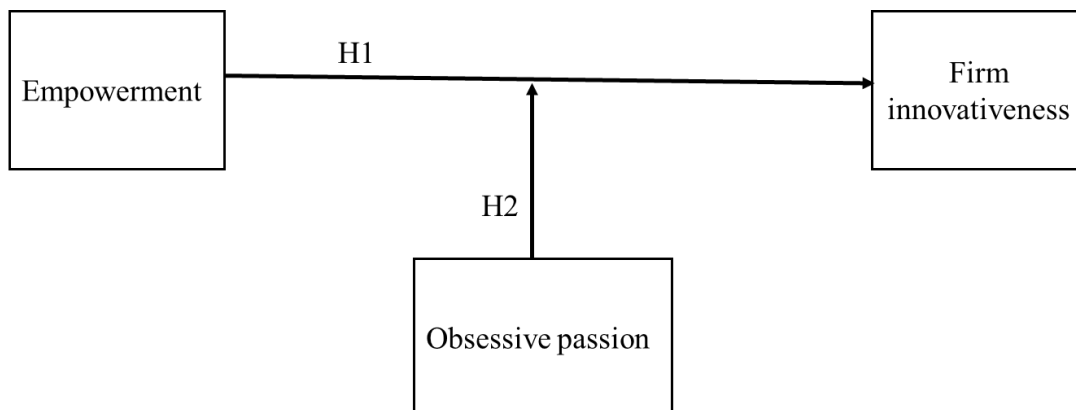
Hypothesis 1b: CEO empowerment relates negatively to firm innovativeness.

### Moderating effect of obsessive passion

Obsessive passion is "a controlled internalization of an activity in one's identity that creates an internal pressure to engage in the activity that the person likes" (Vallerand et al. 2003). Obsessive passion in leaders is thought to lead to rigid persistence and negative affect. These obsessive leaders are workaholics; they are obsessed with their work and often stressed due to their imbalanced focus on work (Tognazzo, Gianecchini, Gubitta, 2014). Those leaders who are driven to work due to internal pressures typically exhibit high neuroticism (Burke, Matthiesen & Pallesen, 2006). Neuroticism in leaders is negatively related to ethical leadership (Xu et al. 2011). Meta-analytic research has shown that negative affect in leaders is negatively related to leadership effectiveness (Joseph, Dhanani, Shen, McHugh, & McCord, 2015). Taken together, this means that obsessively passionate leaders are rigid and compulsive, more likely to be unpleasant, and less capable of leading people effectively to achieve desired firm outcomes (Hambrick & Mason, 1984). This affects the quality of exchange, leads to inconsistencies in leadership behavior, and impacts the conditions necessary for creativity and innovation, which in turn reduces the positive effects of empowerment. On the other hand, we have seen that authoritarianism, psychopathy, and narcissism lead to innovation. Thus, it could be argued that obsessively passionate leaders promote innovativeness by creating a moderately unpleasant but competitive climate that can stimulate employees' creative performance (Coget, Shani, & Solari, 2014; Lee, Yun & Srivastava, 2013). Given these competing viewpoints, the following hypotheses are offered:

Hypothesis 2a: Obsessive passion weakens the relationship between empowerment and innovativeness.

Hypothesis 2b: Obsessive passion strengthens the relationship between empowerment and innovativeness.





## Methodology

### Data

The analysis was performed on a dataset created as part of a national project in Italy to study entrepreneurs. The initial sample consisted of 1455 business leaders (CEOs or equivalent) of companies with fewer than 250 workers. The response rate was about 17%, leaving a final sample of 237 cases which is comparable to several similar studies (e.g., Abebe & Angriawan, 2014). 195 of these corporate managers are male and their average age is 53. All companies belong to the manufacturing sector with low to medium technology level and a turnover between 1.2 and 34 million euros, which is 8.7 million on average. Workforce ranges from 1 to 242, with an average of 26. Data were collected through telephone interviews using a structured questionnaire between July and September 2012. The questions examined the empowerment and dualistic passion of strategic leaders, as well as the firm innovativeness. Common method bias could pose a problem for the reliability of the results because the data were obtained at a single point in time and from the same respondent (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). To reduce this bias, the instrument was formulated to ask the questions separately so that respondents were unaware of the conceptual framework.

