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Research Article

Bibliometric Analysis of Dark Side of Leadership Literature

Liderliğin Karanlık Yönü Literatürünün Bibliyometrik Analizi

Asst. Prof. (Ph.D) Işıl USTA KARA
Trakya University
isilusta@trakya.edu.tr
ORCID: 0000-0003-2527-2961

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Abstract

The study aims to determine the trend of publications in the dark leadership literature. With this purpose in mind, keywords were determined, and a search was carried out in the Web of Science Core Collection (WOS) database. Bibliometric analysis techniques analyzed sixty-five publications obtained from the database. Bibliometric maps of the research data were created using Visualization of Similarities (VOS) viewer software. The research includes the distribution of publications by years, the distribution of citations by years, and the information about the most cited publications. In addition, citation analysis of publications, co-citation analysis of authors, co-citation analysis of journals, bibliometric coupling analysis of countries, and co-occurrence analysis were conducted. According to the co-citation analysis, it has been determined that the most frequently used concepts are leadership, the dark side of leadership, destructive leadership, abusive leadership, and toxic leadership. It was concluded that the most productive country is the United States of America, and the most frequently cited and strongly linked journal is the Leadership Quarterly. This study provides a visual framework for researchers with respect to the research topic.

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Anahtar sözcükler: Bibliyometrik analiz, Liderlik Liderliğin karanlık yönü, Web of Science

Öz

Çalışmanın amacı karanlık liderlik literatüründe yer alan yayınların eğiliminin tespit edilmesidir. Bu amaç doğrultusunda anahtar kelimeler belirlenerek Web of Science Core Collection (WOS) veri tabanında bir tarama gerçekleştirilmiştir. Veri tabanından elde edilen altmış beş yayın bibliyometrik analiz teknikleri vasıtasıyla analiz edilmiştir. Araştırma verilerinin bibliyometrik haritaları Visualisation of Similarities (VOS) viewer software kullanılarak oluşturulmuştur. Araştırmada, yayınların yıllara göre dağılımı, atıfların yıllara göre dağılımı ile en çok atıf alan yayınlara ilişkin bilgilere yer verilmiştir. Ayrıca yayınların atıf analizi, yazarların ortak atıf analizi, dergilerin ortak atıf analizi, ülkelerin bibliyometrik eşleme analizi ve ortak varlık analizi gerçekleştirilmiş. Ortak atıf analizine göre en sık kullanılan kavramların liderlik, liderliğin karanlık yönü, yıkıcı liderlik, istismarcı liderlik ve toksik liderlik olduğu tespit edilmiştir. En üretken ülkenin United State of Amerika, en sık atıf alan ve güçlü bağlantılara sahip derginin Leadership Quarterly olduğu sonucuna ulaşılmıştır. Bu çalışma araştırma konusuyla ilgili olarak araştırmacılara görsel bir çerçeve sunmaktadır.

1. INTRODUCTION

For organizations to sustain their existence, employees need to be guided in line with goals. Effective leadership behaviors are considered to be essential for this. Any behavior that the leader will show to her/his employees can affect their work relations, social relations, satisfaction, commitment, fidelity, and well-being in various ways. While leaders sometimes display positive and optimistic behaviors towards their employees, they may also display negative behaviors that may harm employees' commitment to the organization. The behavior of the leader in her/his relationship with her/his employees will bring along the situations of success and failure. These behaviors, which abuse the leader's relations with her/his employees, the success of the organization, and herself/himself, can be evaluated in the dark side of leadership. Behaviors such as the leader's vanity, egocentric approaches, collecting information in one hand, causing a culture of fear, and claiming the success of her/his employees are considered dark behaviors (Afacan Fındıklı, Okan & Sığrı, 2019: 93). It can be said that personality traits and environmental conditions are effective in the leader's display of dark behaviors. Leadership types such as narcissistic leadership, paranoid leadership, compulsive leadership, codependent leadership, passive-aggressive leadership, toxic leadership, destructive leadership, abusive leadership are considered within the scope of the dark side of leadership (McIntosh & Rima, 1997; Afacan Fındıklı, Okan & Sığrı, 2019).

It is thought that the usage areas and frequency of utilization of bibliometric methods in social sciences have increased in recent years. Especially in the field of tourism (Jiang et al., 2019; Köseoğlu et al. 2015a; Köseoğlu et al. 2015b; Mavic et al., 2021; Merigó et al., 2020; Mulet-Forteze et al., 2019; 2015b) it is possible to come across a large number of studies. It is stated that while scientific fields such as innovation, entrepreneurship, and strategy accept bibliometric methods quickly, scientific fields such as organizational behavior and psychology are slower in this regard (Zupic & Čater, 2015: 430). There are studies using bibliometric methods in entrepreneurship (Yumuşak, 2019; Deveciyan et al. 2021), in management (Zupic & Čater, 2015; Demir & Erigüç, 2018; Öztürk & Gök 2020; Öztürk & Kurutkan, 2020; Verma & Gustafsson, 2020), organizational behavior (Okutan & Turdı, 2020; Bellek et al., 2020; Mücevher et al., 2020) and leadership (Samul, 2020; Baynal Doğan, Doğan & Aykan, 2021; Gamarra & Girotto, 2022). In this study, the development of the dark leadership literature has been tried to be examined through bibliometric analysis techniques.

To begin with, the literature on the dark side of leadership was included in the study. Then, information about bibliometric analysis methods and science mapping matters was provided since these constitute the research method of the study. In the method part of the study, bibliometric maps were created and interpreted by applying bibliometric analysis techniques to the data obtained from the Web of Science Core Collection database.

2. CONCEPTUAL FRAMEWORK

2.1. Dark Side of Leadership

In the literature, it is stated that destructive or unproductive leadership and management styles attract less attention than leadership behavior and management styles that are associated with positive results. Despite this interest, studies, which are investigating that leadership and management will not always be a power for good, are increasing (Harris & Jones, 2018: 475). It can be stated that the first studies on the dark side of leadership were conducted by Conger (1990). Dark leadership pertains to the abrasive, deceitful, and cruel attitudes and behaviors exhibited by a leader against a particular employee or employees, causing physiological or psychological harm to employees (Başar, 2020: 2048). Dark leadership is characterized by manipulation, domination, and compulsive rather than influence, persuasion, and commitment. It is stated that leaders are selfish and that they focus on their own interests rather than the needs of the group (Maundu, Namusonge & Simiyu, 2020: 954).

