



Review of Articles Published Between 2014 and 2023 on Toxic Leadership Using Bibliometric Analysis: Comparison of DergiPark and Web of Science Databases

Timur Köse¹ , Duygu Toplu Yaşlıoğlu² 

¹PhD Student, Istanbul University, Faculty of Business Administration Department of Business Administration Business Management and Organization Department, Istanbul, Türkiye

²Assoc. Prof., Istanbul University, Faculty of Business Administration Department of Business Administration Business Management and Organization Department, Istanbul, Türkiye

ABSTRACT

This study covers articles on toxic leadership published in DergiPark and Web of Science in the last decade (2014-2023). The aim of this study is to provide information about articles on toxic leadership in the literature, to reveal its limitations, and to determine the differences between articles written on DergiPark and WoS platforms. A review was conducted on DergiPark and WoS, and 44 and 124 articles were found in the DergiPark and 124 articles were found in the WoS. The 168 articles were evaluated according to publication years, number of authors, number of citations, type, related variables, and sample groups. It was observed that there were more publications on the WoS than on the DergiPark, and articles on the WoS were cited more. The study found that the emphasis on toxic leadership is increasing daily. It has been observed that very few studies have examined publications on toxic leadership, and no study has compared DergiPark and WoS platforms. This study is important for observing and evaluating the current state of toxic leadership literature. In addition, it may lead to future studies in the context of related variables.

Keywords: Bibliometric Analysis, Dark Side of Leadership, Leadership, Literature Review, Toxic Leadership

JEL Code: M10, L20

1. Introduction

Human beings, expressed as social being, live their lives in groups or communities. Because of people living in communities, individuals are needed to direct their communities. This necessity has existed since the day people came together and started to live their lives. Based on this, it can be said that individuals who manage communities do not spontaneously emerge but as a requirement of an established way of life. These individuals who manage societies are called leaders (Gündüz and Dedekorkut, 2014).

A leader is defined as a person who unites a community in line with predetermined goals and objectives and who can influence and mobilize the community to achieve these goals and objectives. In this context, leadership can be defined as the process by which an individual influences a community to achieve common goals (Northouse, 2007). As stated in the definitions, the leader mobilizes individuals. What is important here is how he/she performs this action. The way he/she behaves toward his/her followers can determine the type of leader.

Many studies have been conducted by researchers on leadership from the past to the present, and generally, the positive behaviors and characteristics of leaders and positive leadership types have been mentioned. However, in real life, we may encounter leaders with negative leadership characteristics and behaviors within organizations. Toxic leaders, who are among the leaders with these negative characteristics and behaviors and who are also the subject of this study, cause organizational damage that can reach quite large dimensions with their behaviors and destructive characteristics in the organization (Yılmaz, Bakan and Olucak, 2020).

Toxic leaders are frequently encountered within an organization (Zengin, 2019; Akbulut and Yavuz, 2022). In addition, no single definition fully reveals and explains the concept of toxic leadership (Acarbay, 2022). Toxic leaders can be defined as leaders who use the authority and power given to them by the organization on their subordinates, who think their great, belittle their employees,

Corresponding Author: Timur KÖSE E-mail: t.kose@ogr.iu.edu.tr

Submitted: 26.09.2024 • **Revision Requested:** 16.10.2024 • **Last Revision Received:** 04.11.2024 • **Accepted:** 05.11.2024



This article is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)

use their power arbitrarily, give unconditional punishment to subordinates, discourage individuals, etc. (Kant, Skogstad, Torsheim and Einarsen, 2013).

Toxic leadership can be affected by different variables and can influence different variables. When the literature is examined, it is possible to find studies on toxic leadership. In this study, studies conducted in the last 10 years were analyzed to determine the current state of toxic leadership literature and identify deficiencies.

The purpose of this study is to examine and analyze articles on toxic leadership published in DergiPark and Web of Science databases in the last 10 years (2014-2023) with bibliometric analysis method. In the analysis, we examined the distribution of articles by year, number of authors, number of citations, types of articles, distribution of variables associated with toxic leadership, and sample groups.

There is a study analyzing articles published in the WoS database on toxic leadership (Yıldız and Wolff, 2023). In addition, there is also a content analysis of theses and dissertations on toxic leadership written at master's and doctoral levels in Turkey (Ünüvar, 2023). However, no study has compared the DergiPark and WoS databases. For this reason, in this study, articles published in DergiPark and WoS were examined and compared using a bibliometric analysis method.