### Variables

#### *Empowerment*

A 3-item, 5-point Likert scale based on the existing literature and formulated in Italian was used to measure the empowerment behavior of leaders. Confidence interval [95 CI] = .95 to .99.

#### *Innovativeness*

Firm innovativeness was measured using a 3-item, 5-point Likert scale adapted from Covin and Slevin (1989). The items were translated into Italian. Examples: "How many new lines of products or services has your firm marketed in the past 5 years?" Confidence interval [95 CI] = .95 to .99.

#### *Obsessive passion*

This variable was measured using 6 items 5-point Likert scale adapted from Vallerand et al. (2003) and translated into Italian. The sample item includes "I have the impression that my activity controls me." Confidence interval [95 CI] = .95 to .97.

#### *Control Variables*

Two variables were controlled. Harmonious passion, measured by 6 items 5-point Likert scale adopted from Vallerand et al. (2003) and translated into Italian, and adjusted ROA.

## Method

To test hypotheses 1 and 2, I used an ordinary least squares (OLS) estimator that is robust to multicollinearity and heteroskedasticity.

$$\text{Innovativeness } i = \beta_0 + \beta_1 \text{ CEO Empowerment } i + \beta_2 \text{ Obsessive Passion } i + \beta_3 \text{ EMP } i + \beta_4 \text{ Harmonious Passion } i + \beta_5 \text{ ROA } i + \varepsilon_i$$

## Results

### Descriptive results

Table 1 and 2 show the intercorrelations and descriptive statistics of the variables in the study. As shown below, there are 237 observations. All variables used are ordinary variables based on a 5-point Likert scale, except for adjusted ROA, which is a scale variable.

Table 1. Summary Statistics

Variable	N	Mean	Std. Dev.	Min	Max
Innovativeness	237	3.314	1.067	1.000	5
Empowerment	237	3.593	0.890	1.000	5
Obsessive Passion	237	2.882	1.252	1.000	5
Harmonious Passion	237	3.468	0.913	1.000	5
Adj ROA	237	0.034	8.886	-54.180	24.560

Table 2 shows that empowerment and innovativeness are significantly correlated, although the correlation is not very sizable. There is no meaningful correlation between obsessive passion and innovativeness, but harmonious passion is significantly correlated with innovativeness.

Table 2. Correlation Matrix

	Inno	Emp	Obsess	Harm	ROA
Innovativeness	1				
Empowerment	0.249**	1			
Obsessive Passion	0.096	0.054	1		
Harmonious Passion	0.301**	0.265**	0.289**	1	
Adj ROA	0.149*	-0.06	-0.004	0.013	1

Note: \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$  ( $n = 237$ )

## Hypothesis testing

A linear regression analysis was performed. The idea of the conceptual model was that obsessive passion would moderate the relationship between CEO empowerment and innovativeness, and thus two hypotheses were formulated. Hypothesis 1a states that empowerment is positively related to innovativeness. As shown in Table 3, a one-unit change in empowerment leads to a 53 percent change in innovativeness. CEO empowerment is significantly and positively related to innovativeness ( $\beta = .53$ ;  $p < 0.05$ ). Thus, hypothesis 1a was supported. We can also see that a one-unit change in obsessive passion leads to a 44 percent change in innovativeness, indicating that obsessive passion is also positively and significantly related to innovativeness. Hypothesis 2a states that obsessive passion weakens the relationship between empowerment and innovativeness. Although obsessive passion was positively correlated with innovativeness, the interaction between empowerment and obsessive passion was negatively associated with innovativeness ( $\beta = -.114$ ;  $p < 0.05$ ), as shown in Table 3. Thus, hypothesis 2a was supported. The following equation shows the final result of the tested model.

$$\text{Innovativeness } i = 0.327 + 0.53 \text{ CEO Empowerment } i + 0.443 \text{ Obsessive Passion } i - 0.114 \text{ EMP } i \times \text{ Obsessive Passion } i + 0.286 \text{ Harmonious Passion } i + 0.012 \text{ ROA } i + \varepsilon i$$