It has been articulated that the dark side of leadership has been the subject of significant research since the 2000s. In research, toxic, abusive, destructive, and tyrannical leadership behaviors are defined as dark leadership. It is remarked that behaviors such as insulting the employees, humiliating them, lying, behaving specious, blaming when they make mistakes, harassment, and physical aggression are common behaviors seen in dark leaders (Mathiue et al., 2014:83). Dark leadership represents the dark side of the coin, a piece of leadership. This leadership concept portrays

a selfish and impulsive leader. Nonetheless, it is also articulated that these leaders can be as effective and successful as pro-social leaders (Furter, Maran & Rauthmann, 2017: 4).

Personality traits can be specified as one of the factors behind the dark behaviors of leaders. In the interested literature, narcissism, psychopathy, and Machiavellianism, which are dark personality traits, are included under the name of the dark triad. It is articulated that these features negatively affect organizational outputs such as career success and employee well-being in organizations (Volmer, Koch & Göritz, 2016: 413). In addition, it is expressed that situational conditions such as organizational structure, values, norms, power, and stress are the reasons underlying the leader's negative attitudes and behaviors (Afacan Fındıklı, Okan & Sığrı, 2019: 94). A leader who is described as excellent and constructive when everything is stable may turn into a more oppressive leader in times of trouble when conditions turn unfavorable. It is also stated that leaders make more mistakes when they reach the development plateau (Uslu, 2021: 914).

It can be said that the personality traits of the leaders reveal the dark behaviors of the internal environmental conditions of the organization and the external environmental conditions. For example, as the leader may exhibit negative behaviors under stress in times of crisis, she/he may direct the employees in line with her/his own interests by using the power resources she/he has. The leader may attribute all success to herself/himself in a selfish manner, ignoring the contributions of the employees. It is thought that all these behaviors have the potential to negatively affect the well-being and commitment of the employees within the organization and organizational outputs.

When the leadership literature was examined, it was observed that there are a wide variety of dark leadership behaviors. Afacan Fındıklı, Okan & Sığrı (2019), on the other hand, classified the dark leadership types as toxic leadership, narcissistic leadership, petty tyranny, destructive leadership, abusive leadership, and unethical leadership. Ashfort (1994) contributed to the literature of the dark with the concept of petty tyranny. A petty tyrant is defined as a person who uses her/his power over others to control them. Tyranny includes the behaviors of arbitrariness, self-praise, disdain, and disregard for others, forced conflict resolution, and unconditional punishment. It is suggested that tyranny governance causes low self-esteem, poor performance, low commitment, and also, among subordinates, frustration, stress, reaction, desperation, and alienation from work. It is expressed that employees perceive leaders who treat them in a hostile verbal and nonverbal manner as abusive leaders (Tepper, 2000: 178). Abusive supervision behaviors are a form of aggression behaviors. Leaders can practice abusive behaviors on their followers through their power (Lam & Xu, 2019: 519). Abusive leaders cause attitudinal, behavioral, and affective negative effects such as decreased job satisfaction and organizational commitment, psychological distress, and deviant behaviors on employees (Ju et al., 2019: 80). According to Lipman-Blumen (2005), toxic leaders are selfish and have a reckless attitude. It is articulated that toxic leaders have narcissistic personality traits. Toxic leadership causes negative psychological and performance-related outcomes. It is stated that toxic leadership reduces organizational commitment, job satisfaction, job motivation, and psychological well-being, and causes perceptions of injustice and stress (Bhandarker & Rai, 2019: 65). Unethical leadership transcends beyond the leader’s own behaviors. These leaders may choose unethical ways while trying to achieve organizational goals. Unethical leaders encourage unethical behaviors among followers within the organizations by rewarding and/or ignoring unethical behavior (Brown & Mitchell, 2010: 588). Toxic, destructive, abusive leaders may display unethical behaviors in organizations.

Destructive leadership behaviors are systematic and repetitive behaviors by the leader, supervisor, or manager that violate the interests of the organization by damaging or sabotaging the goals, duties, resources of the organization. Destructive leadership behaviors negatively affect the motivation, well-being, and job satisfaction of employees (Einarsen, Aasland & Skogstad, 2007: 207). It is stated that the visions, actions, and plans of narcissistic leaders are synonymous with their own needs. For example, they may self-promote and nominate because of their need for recognition. Narcissistic leaders use their skills in deception, manipulation, and intimidation to maintain their leadership position even if their qualifications are inadequate. These leaders are defined as notorious, overly concerned, and abusive managers who blame others for their success and shortcomings (Rosenthal & Pittinsky, 2006: 619).

McIntosh and Lima (1997) assessed dark leadership behaviors under five types: compulsive, paranoid, codependent, passive-aggressive, and narcissistic. According to McIntosh and Lima (1997), these leadership behaviors are defined as:

- Compulsive leadership has its source from the leader's own compulsive personality. According to this leader, everything and every sphere of life should be controlled. Pursuing perfection, these leaders develop strict and systematic daily routines. These leaders are often overly moralistic, conscientious, judgmental both of themselves and others. Compulsive leaders are workaholics and overly critical.
- Paranoid leaders make secret plans and spy to seize a leadership position. Overreacting even to the slightest criticism, these leaders create rigid structures and control systems in the organization. They restrict employees' autonomy and are pathologically jealous of other talented people. Paranoid leaders avoid conflicts, take on a peaceful role, are not benevolent. They are willing to take on another task, they cannot say no, and as a result, they experience pent-up anger and frustration.
- Codependency is mainly associated with people who live with others and are compulsively dependent on something (food, drugs). Such people tend to react rather than initiate the action. They strive to balance, cover up, and maintain peace in their relationship. Addicts obsessively worry about other people's feelings. Individuals having these personality traits constantly set very high unrealistic standards that are difficult to meet, and this results in a constant sense of failure and self-blame.
- Passive-aggressive leaders have difficulty setting plans and goals for the future. They have a pessimistic viewpoint. They complain about being unable to get support and not being allowed to go in the direction they want. These leaders often look happy in their work and organization; however, irregular emotional behavior can be observed for a certain period of time because they tend to experience emotions such as sadness, anger, disappointment with short bursts of intensity. These situations cause colleagues and employees to feel nervous and confused and make them uncomfortable.

It is possible to say that in the interested literature, the dark side of leadership has more fields of study. It is not possible for a leader to always exhibit behaviors that are motivated and satisfying, that positively affect employee well-being and organizational health. Personality traits, current environmental conditions, intra-organizational dynamics can cause the leader to display dark behaviors.