Bibliometric analysis is an analysis method that allows the study of the literature to be examined by mathematical or statistical analysis according to the distribution of citations, people, subjects, or countries, or the distribution of publication types such as books and articles. It also makes it possible to reveal the interest in a branch of science, or the tendency toward certain topics in that branch of science, the changes in these tendencies, the most cited fields, authors, and publications (Karasözen, Bayram and Zan, 2009).

THEORETICAL BACKGROUND

The concept of leadership, which has been the subject of studies in the literature over the years, has been discussed in various ways by researchers. As a result, models have been created that express that a leader has many characteristics that create a positive effect on his followers. On the other hand, it can also be said that leader models harm those around them. Some leaders can harm the individuals around them with certain thoughts called "Hubris Syndrome" (Koçel, 2014: 676), such as excessive self-confidence, not listening to the people around them, believing that all the decisions they make are correct and forcing these decisions on others, and the need to have all the focus of control on themselves (Yalçınsoy and Işık, 2018). Leaders who have these feelings and thoughts are harmful. Harmful leadership styles have been examined using names such as dark leadership, destructive leadership, petty tyranny, narcissistic leadership, toxic leadership, etc. (İzğüden, Eroymak and Erdem, 2016: 263). In this study, toxic leadership was examined using the leadership styles listed.

The first study published by Conger (1990) suggested that there are leaders who harm the individuals around them and to explain the dark side of leadership. According to this study, three basic qualities of a leader in an organization can cause problems. These qualities can be expressed as strategic vision, impression, and communication management (Conger, 1990).

Leaders can encourage their followers to believe in their vision by integrating the principles they have put forward for businesses in which they operate with their personality structure. In this case, the vision they set may contain mistakes, and if these mistakes are not found in time, they may cause organizational risks. In particular, if the leader adopts an inappropriate attitude toward his followers, he or she can isolate them and drive them away from the business (Selçuk and Akgün, 2022).

This situation has been explained as the dark side of leadership. These explanations do not fully express the reasons for the negative behaviors that leaders apply to their followers. However, it is important because it is the first study on the dark side of leadership. The research conducted after this research by Conger (1990) reduces the gap regarding the dark side of leadership.

The first study to express the negative leadership type was conducted by Ashforth (1994). In this study, the pressure exerted by a leader on followers using his/her power is discussed. Leaders who exhibited this behavior were described as "petty tyrants" (Ashforth, 1994: 755). After expressing the concept of petty tyrannies, Whicker (1996) introduced the concept of toxic leadership into the literature. According to Whicker (1996), leaders who exhibit toxic behaviors are generally incompatible, malicious, and selfish. Toxic leaders are those who harm and deceive their followers. Toxic leadership is defined by Lipman-Blumen (2005) as a leader who uses his knowledge to intimidate his followers. Another definition was proposed by Wilson-Starks (2003). Toxic leadership shows destructive behaviors within the organization and can harm its employees. On the other hand, toxic leaders give rewards such as promotions to individuals who support their actions and adopt their ideas, bringing them to important positions in the organization, while they prevent those who oppose their actions from reaching important positions by depriving them of rewards such as promotions (Wilson-Starks, 2003).

When the general characteristics of toxic leaders are considered, it is explained that they have an arrogant, insatiable and egoistic personality structure (Acarbay, 2022). (Green, 2014) found that toxic leaders exhibit selfish personality traits, fail in ethical

aspects and have an incompetent and neurotic structure. Therefore, organizations can fall into chaos as a result of toxic leaders' decision-making behavior that is solely in their own best interest (Tavanti, 2011). (Reyhanoğlu and Akin, 2016), after analyzing various definitions of toxic leadership, made the following explanations about the characteristics that toxic leaders may have:

- Toxic leaders may speak badly to their subordinates, and the content of such speeches may be insulting.
- Toxic leaders do not care about the well-being of individuals within the organization. They may exhibit behaviors and actions that harm their subordinates.
- The behaviors of toxic leaders affect the employees.
- Toxic leaders can abuse the positions they hold in their organizations. They may abuse their powers of management and control over employees.
- Toxic leaders may have a character that can be described as narcissistic.
- Toxic leaders do not care about the feelings and thoughts of individuals within the organization.
- Toxic leaders can transform the climate of organizations in which they operate into a negative one.
- Toxic leaders generally look out for their individual benefits and prioritize themselves.
- Toxic leaders do not empathize with their subordinates operating within an organization.
- According to toxic leaders, only their own ideas are correct. They do not want subordinates who oppose them within the organization.