Table 3. Obsessive Passion and Empowerment-Innovativeness Nexus

Variables	P- value	$\beta$	SE
Empowerment	[0.005]	0.53	[0.186]
Obsessive Passion	[0.036]	0.443	[0.210]
Obs. Passion x Emp	[0.044]	-0.114	[0.056]
Harmonious Passion	[0.000]	0.286	[0.077]
Adj ROA	[0.096]	0.012	[0.007]
Constant	[0.646]	0.327	[0.710]
Model fit			
N	237		
F	6.849 [0.000]		
Adj R-squared	11%		
Durbin Watson	1.762		

Note: Standardized regression coefficients are displayed in the table. \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

## Discussion

There is limited research on CEOs' empowerment behavior and innovativeness, and the interaction of CEOs' obsessive passion has not been studied. The aim of the present work was to examine these relationships. The results of this study filled the gap at the strategic level and once again confirmed the prevailing view that positive leadership behaviors improve organizational outcomes, and in this case, firm innovativeness. Leadership at the top trickles down through the

hierarchy and impacts employees and the organization. Positive leadership practices motivate, build trust, improve LMX, promote knowledge sharing, and improve employee work engagement (Hughes et al., 2018). Empowering leadership creates a work climate that is safe and conducive to creativity and innovation. This study also showed that obsessive passion, while positively related to innovativeness, attenuates the positive relationship between empowerment and innovativeness. Therefore, the confusing dichotomy remains that both positive and dark leadership promote innovation (Coget, Shani, & Solari, 2014). However, this shows that while there is a light side to the dark side, there is also a dark side to the dark side, i.e., a lower potency of empowerment in this context. Obsessively passionate leaders are rigid and compulsive, more likely to be unpleasant and less capable of leading people effectively than balanced leaders. This affects the quality of exchange, leads to inconsistencies in leadership behavior, and impacts the conditions necessary for creativity and innovation, which in turn reduces the positive impact of empowerment. These findings contributed to the Upper Echelons theory (Hambrick & Mason, 1984), the dark side of leadership (Conger, 1990), and the dualistic model of passion (Vallerand et al. 2003).

### **Limitation & future directions**

This study has some limitations that should be mentioned. This study was limited to Italian companies and the results may not be generalizable to all possible contexts. Common method bias and the use of a single sample sourcing could affect the results (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) and, of course, self-assessments are prone to bias (Ng & Feldman, 2012; Podsakoff et al., 2012). Future efforts could measure the outcome variable more objectively. In addition, the design used in this study has been criticized for causality issue and risk of endogeneity bias (Antonakis, 2017; Antonakis et al., 2010; Fischer et al., 2017). Future studies should replicate these findings but also consider improved designs and conduct experimental and longitudinal designs with time lags to complement these results (Hughes et al., 2018; Lonati, Quiroga, Zehnder, & Antonakis, 2018; Podsakoff & Podsakoff, 2019). As an alternative to the Vallerand et al. (2003) survey, researchers could attempt to develop a measurement that uses diaries, videos, or machine learning to identify CEO obsessive passion and then study public companies. This would open the possibility of examining a range of phenomena. For example, whether CEO obsessive passion is related to fraud and tax avoidance (Schnatterly, Gangloff & Tuschke, 2018). In general, due to the lack of research, further studies have the opportunity to examine a variety of moderating and mediating variables (see Hughes et al., 2018). Another important consideration for future efforts is that creativity and innovation should not be viewed solely as a positive outcome for employees and organizations, and therefore, examine whether reducing organizational innovativeness can sometimes be beneficial and justified in the context of CEO obsessive passion (Amabile & Pratt, 2016; Janssen et al., 2004; Mumford, 2003).

### **Conclusion**

Obsessive passion is thought to lead to rigidity and negative affect. Previous studies have found both positive and negative effects of obsessive passion, but never in relation to empowerment and

innovativeness. This study aimed to fill this gap and examine this relationship. The results of this study show that obsessive passion reduces the positive effect of empowerment on firm innovativeness. Therefore, the empowerment behavior of obsessively passionate CEOs is not as effective for innovativeness.