2.2. Bibliometric Analysis

Bibliometrics is defined as an approach used to evaluate and monitor the development of disciplines using the classification of data. Bibliometrics or bibliometric analysis has been increasingly utilized to map the structure and development of scientific fields or to evaluate the development of a particular discipline (Köseoğlu et al. 2016: 180). The purpose of the bibliometric analysis is to analyze popular journals, prominent publications, journals in the academic field, active authors, research institutions, productive countries, and research word frequencies and research trends (Mavric et al., 2021: 161). Contrary to other methods, it can be said that bibliometrics provides more objective and reliable analyzes and reveals the scheme of things in the current research (Aria & Cuccurullo, 2017: 959).

Many online bibliographic databases contain data from scientific studies and provide bibliographic data for the implementation of bibliometric analysis. Web of Science, Scopus, Google Scholar, and Science Direct are the most widely used databases. In addition to these, there are databases that provide data for specific disciplines such as Medline, Astrophysics Data System, and databases that provide patent data and digital material such as ArXiv, DPBL (Aria & Cuccurullo, 2017: 960-961). Researchers can choose the most convenient database for the research purpose amongst the preceding databases belonging to the scientific discipline they want to research. Data conversion is realized by selecting a convenient format for the bibliometric tools that will be employed and the data belonging to the research subject in the named database. After the data are obtained, it can be analyzed.

From basic mathematical rules to advanced statistical methods, bibliometric methods differ. In the relevant literature, there are various bibliometric analysis methods (Köseoğlu et al. 2016: 181). Overall, these methods are categorized as evaluative and relational. Evaluative techniques concentrate on research efficiency and impact. It also pays attention to the scientific contributions of an individual publication, author, institution, or country. Both quantitative and qualitative techniques are used in this method. Relational techniques explore relationships within research, such as the structure of research areas, co-citation and co-authorship (Jiang et al., 2019: 1926). Köseoğlu et al. (2016) mentioned the review technique in addition to evaluative and relational techniques. The review technique includes systematic review, meta-analysis, and qualitative approach. This technique is known as traditional and fundamental bibliometric analysis.

The five main analysis techniques in the bibliometric method are as follows (Köseoğlu et al., 2015a: 132; Zupic & Čater, 2015; Aria & Cuccurullo, 2017: 961):

Citations analysis: It refers to counting the references within the bibliographies of articles to get a visual image of the intellectual structure of the scientific discipline being studied in a certain period of time. This analysis uses citation counts to measure similarity between documents, journals, and authors. Citation analysis can be examined in two ways as a co-citation analysis and a bibliographic coupling.

Co-citation analysis: It is advanced citation analysis. It links documents, authors, or journals together according to the way the authors use them. The primary assumption of this analysis is that the more two items are quoted together, the more likely their content is to be related to each other.

Co-author analysis: This is to study the authors and their links in order to study the social structure and cooperation networks. When two authors publish an article together, a relationship is established between them.

Bibliographic coupling: It is a citation-based analysis. Bibliographic coupling uses the number of references shared by two documents as a measure of similarity between them. The more the bibliographies of the two articles overlap, the stronger their link is.

Co-word analysis: It uses the most important words or keywords of documents to study the conceptual structure of a research area. The fact that some words are found repeatedly in documents means that the concepts behind these words are closely related to each other.

Depending on the selected analysis techniques, different aspects of a research area can be analyzed. For example, the social structure of a field can be analyzed by co-authorship analysis, or the international dimension of the field can be discovered by using the institutions to which the author is affiliated, a joint university, or a joint country. Co-word analysis can be performed to study the conceptual structure in a field of science. With the help of co-citation analysis and bibliographic coupling, the intellectual structure of the scientific field can be revealed (Cobo et al., 2011: 1384). Therefore, thanks to the analyzes used in the bibliometric method, the field of science can be examined from various points of view, and the current state of the field can be revealed. In addition, the fields of science can be mapped using bibliometric analysis techniques selected by the researcher.

There are two main usages of bibliometric methods: performance analysis and science mapping. With the performance analysis, the research and publication performance of individuals and institutions can be evaluated. Science mapping is used to reveal the structure and dynamics of scientific fields. If the researcher's goal is to study a specific field, then the science mapping method is favorable (Zupic & Čater, 2015: 431). It is called traditional science mapping when the analyzes are conducted with the help of tables. It is a modern science mapping approach when science mapping is done with the help of software and internet sites. Visual mapping tools are used in modern science mapping (Yılmaz, 2021: 1477).

Software that visualizes and maps bibliometric analyses is needed in order to carry out quantitative analyses. Visualization techniques are used to represent a science map and the results of different bibliometric analyses. Bibexcel, CiteSpace II, and VOSViwer are among the software used to create science maps (Cobo et al., 2011). The software helps to identify citation links, link strengths, bibliographic coupling based on authors, country, citation, and source (Mustamil & Najan, 2020:140). In this study, bibliometric maps were created using the VOSViewer program.

Analyzing the data collected, in a scientific field, by bibliometric methods allows us to form internal views on the structure of the field, social networks, and current interests (Çavuşgil Köse, 2020: 103). In addition, a systematic and comprehensive examination of scientific progress in a field serves as an essential tool for instructing future research (Jiang et al. 2019: 1925). For these reasons, bibliometric methods have become frequently used today.

3. THE RESEARCH METHOD

In this study, the research in the dark leadership literature was examined by the bibliometric method. Within the scope of the research, the data were obtained by scanning the Web of Science (WOS) Core Collection database. There are several reasons for choosing the WOS database. WOS is considered to be the most effective database in the world (Merigó et al. 2020: 496). The Social Sciences Citation Index (SSCI), The Science Citation Index Expanded (SCIE), the Arts & Humanities Citation Index, and the Emerging Sources Citation Index (ESCI) are included in the WOS Core Collection database (Yu et al. 2019: 76). The WOS database is the most frequently used database for bibliometric studies in the field of management and organization. It also contains sufficient data convenient for most bibliometric analyses (Zupic & Čater, 2015: 441-442).

In order to be able to scan the database, the interested literature was examined in detail, and search terms were determined. The data were collected on February 11, 2021. In order to get a look at the literature in general, the word combination was created employing the Boolean method (etc. AND, OR) as in the form of "Dark leader" OR "Dark side of leader" OR "Dark side of leadership" OR" Dark leadership style "OR" The dark side of the leader "(Yu et al. 2019: 77). The scans were carried out in the title, abstract, and keywords of the studies. In consequence of the scanning, 67 documents were reached. Two documents, book (1) and early access (1), were excluded from the analysis with the research type filter. Sixty-five documents have been determined as the final data. The selection process of the data is shown in Figure 1.