METHOD

Bibliometric studies are studies that enable the quantification of various elements of academic publications, analyzing them with the help of statistics and evaluating the quantitative aspects of scientific studies. Bibliometric methods, which enable measurement of the results and effectiveness of scientific studies, offer suggestions for the future by evaluating the publication adequacy of scientific branches in their fields in the light of criteria such as the number of publications, their quality, and the context in which the subject is discussed (Alkan ve Özkaya, 2015). This study examines the publications made in both the Turkey-addressed Dergipark database and the publications made in SSCI-indexed journals in the Web of Science database between 2014 and 2023 in terms of the toxic leadership variable. In this section of the study, first, the purpose of the research, the research questions and sample of the research, and finally, the source of the research, necessary information about the collection and analysis of data are stated.

Purpose of the Study

This study aims to classify and compare articles written on Toxic Leadership in DergiPark and the Web of Science database between 2014 and 2023. The main reason why the purpose of the research was determined in this way is to examine both the publications made in journals addressed in Turkey and to observe whether there is a difference in terms of the field of study by examining the publications made in journals in the SSCI index, which is considered reliable for the field of social sciences. Articles were investigated according to the years of publication, number of authors, number of citations, article type, status of variables associated with toxic leadership, and sample groups.

Research Questions

The following questions were asked for the research:

1. How is the article distribution according to years?
2. How is the article distribution based on the number of authors?
3. How is the article distribution based on the number of citations?
4. What types of articles are there?
5. What is the distribution of the variables related to the toxic leadership variable in the articles?
6. Which sample groups were the research papers focused on?

Sample of the Study

The sample of the study consists of articles in the DergiPark database and SSCI-indexed articles in the Web of Science platform, written on the subject of toxic leadership between 2014 and 2023. Only SSCI-indexed journals on the web of science platform were included in the scope of the research. The reason for this is that the number of journals in the ESCI index is also high, and when they are included in the scope of the research, there is a concern that there will be an imbalance between the data obtained within the scope of Turkey and international literature. In this study, a criterion sampling method, which is a purposive sampling

method, was used to obtain an appropriate sample (Koşar, 2020). Accordingly, the criteria for including the articles in the sample were determined as “being related to the topic of toxic leadership” and “written between 2014 and 2023.” Based on the assumption that studies on the concept of toxic leadership, which is a relatively new type of leadership in the field of business administration, have been scarce in previous years, publications made within a 10-year period were included in the scope of the research. In this context, 53 articles meeting these criteria in the DergiPark database and 139 SSCI-indexed articles in the Web of Science database were included in the scope of the research. Although 9 of the articles in the DergiPark database contained a word related to toxic leadership in their title, abstract, or keywords, they were excluded because they were not relevant to this topic. For this reason, it can be concluded that there are 44 articles in the DergiPark database. However, 15 of the 139 articles on the WoS platform were excluded from the sample because they were not related to toxic leadership. As a result, it can be concluded that there are 124 articles on the WoS platform.

Source, Data Collection and Analysis

The data source of this study consisted of articles published in DergiPark and Web of Science between 2014 and 2023 on toxic leadership. In order to find these articles, the year range 2014–2023 was selected from the DergiPark and Web of Science databases. The SSCI index was also selected from the Web of Science database. Finally, to not miss any article, the title, keywords, and abstracts of the articles were scanned many times with Turkish and English words such as “toxic leadership,” “toxic leader,” and “dark side of leadership.” Thus, 44 articles in the DergiPark database and 124 SSCI-indexed articles in the Web of Science database were obtained. The data used in this study are secondary data. In this study, articles were analyzed according to publication years, number of authors, number of citations, and type.

Findings

The findings that emerged because of the analyses conducted for the research questions are given below.