## References

- Abebe, M. A., & Angriawan, A. (2014). Organizational and competitive influences of exploration and exploitation activities in small firms. *Journal of Business Research*, 67(3), 339-345.
- Akinola, M., & Mendes, W. B. (2008). The dark side of creativity: Biological vulnerability and negative emotions lead to greater artistic creativity. *Personality and Social Psychology Bulletin*, 34(12), 1677-1686.
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183.
- Antonakis, J. (2017). On doing better science: From thrill of discovery to policy implications. *The Leadership Quarterly*, 28(1), 5-21.
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *The leadership quarterly*, 21(6), 1086-1120.
- Bell, G. G. (2005). Clusters, networks, and firm innovativeness. *Strategic management journal*, 26(3), 287-295.
- Boddy, C. R., & Taplin, R. (2021). The Impact Of Managerial Psychopathy On Organisational Innovation. *International Journal of Innovation Management*, 25(05), 2150052.
- Bromiley, P., & Rau, D. (2016). Social, behavioral, and cognitive influences on upper echelons during strategy process: A literature review. *Journal of Management*, 42(1), 174-202.
- Busenbark, J. R., Krause, R., Boivie, S., & Graffin, S. D. (2016). Toward a configurational perspective on the CEO: A review and synthesis of the management literature. *Journal of Management*, 42(1), 234-268.
- Carmeli, A., Schaubroeck, J., & Tishler, A. (2011). How CEO empowering leadership shapes top management team processes: Implications for firm performance. *The Leadership Quarterly*, 22(2), 399-411.
- Coget, J. F., Shani, A. B., & Solari, L. (2014). The lone genius, or leaders who tyrannize their creative teams: an alternative to the 'mothering' model of leadership and creativity.
- Conger, J. A. (1990). The dark side of leadership. *Organizational dynamics*, 19(2), 44-55.
- Cortes, A. F., & Herrmann, P. (2021). Strategic Leadership of Innovation: A Framework for Future Research. *International Journal of Management Reviews*, 23(2), 224-243.

- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal*, 10(1), 75-87.
- De Vries, R. E. (2018). Three nightmare traits in leaders. *Frontiers in psychology*, 9, 871.
- Den Hartog, N. D., & Dickson, M. W. (2018). Leadership, culture, and globalization. *The nature of leadership*, 327-353.
- Engelen, A., Neumann, C., & Schwens, C. (2015). "Of course I can": The effect of CEO overconfidence on entrepreneurially oriented firms. *Entrepreneurship Theory and Practice*, 39(5), 1137-1160.
- Fernandez, C. F., & Vecchio, R. P. (1997). Situational leadership theory revisited: A test of an across-jobs perspective. *The Leadership Quarterly*, 8(1), 67-84.
- Fischer, T., Dietz, J., & Antonakis, J. (2017). Leadership process models: A review and synthesis. *Journal of Management*, 43(6), 1726-1753.
- Fisher, R., Merlot, E., & Johnson, L. W. (2018). The obsessive and harmonious nature of entrepreneurial passion. *International Journal of Entrepreneurial Behavior & Research*.
- Galasso, A., & Simcoe, T. S. (2011). CEO overconfidence and innovation. *Management Science*, 57(8), 1469-1484.
- Gino, F., & Ariely, D. (2012). The dark side of creativity: original thinkers can be more dishonest. *Journal of personality and social psychology*, 102(3), 445.
- Hambrick, D. C. (2007). Upper echelons theory: An update. *Academy of management review*, 32(2), 334-343.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), 193-206.
- Ho, V. T., & Pollack, J. M. (2014). Passion isn't always a good thing: Examining entrepreneurs' network centrality and financial performance with a dualistic model of passion. *Journal of Management Studies*, 51(3), 433-459.
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.
- Hunter, S. T., & Cushenbery, L. (2015). Is being a jerk necessary for originality? Examining the role of disagreeableness in the sharing and utilization of original ideas. *Journal of Business and Psychology*, 30(4), 621-639.
- Janssen, O., Van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of organizational behavior*, 25(2), 129-145.