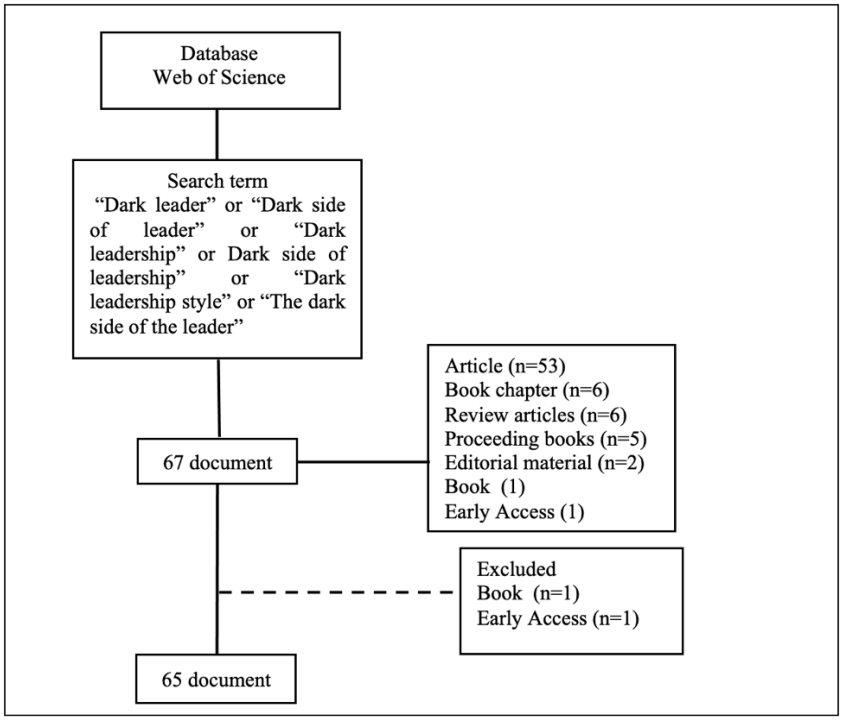

Figure 1. Flow Chart of Data Selection Processes

The distribution of publications by years and research areas has been studied. The data obtained from the database were analyzed using the VOSviewer 1.6.18 program. VOSviewer is a computer program that provides the creation, discovery, and visualization of bibliometric scientific maps. It can be used in analyzes between many bibliometric network data, such as citation relationships between publications and journals, collaboration relations between researchers, relationships between scientific terms (Van Eck & Waltman, 2011). VOSviwer software allows one to combine the analyzed data set into clusters. In this way, it creates a network image. Labels and circles

represent items. The weight of the item determines the size of the label and the size of the item. The more the weight of an item, the larger its size and label shall be. If an item does not weigh much, it is represented by smaller circles. It can be said that the less the distance between the items, the stronger the relationship between them (Samul, 2020: 11).

In the bibliometric analyzes performed within the scope of the study, the citation analysis, co-citation analysis, bibliographic coupling analysis, and co-occurrence analysis were used. In addition, density maps of keywords are included.

4. FINDINGS

In the study, 65 publications found in the WOS database were examined. According to the Web of Science category, the most documents are found in the following categories: management (29), business (13), applied psychology (7), education (7), ethics (5), social psychology (4), multidisciplinary psychology (4), economics (3), sociology (2), engineering industrial (2). The distribution of publications as per the fields of study is shown in Figure 2.

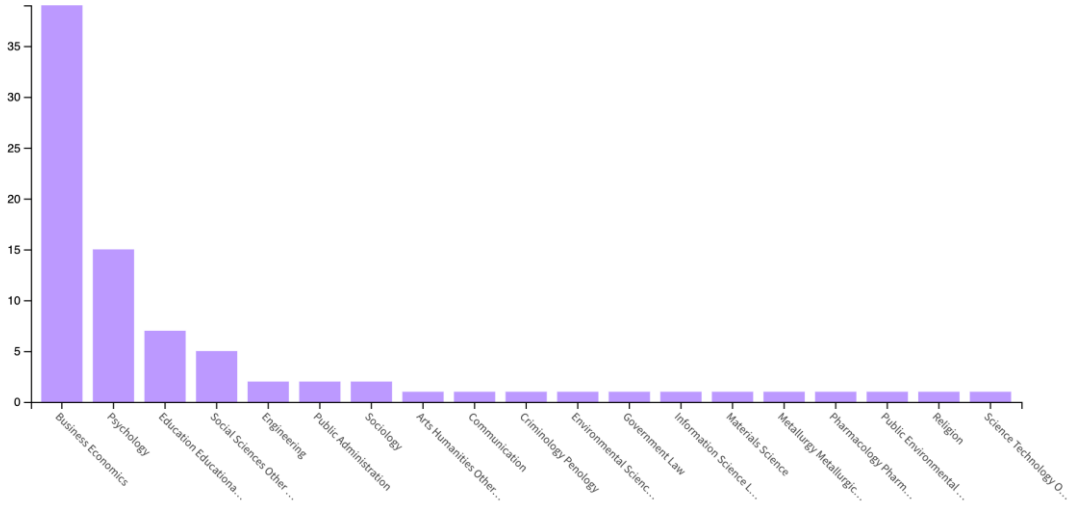

Figure 2. Distribution of Publications by Research Area

According to Figure 2, there are 39 publications in business economics, 15 publications in psychology, 7 publications in educational research, 5 publications in the social sciences (other).