1. What is the distribution of articles by year?

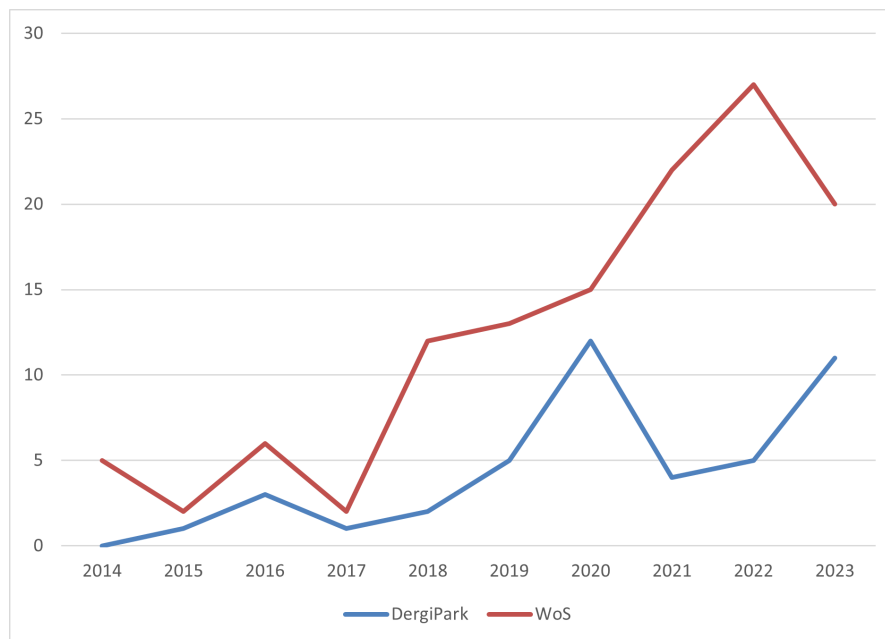


Figure 1. Distribution of Articles by Years

When the 44 articles on toxic leadership published on the DergiPark platform between 2014 and 2023 are analyzed according to year distribution, it can be seen that no article on toxic leadership was published in 2014. In addition, the highest number of publications was in 2020, with 12 articles. An analysis of 124 SSCI-indexed articles published on the Web of Science platform according to year distribution shows that the fewest articles were published in 2015 and 2017. On the other hand, it can be said that most articles (27) were published in 2022. In light of this information, it can be said that toxic leadership has been given more importance in research than in the past, and toxic leadership has maintained and increased its relevance in research. In addition, it is also possible to say that the graph is not linear.

2. How is the article distribution based on the number of authors?

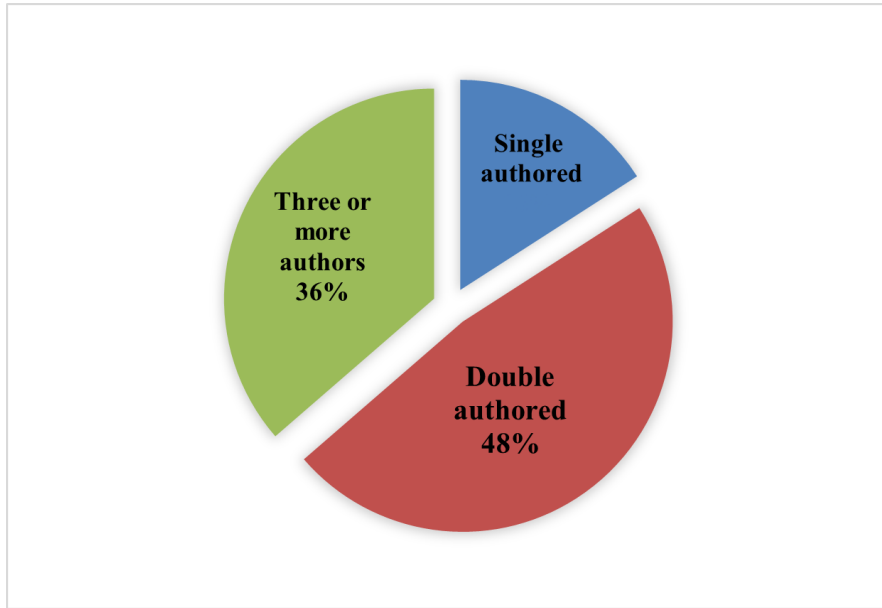


Figure 2. Distribution According to the Number of DergiPark Authors

It was observed that 7 of the 44 articles on the DergiPark platform were single-authored, 21 were double-authored, and 16 were written by three or more authors. From this perspective, 84% of the articles written on the DergiPark platform in Turkey in the last 10 years were written by more than one author.