- Joseph, D. L., Dhanani, L. Y., Shen, W., McHugh, B. C., & McCord, M. A. (2015). Is a happy leader a good leader? A meta-analytic investigation of leader trait affect and leadership. *The Leadership Quarterly*, 26(4), 557-576.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The leadership quarterly*, 14(4-5), 525-544.
- Kashmiri, S., Nicol, C. D., & Arora, S. (2017). Me, myself, and I: influence of CEO narcissism on firms' innovation strategy and the likelihood of product-harm crises. *Journal of the Academy of Marketing Science*, 45(5), 633-656.
- Lee, S., Yun, S., & Srivastava, A. (2013). Evidence for a curvilinear relationship between abusive supervision and creativity in South Korea. *The Leadership Quarterly*, 24(5), 724-731.
- Lewis, K. M. (2000). When leaders display emotion: How followers respond to negative emotional expression of male and female leaders. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 21(2), 221-234.
- Ling, Y., Wei, L., Klimoski, R. J., & Wu, L. (2015). Benefiting from CEO's empowerment of TMTs: Does CEO–TMT dissimilarity matter?. *The Leadership Quarterly*, 26(6), 1066-1079.
- Lonati, S., Quiroga, B. F., Zehnder, C., & Antonakis, J. (2018). On doing relevant and rigorous experiments: Review and recommendations. *Journal of Operations Management*, 64, 19-40.
- Maccoby, M. (2000). Narcissistic Leaders. *Harvard Business Review*, 78(1), 68-77.
- Mainemelis, C., Kark, R., & Epitropaki, O. (2015). Creative leadership: A multi-context conceptualization. *Academy of Management Annals*, 9(1), 393-482.
- Mumford, M. D. (2003). Where have we been, where are we going? Taking stock in creativity research. *Creativity research journal*, 15(2-3), 107-120.
- Ng, T. W., & Feldman, D. C. (2012). A comparison of self-ratings and non-self-report measures of employee creativity. *Human Relations*, 65(8), 1021-1047.
- Pearce, C. L., Sims, H. P., Cox, J. F., Ball, G., Schnell, E., Smith, K. A., & Trevino, L. (2003). Transactors, transformers and beyond: A multi-method development of a theoretical typology of leadership. *Journal of Management development*.
- Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: one mechanism by which leadership affects organizational performance. *Journal of applied Psychology*, 88(5), 795.
- Podsakoff, P. M., & Podsakoff, N. P. (2019). Experimental designs in management and leadership research: Strengths, limitations, and recommendations for improving publishability. *The Leadership Quarterly*, 30(1), 11-33.

- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Rubera, G., & Kirca, A. H. (2012). Firm innovativeness and its performance outcomes: A meta-analytic review and theoretical integration. *Journal of Marketing*, 76(3), 130-147.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2020). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 101353.
- Schnatterly, K., Gangloff, K. A., & Tuschke, A. (2018). CEO wrongdoing: A review of pressure, opportunity, and rationalization. *Journal of Management*, 44(6), 2405-2432.
- Smith, M. B., Hill, A. D., Wallace, J. C., Recendes, T., & Judge, T. A. (2018). Upsides to dark and downsides to bright personality: A multidomain review and future research agenda. *Journal of Management*, 44(1), 191-217.
- Stroe, S., Wincent, J., & Parida, V. (2018). Untangling intense engagement in entrepreneurship: Role overload and obsessive passion in early-stage entrepreneurs. *Journal of Business Research*, 90, 59-66.
- Tognazzo, A., Gianecchini, M., Gubitta, P. (2014). passionate about being entrepreneurs. or rather, obsessed. organizing for growth: theories and practices.
- Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of management*, 33(3), 426-478.
- Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C., Léonard, M., ... & Marsolais, J. (2003). Les passions de l'ame: on obsessive and harmonious passion. *Journal of personality and social psychology*, 85(4), 756.
- Vecchio, R. P., Justin, J. E., & Pearce, C. L. (2010). Empowering leadership: An examination of mediating mechanisms within a hierarchical structure. *The Leadership Quarterly*, 21(3), 530-542.
- Von Zedtwitz, M. (2004). Managing foreign R&D laboratories in China. *R&D Management*, 34(4), 439-452.
- Xu, X., Yu, F., & Shi, J. (2011). Ethical leadership and leaders' personalities. *Social Behavior and Personality: an international journal*, 39(3), 361-368.



Zhang, L., Liang, B., Bi, D., Zhou, Y., & Yu, X. (2021). Relationships Among CEO Narcissism, Debt Financing and Firm Innovation Performance: Emotion Recognition Using Advanced Artificial Intelligence. *Frontiers in Psychology, 12*.

Zhang, S., Liu, X., & Du, Y. (2021). When and how authoritarian leadership influences employee innovation behavior in the context of Chinese culture. *Leadership & Organization Development Journal*.