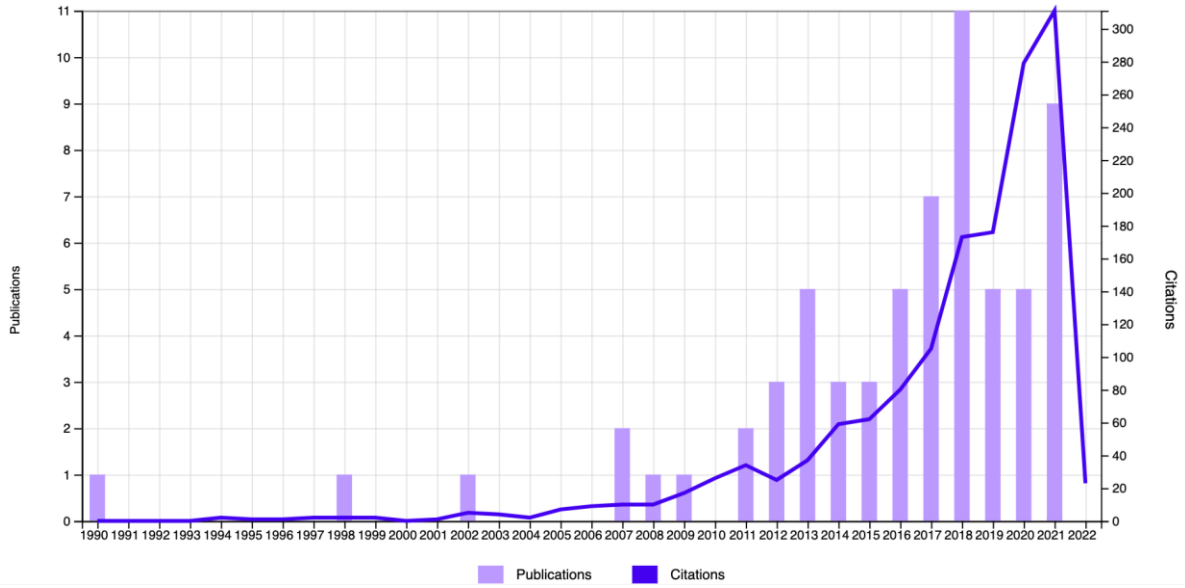

Figure 3. Time Cited and Publication Over Time

According to Figure 3, the first study was conducted in the year 1990. An increase in studies starting from 2011 can be observed. The greatest number of documents is in 2018 (11 publications) and 2021 (9 publications).

As of 2012, along with the increase in the number of publications, there has been an increase in the number of citations. Table 1 shows the 15 most cited publications in the dark leadership literature according to the WOS database.

Table 1. The Most Cited Documents in The Dark Side of Leadership

Authors	Journal	Category quartile	Document type	Total cited
Liu, et al. (2012)	Academy of Management Journal	Q1	Article	332
Conger (1990)	Organizational Dynamics	Q4	Article	221
Naseer et al. (2016)	Leadership Quarterly	Q2	Article	105
Mathieu et al. (2014)	Personality and Individual Differences	Q2	Article	94
Khoo & Burch (2008)	Personality and Individual Differences	Q2	Article	91
Haynes et al. (2015)	Journal of Management Studies	Q1	Review	69
Bling et al. (2007)	Applied Psychology-An International Review-Psychologıe Appliquee-Revue Internatıonale	Q2	Review	54
Blase & blase (2002)	Educational Administration Quarterly	Q1	Review	52
Mathieu & Babiak (2016)	Personality and Individual Differences	Q2	Article	44
Luthans et al. (1998)	Journal of World Business	Q1	Article	40
Bodalica & Spraggon (2011)	Journal of Business Ethics	Business Q2 Ethics Q1	Article	33
Quin et al. (2020)	Journal of Applied Psychology	Q1	Article	31
Thoroughgood et al. (2018)	Journal of Business Ethics	Business Q2 Ethics Q1	Article	27
Jiang et al. (2019)	Journal of Business Ethics	Business Q2 Ethics Q1	Article	23
Toor & Ongunlana (2009)	Engineering Construction And Archıtectural Management	Management Q3	Article	21

Table 1 shows that it was found that the most cited studies were conducted by Liu et al. (2012), Conger (1990), and Naseer et al. (2016). It can be said that the journals in which the studies are included are mostly Q1 and Q2 journals. It was ascertained that the most cited studies examined the concepts such as abusive leadership, employee creativity (Liu et al., 2012), despotic leadership, leader-member exchange, perceived organizational politics (Naseer et al., 2016), corporate psychopathy, employee well-being (Mathieu et al., 2014), dark leadership traits, transformational leadership (Khoo & Buch, 2008), job satisfaction, turnover intention (Mathieu & Babiak, 2016), destructive leadership (Thoroug et al., 2018), bullying (Jiang et al., 2019). According to the data obtained from the database, the oldest publication in the dark leadership literature belongs to Conger (1990). The citation analysis network, on the basis of document, is shown in Figure 4.

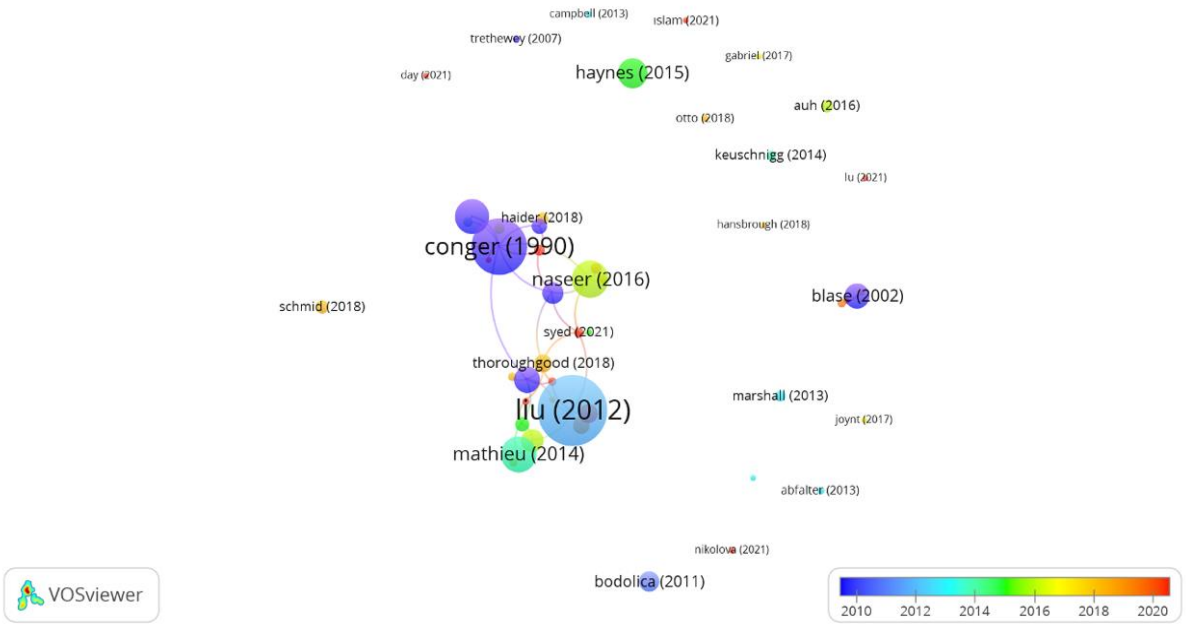

Figure 4. Citation Analysis

Figure 4 shows the results of citation analysis on the basis of documents. There is a timeline in the lower right corner of the figure. The clusters in the figure are colored according to the year of publication. For example, publications made before 2012 are represented by the color purple, and those made after 2020 are represented by the color red. Conger (1990) has 221 citations and 10 links, Liu et al. (2012) has 332 citations, and 6 links, Blingh et al. (2007) has 6 links with 54 citations, Naseer et al. (2016) has 105 citations, Luthans (1998) has 5 links with 40 citations. Although the number of citations of Liu et al. (2012) is high, the number of links of Conger (1990) is higher.