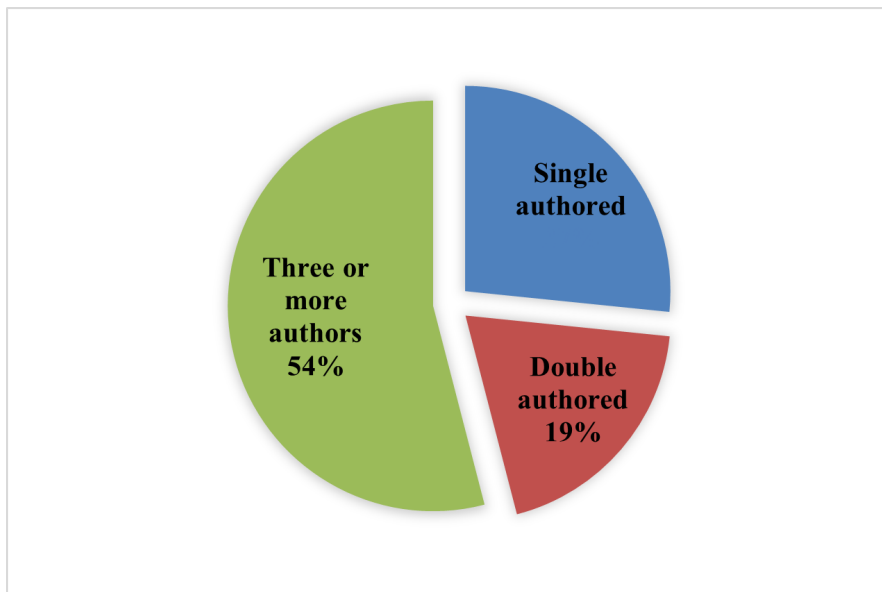


Figure 3. Distribution by Number of WoS Authors

According to the Web of Science platform, 33 of the 124 articles were single-authored, 24 were double-authored, and 67 were written by three or more authors. In light of this information, 73% of the SSCI-indexed articles on toxic leadership on the WoS platform in the last 10 years were written by more than one author.

3. How is the article distribution based on the number of citations?

Examining the number of citations for articles on toxic leadership, the total number of citations for 44 articles in the scope of DergiPark platform was 794, and the total number of citations for 124 SSCI-indexed articles in the WoS platform was 2,408. The number of citations per article in the DergiPark database was found to be 18.04. In contrast, the number of citations per article on the WoS platform was 19.41.

Table 1. Distribution of Articles according to Number of Citations

| Year of publication of the Article | Database | Number of Articles | Total Number of Citations | Number of Citations per Article |
|------------------------------------|-----------|--------------------|---------------------------|---------------------------------|
| 2014 | WoS | 5 | 409 | 81,8 |
| 2015 | DergiPark | 1 | 122 | 122 |
| | WoS | 2 | 72 | 36 |
| 2016 | DergiPark | 3 | 145 | 48,33 |
| | WoS | 6 | 144 | 24 |
| 2017 | DergiPark | 1 | 7 | 7 |
| | WoS | 2 | 23 | 11,5 |
| 2018 | DergiPark | 2 | 130 | 65 |
| | WoS | 12 | 565 | 47,08 |
| 2019 | DergiPark | 5 | 110 | 22 |
| | WoS | 13 | 223 | 17,15 |
| 2020 | DergiPark | 12 | 214 | 17,83 |
| | WoS | 15 | 371 | 24,73 |
| 2021 | DergiPark | 4 | 24 | 6 |
| | WoS | 22 | 356 | 16,18 |
| 2022 | DergiPark | 5 | 25 | 5 |
| | WoS | 27 | 190 | 7,03 |
| 2023 | DergiPark | 11 | 17 | 1,54 |
| | WoS | 20 | 55 | 2,75 |
| Total | DergiPark | 44 | 794 | 18,04 |
| | WoS | 124 | 2.408 | 19,41 |

Some values stand out when the above table is analyzed. One such case is that 122 citations were given to an article published on the DergiPark platform in 2015. Because this article is a scale-development study, it is not unusual for the number of citations is not unusual. Another remarkable finding is that 130 citations were made to 2 articles published in the DergiPark database in 2018, resulting in 65 citations per article. This value is quite high in terms of the number of citations. It can be argued that 145 citations were made to 3 articles published in 2016 for the DergiPark database; thus, the number of citations per article was 48.33. This is the third highest number of citations per article in the DergiPark database. Finally, a total of 17 citations were made to 11 articles published in 2023 for the DergiPark database. Therefore, the number of citations per article can be expressed as 1.54. This value is the lowest for the DergiPark database in citations per article. This may be because the data were examined on September 11, 2024. For articles published in 2023, the number of citations is expected to be low since approximately one year has passed.

An examination of the articles published in the Web of Science database, it is seen that 5 articles were published in 2014, and the total number of citations was 409. The number of citations per article was thus 81.08. This value is the highest in terms of the number of citations per article on the WoS platform. The fact that 12 articles published in 2018 were cited 565 times in total and thus the number of citations per article was 47.08, is also an important indicator for the proposed WoS platform. Finally, the number of citations per article published in 2023 was 2.75, which is the lowest value obtained on the WoS platform. As previously mentioned, the number of citations in articles published in 2023 is typically low, given that the data were analyzed in 2024.