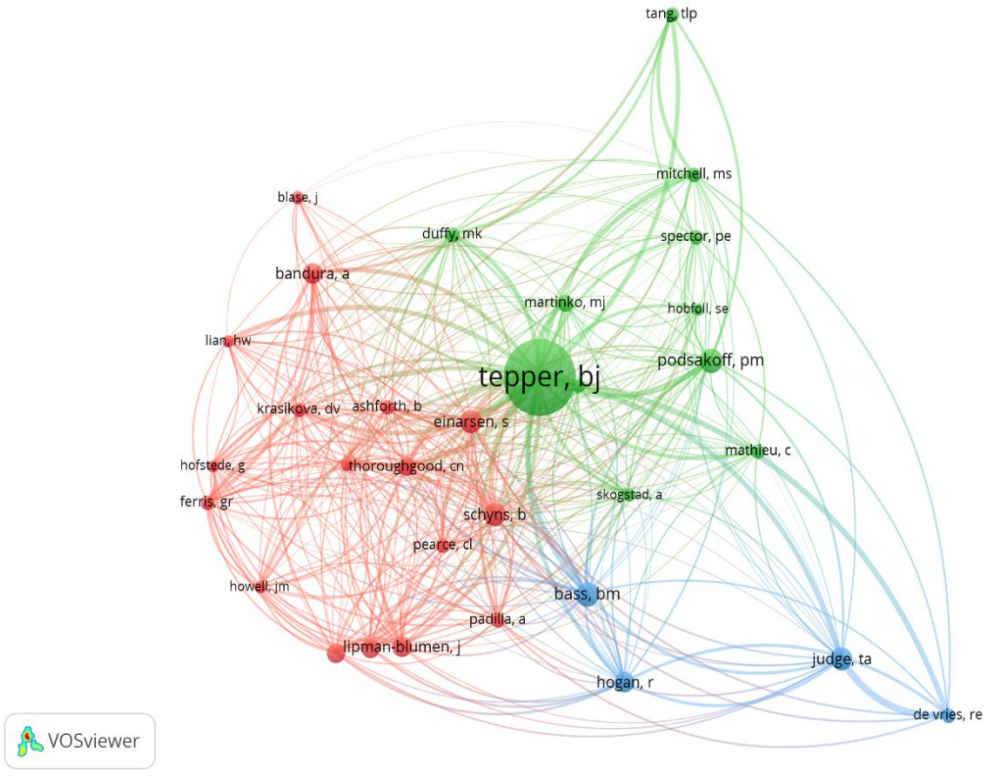

Figure 5. Co-citation Analysis of Authors

Figure 5 shows a co-citation analysis of the authors. The minimum number of citations is set as 10. 32 out of 2294 authors provide the threshold value.

In the results of the co-citation analysis, three different colors (red, green, blue) represent three different clusters. The first cluster among the co-citation networks has the color red, the second cluster has the color green, and the third cluster has the color blue. The authors associated with each other are collected in the same cluster. For example, Tepper B. J., Podsakoff P. M., and Mathieu C. are in the frame of the same cluster, which is colored green. According to the co-citation analysis map of the most cited authors, Tepper, B. J. (86 citations and total link strength, 1323), Bass, B. M. (22 citations and total link strength, 371), and Schyns, B. (21 citations and total link strength, 390) seem to have the highest citation numbers and link strength.

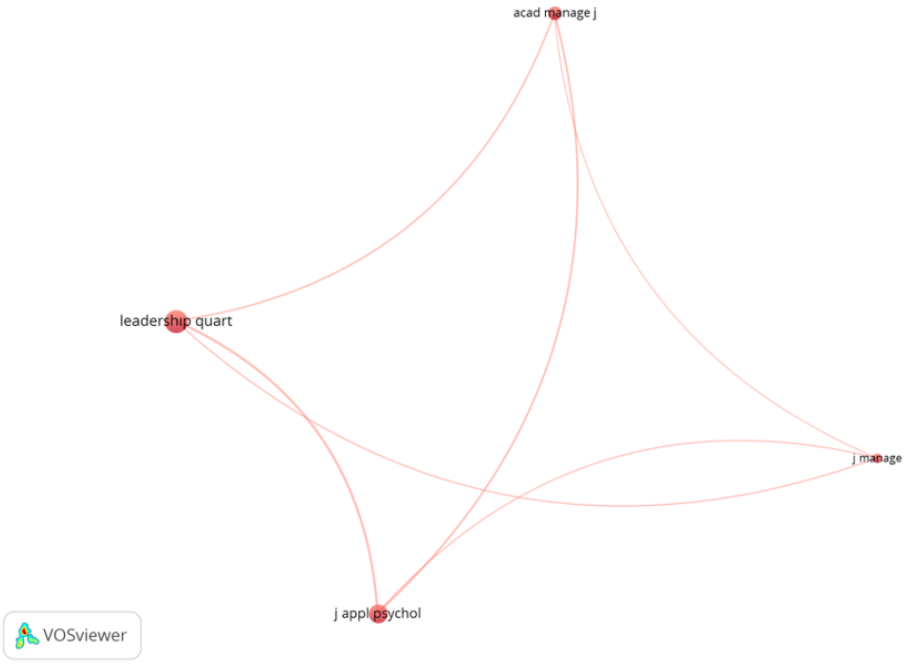

Figure 6. Co-citation Analysis of Journals

The co-citation analysis in Figure 6 demonstrates the journal citation network of studies on dark leadership. The minimum number of citations received by journals has been set as 100. Amongst the 1376 journals, 4 have passed the threshold value. The figure shows a single cluster consisting of 4 journals with links between them. In the cluster appears the following journals: Leadership Quarterly (286 total citations and link strength, 4633), Journal of Applied Psychology (238 total citations and link strength, 4505), Academy of management (152 citation and total link strength, 3417), Journal of Management (100 citations and total link strength, 2441). The distance between the two journals indicates greater citation density (Gargios-Simon et al., 2018:11). The distance between the Leadership Quarterly and the Journal of Applied Psychology is short, and the citation density is high. At the same time, these journals are amongst the journals which have the most cited publications, shown in Table 1.

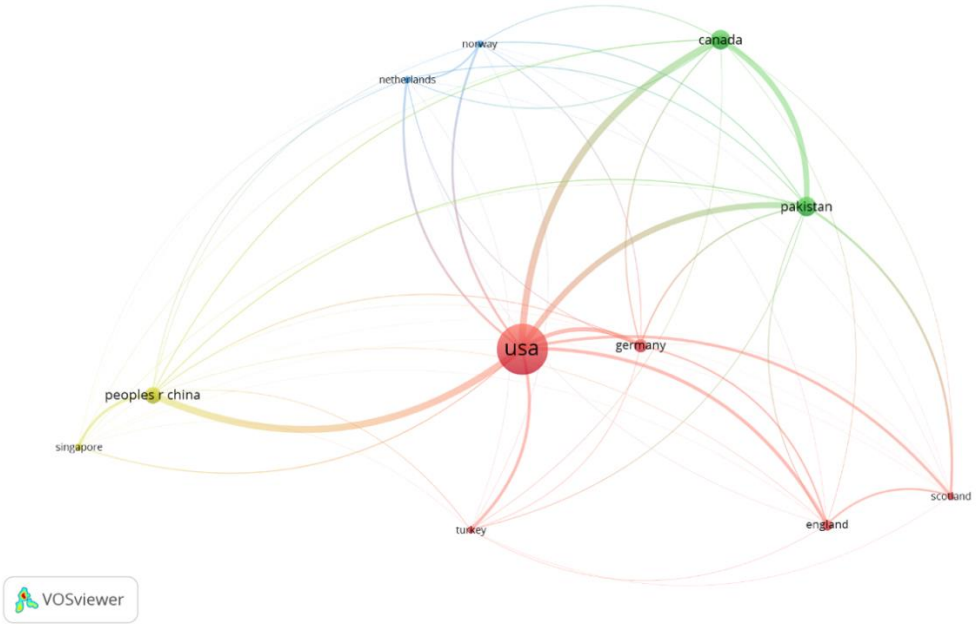

Figure 7. Bibliographic Coupling of Countries

According to Figure 7, the first cluster is red, the second is green, the third cluster is blue, and the fourth cluster is yellow. There are five countries in the first cluster (England, Germany, Scotland, Turkey, USA), two in the second cluster (Canada, Pakistan), two in the third cluster (Netherland, Norway), and two in the fourth cluster (China, Singapore). The figure shows that the USA has the most extensive network and size on the map. The USA has the highest density with 815 citations and 2226 total link strength. The size of the cluster of the USA indicates that it is the most productive country in the literature. It is seen that the USA, China, Pakistan, and Canada have high bibliometric coupling powers. The thickness of the line between the USA and China, Canada, and Pakistan indicates that there is a strong relationship between them.

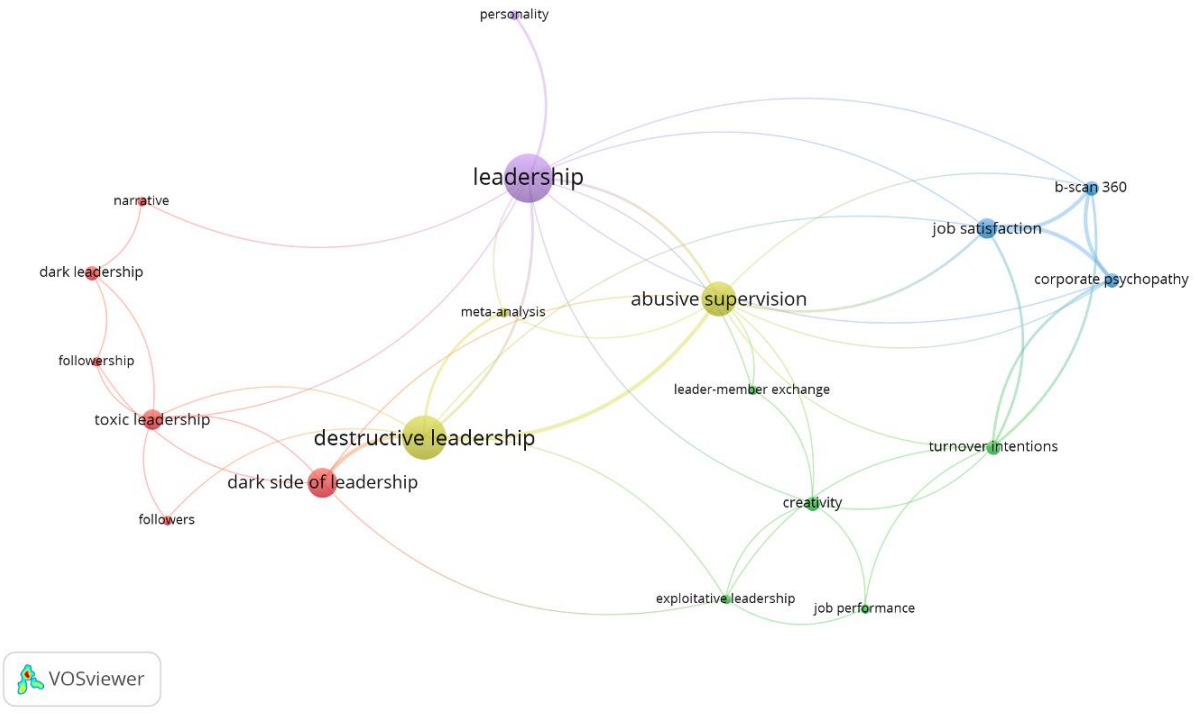

Figure 8. Co-occurrence Analysis of Author Keywords

In the co-occurrence analysis in Figure 8, the minimum number of words was set as two, and five separate clusters were created. In this direction, the dark side of the leadership, toxic leadership, dark leadership, followership, followers, narrative, are located in the red cluster. The second cluster, which is colored green, consists of the words creativity, exploitative leadership, job performance, leader-member exchange, and turnover intention. The third cluster, colored blue, shows the words b-scan 360, corporate psychopathy, and job satisfaction. The fourth cluster is colored yellow and consists of the words destructive leadership, abusive supervision, and meta-analysis. The fifth cluster includes leadership and personality. When the figure is examined, it is seen that the concept of leadership is the most commonly used concept in the studies. According to the figure, the concept of the dark side of leadership has been used in conjunction with toxic leadership, destructive leadership, abusive supervision, exploitative leadership, and followership.