4. What types of articles are there?

By examining the types of articles written in the DergiPark database, it is seen that 37 articles are research articles. In addition, there are 1 theoretical article, 1 review, 1 conference paper, 1 book review, 3 other types of articles. Of the 124 articles found in the Web of Science database, 120 were expressed as research articles. In addition, 1 article was a review article, 2 as a book review, and 1 as an editorial material. From this perspective, 84.09% of the articles in the DergiPark database and 96.77% of the articles in the WoS platform were research articles.

5. What is the distribution of the variables associated with the toxic leadership variable in the articles?

An examination of the variables used in the articles written on toxic leadership between 2014 and 2023 in the DergiPark database shows that the variable most frequently associated with toxic leadership and modeled is organizational commitment. The number of articles on toxic leadership and organizational commitment was determined to be 6.

This was followed by turnover intention and organizational cynicism,. In addition, the relationships between organizational health, mental well-being, career commitment, task performance, stress, psychological capital, organizational climate, counterproductive



Figure 4. Distribution by Number of WoS Authors

work behaviors, employee silence, burnout, workplace conflict, impression management, quality of work life, social shirking, workplace gossip, organizational flexibility, and job shaping were also examined. As can be seen, the articles in which the toxic leadership variable was addressed generally discussed negative organizational behavior issues (turnover intention, organizational cynicism, burnout, conflict, etc.). On the other hand, there are also studies on positive organizational behavior (organizational commitment, organizational health, quality of work life, etc.).

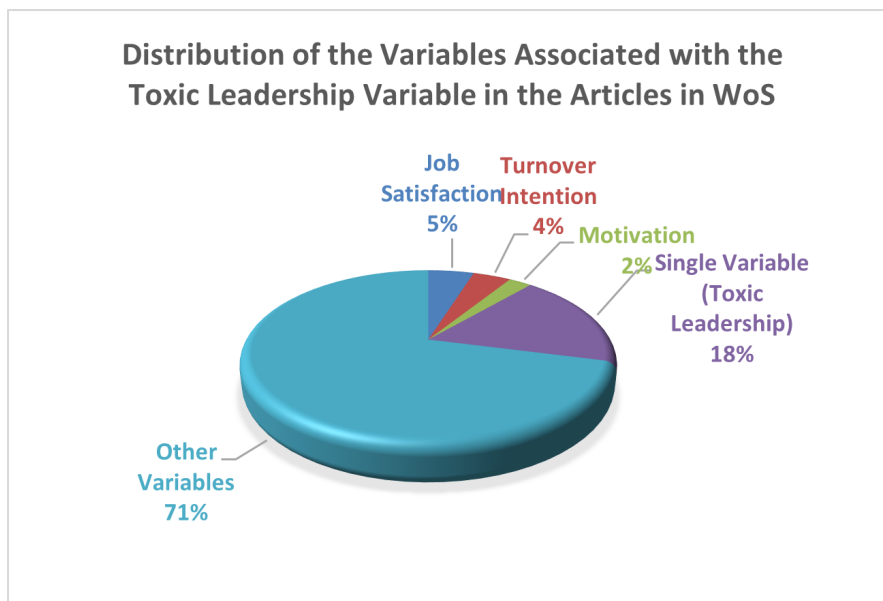


Figure 5. Distribution by Number of WoS Authors

When the variables in the articles published in the Web of Science database are analyzed, the variables most associated with toxic leadership are job satisfaction, turnover intention, and job motivation, respectively. In addition, it is observed that it is associated with variables such as cynicism, emotional exhaustion, job stress, absenteeism, productivity, organizational trust, organizational performance, psychological well-being, project success, self-awareness, employee well-being, group success, group silence, and organizational support. In contrast to the DergiPark platform, toxic leadership is studied with both positive and negative organizational behavior issues of the WoS platform. It can be stated that there is a more stable distribution in terms of linking with positive and negative organizational behavior issues than the DergiPark platform. In contrast, in the DergiPark platform, toxic leadership is highly associated with the organizational commitment variable. However, when SSCI-indexed articles on the Web of Science platform are examined, toxic leadership and organizational commitment variables are not associated.

6. Which sample groups were the research papers focused on?

Considering the sample groups in the articles published in the DergiPark database, it can be stated that there is a tendency toward teachers and school principals (İlhan and Çelebi, 2021), (Ütkiner, Babat, Güven, Pekaz and Ertuğrul, 2023), (Bahadır, 2020). In addition, there is also a study on employees operating in the retailing sector (Canbolat, Çelik and Ulukapı, 2021). Finally, it is possible to say that there are studies focusing on textile (Yılmaz et al., 2020) and health sector employees (Çankaya and Çiftçi, 2020).