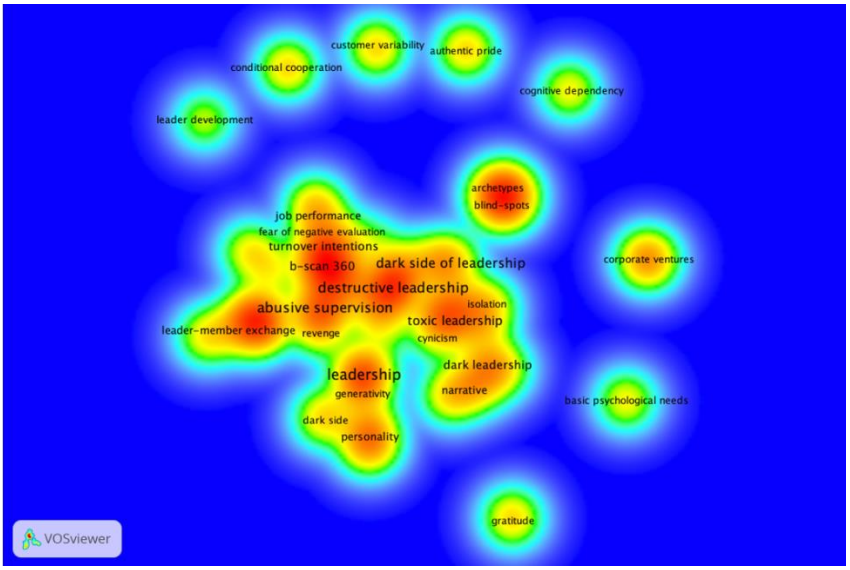

Figure 9. Density Analysis of Words

Figure 9 shows the density analysis of 180 words used in the studies. Each word is located in a specific color area in the density map according to its density. As the number of words around a word starts to increase, the intensity of its color increases, and it turns red. The density map offers a general assessment of the issue and draws attention to essential fields (Artsın, 2020: 349). In this direction, it is seen that publications in the literature on the dark side of leadership are concentrated on the topics of leadership, abusive leadership, dark leadership, toxic leadership, and despotic leadership. In addition, concepts with a low frequency of use are also displayed in the figure.

5. CONCLUSION AND DISCUSSION

The study is aimed at revealing the current situation by examining the development of the dark leadership literature, identifying the gaps in the field, and guiding researchers who are to conduct research. For this purpose, a bibliometric method was preferred to reveal the bibliometric status of a scientific field. The data to be used in bibliometric analyses were provided from the Web of Science database. Science maps were created by citation analysis, co-citation analysis, bibliographic coupling, co-word analyses of 65 documents obtained from the database.

It has been observed that most studies were conducted in the field of business administration-economics and right after psychology. In addition, it has been determined that the most productive year is 2018, and the year in which the most citations were made is 2021. In this direction, it can be predicted that the studies conducted within the scope of dark leadership will gradually increase.

Since the study examining abusive leadership and employee creativity by Liu et al. (2012) is the most cited study in the literature, it can be said that the study contributed to the progress of the field. In addition, although the study conducted by Conger (1990) was second in the citation ranking, it may be thought that it will guide the researchers who will study in the field because it has the highest link according to the result of the citation analysis at the document level. It is seen that these studies are the core studies in the field literature. The journals Leadership Quarterly, Journal of

Applied Psychology, and Academy of Management were determined as the journals with the most citations and the highest link strength, respectively. On the other hand, the USA is ranked as the country with the highest link strength in the literature. There is a strong link between the USA and China. According to the conceptual structure of the field, it is noticeable that the concept of leadership is the most commonly used concept, and the dark side of leadership, destructive and abusive leadership concepts are also often used. Though to a small extent, the concept of toxic leadership has also been used. Along with these concepts, it has been determined that concepts such as job satisfaction, creativity, corporate psychopathy, turnover intention, job performance, and personality are used.

Bibliometric studies on leadership have been found in the interested literature. There are studies in the fields of development of leadership (Vogel et al., 2020), leadership literature (Samul, 2020), leadership styles (Baynal Doğan, Doğan & Aykan, 2021), ethical leadership (Mustamil& Najam, 2020; Gamara & Girotto, 2022). It was observed that the data in the studies were often obtained from the WOS database. While Vogel et al. (2020) conducted the analysis through the CitNetExplorer software, it was found that other studies used the VOSviwer program.

In the study by Baynal Doğan et al, (2021), in which the bibliometric analysis of leadership styles was conducted, the data of the 1975-2020 date range were analyzed in the WOS database. As a result of the study, it was found that the Journal of Applied Psychology, Leadership Quarterly, and Academy of Management journals had a high number of citations and high link strength. It has been observed that the citation and link strength of the USA are high, and there is a strong link between the USA and China. It has been determined that the first three concepts which are most used in the study are transformational leadership, leadership, and ethical leadership. In addition, job satisfaction, creativity, organizational commitment are also frequently used concepts. Samul (2020) reviewed the leadership literature in the WOS database between the years 1923-2019. In the study, the journals Journal of Applied Psychology and Leadership Quarterly ranks high in terms of citation and link strength. It has been established that the most commonly used word is the word leadership. It can be said that the results of the studies support each other.

As a result of the research, it is seen that the types of leadership such as narcissistic leadership, compulsive leadership, paranoid leadership, passive-aggressive leadership, unethical leadership which are considered to be dark leadership styles, are not examined under the scope of dark leadership. While conducting studies related to these types of leadership, it is considered necessary for the development of the field to include information that there is a dark leadership in the abstract or keywords of the studies. In addition, studying the dark side of leadership and dark leadership types by associating them with concepts that can be affected by the behavior of the leader, such as alienation, cyberloafing and social loafing behaviors, organizational deviation behaviors, organizational citizenship, well-being, and organizational health, will contribute to both the field and the organizations.

Suggestions for future studies

Scientific mapping in bibliometric analyses assists researchers who are new to a field to understand the structure of the field quickly and advances quantitative information to traditional literature reviews (Zupic & Čater, 2015: 457). Accordingly, the bibliometric analysis conducted on the dark side of leadership will allow scientists who will study in this field to see the development and gaps in the field. Thus, it will be possible to contribute to the development of the field with new research. In this study, bibliometric analyses were conducted using the data obtained from the WOS database. In future studies, different databases such as Scopus, Pubmed, Science Direct can be examined. Comparisons can be made between databases. Different software can be used to visualize bibliometric analyses. In addition, dark leadership types can be examined separately, and the frequency of use of leadership types can be revealed. New studies can be designed to fill the gap in the field by revealing the concepts related to the field of management and organizational behavior, where leadership types are examined together.

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