Regarding the sample groups in the articles found in WoS, the focus was on education (Herbst and Roux, 2023), (Klahn and Male, 2023), (Alanezi, 2022) and health sector employees (Guo et al., 2022), (Ofei, Poku, Paarima, Barnes and Kwashie, 2023), (Labrague, 2021). In addition, it was also found that there is a study on civil servant candidates (Dobbs and Do, 2019). Lastly, a comprehensive study involving different sectors (Rocha, Dos Santos and Pais, 2023) has also been conducted. Apart from the above-mentioned sample groups, other studies have focused on various sample groups in different countries.

Conclusion

The application of the bibliometric method within a specific field is important in terms of providing ideas to researchers and those working on the subject and determining the current situation. Various interpretations can be made of the findings of this study, which evaluates studies in the Dergipark database covering Turkey and recent toxic leadership studies conducted in an international index and their bibliometric properties. Accordingly, this research covers articles on toxic leadership in the DergiPark and Web of Science databases (SSCI index) between 2014 and 2023. To access all articles written about toxic leadership in the last 10 years, a search was conducted using the keywords toxic leadership, toxic leader, and the dark side of leadership in the title and abstract. As a result, 53 articles were found on the DergiPark platform. 9 of the 53 articles were excluded from the scope because they were not related to toxic leadership. For this reason, 44 articles were included in the scope of the DergiPark research. On the other hand, a search was conducted in WoS with keywords such as toxic leadership and toxic leader, and 139 articles with the SSCI index were reached. Of these articles, 15 were removed from the study because they were not related to toxic leadership. Thus, it can be concluded that there are 124 articles in WoS. Approximately 75 of these articles focused on toxic leadership, while the remaining articles touched on the subject of toxic leadership. Thus, a total of 168 articles were examined in this research.

When the distribution by year is examined, it can be seen that the number of articles published on the Web of Science platform is higher than the number of articles published on the DergiPark platform in all years. In addition, no articles on toxic leadership were published on the DergiPark platform in 2014. 2020 was the year in which the most publications were published on the topic of toxic leadership for the DergiPark platform. On the other hand, the years in which the least publications were made on the topic of toxic leadership on the Web of Science platform were 2015 and 2017. The year with the highest number of publications was 2022. Considering this information, it can be said that more research has been conducted on the subject of toxic leadership today than in the past. When we looked at the distribution of articles according to years, it is observed that the number of studies generally increased over time. The interest in this field also suggests that new leadership models are being researched more. Finally, the difference between the articles published by DergiPark and WoS is high. The reason for this may be that researchers in Turkey tend to focus on positive organizational behavior.

An examination of the distribution of articles published in DergiPark and Web of Science database according to the number of authors revealed that the articles published in DergiPark platform in the last 10 years on toxic leadership generally (84%) had more than one author. In parallel, 73% of the articles on the Web of Science platform were written by more than one author. It can be stated that articles are generally written and published by more than one author for reasons such as the multidisciplinary nature of toxic leadership and the difficulty of managing all article processes alone.

The number of citations per article on the DergiPark platform (18.04) is close to the number of citations per article on the Web of Science platform (19.41). The reason for this situation is the scale-development article on Toxic Leadership published on DergiPark in 2015. The average number of citations per article increased because of the 122 citations received by the individual articles. On the other hand, 409 citations to 5 articles published on the WoS platform in 2014, resulting in 81.08 citations per article, is a value that increases the average value for the WoS platform. Finally, the least cited articles were those published in 2023. The reason for this may be that these data were analyzed in 2024.

When we looked at the article types, it is seen that almost all of the articles published in the DergiPark database (84.09%) are research articles. In addition, there is only 1 review article. Since studies on management and organizational behavior are generally conducted using quantitative research methods in Turkey, it is expected that most scientific publications are research articles. However, on the Web of Science platform, 96.77% of the articles are research articles. As with the DergiPark platform, there is only 1 review article on the WoS platform. It is also believed that the predominance of quantitative studies actually reveals the necessity of more in-depth qualitative studies on this subject.

Considering the variables associated with toxic leadership, the DergiPark platform generally addressed negative organizational behavior issues (burnout, turnover intention, etc.) rather than positive organizational behavior issues. It can be stated that positive organizational issues and negative organizational behavior issues are balanced on the WoS platform. However, in both databases, the proportion of studies that examined the toxic leadership variable alone was considerable.

When the variables used in the articles on the DergiPark and WoS platforms are compared, it is seen that the diversity is higher on the WoS platform. For example, while there is no study on the DergiPark platform in Turkey where toxic leadership and work motivation are associated, there is more than one study on the WoS platform where these two variables are associated. Although there is research on toxic leadership and project success on the WoS platform, there is no research on this topic on the DergiPark platform. The variables associated with toxic leadership on the DergiPark platform are generally organizational behavior issues that have been used in many studies in Turkey. In the WoS platform, unlike the DergiPark platform, current issues such as employee well-being, self-awareness, and emotional exhaustion are considered. On the other hand, while there is no research on the WoS platform linking toxic leadership and organizational commitment variables, there are 6 different studies on this subject on the DergiPark platform. Organizational commitment has a long history. Therefore, the WoS platform focuses on current issues rather than old organizational behavior issues.

Finally, when the sample groups are analyzed, the sample groups of toxic leadership articles in the DergiPark database generally consist of teachers and school principals. Similarly, the WoS platform contains many publications involving education workers. Studies involving health workers are also available on WoS.

This study was designed to reveal the current state of toxic leadership literature and identify its shortcomings. To examine the current literature from this perspective, articles published in the last decade were examined. As stated above, very few studies have examined publications on toxic leadership. Based on this deficiency, this study was conducted. In addition, no study has examined the differences between studies on toxic leadership published in the DergiPark and WoS database. For this reason, it was desirable to examine both databases at the same time for the last 10 years to determine whether there were any differences between the distribution of articles by year, the number of authors, the number of citations, and the variables considered. Therefore, it is important to have information about the articles published on the DergiPark platform on toxic leadership to see the current status of SSCI-indexed toxic leadership articles on the WoS platform and to understand the differences between the platforms. However, due to limitations such as covering the last 10 years and only including SSCI journals on the Web of Science platform, it is not claimed that a comprehensive literature review has not been presented.

Recommendations

It was observed that the number of studies published on the DergiPark platform regarding toxic leadership is less than the WoS platform. For this reason, it is suggested to conduct research on negative leadership types such as toxic leadership and the dark side of leadership on the DergiPark platform.

Considering the types of articles written on toxic leadership, the articles are generally research articles in DergiPark and the WoS platform. Writing different types of articles can contribute to the literature. It is believed that qualitative research conducted with samples such as managers and leaders, especially for a more in-depth examination of a subject related to negative organizational behavior such as toxic leadership, will contribute to the development of the field.

Examining the variables associated with toxic leadership, negative organizational behavior issues were generally studied on the DergiPark platform compared to the WoS platform. It may be recommended to conduct studies in which toxic leadership is associated with positive organizational behavior such as work motivation and employee well-being.

The sample groups of the articles generally comprise employees in the education and health sectors. For this reason, it is recommended to include different sample groups in future studies.

This study used articles published on the DergiPark platform and WoS platform (SSCI indexed) as data. Expanding the scope by year, the database and index may reveal more information about toxic leadership literature.

This research was not supported financially.

There are no conflicts of interest to declare.

There is no thank you statement.

Peer Review: Externally peer-reviewed.

Author Contributions Conception/Design of Study- T.K., D.T.Y.; Data Acquisition- T.K., D.T.Y.; Data Analysis/Interpretation- T.K., D.T.Y.; Drafting Manuscript- T.K., D.T.Y. ; Critical Revision of Manuscript- T.K., D.T.Y.; Final Approval and Accountability- T.K., D.T.Y.

Conflict of Interest: Authors declared no conflict of interest.

Financial Disclosure: Authors declared no financial support.

ORCID:

Timur Köse 0000-0002-6549-6946
Duygu Toplu Yaşlıoğlu 0000-0002-5637-8999

REFERENCES

- Acarbay, F. Y. (2022). Zehirli Liderler. Sinan, G. (Ed.), *Eğitimde Liderlik Yaklaşımları Kitabı* içinde (s.24-46). İstanbul: Efe Akademi Yayınları.
- Akbulut, D., & Yavuz, E. (2022). Öğütlerde Toksik Liderlik Davranışı: Betimsel İçerik Analizi. *Uluslararası Liderlik Çalışmaları Dergisi: Kuram ve Uygulama*, 5(2), 107-122. <https://doi.org/10.52848/ijls.1097752>
- Alanezi, A. (2022). Toxic Leadership Behaviors of School Principals: A Qualitative Study. *Educational Studies*, 1–15. <https://doi.org/10.1080/03055698.2022.2059343>
- Alkan, G. ve Özkaya, H. (2015). Türk muhasebe ve finans yazınının SSCI'da 20 yılı. *Journal of Accounting & Finance*, 66, 175–192.
- Ashforth, B. (1994). Petty tyranny in organizations. *Human Relations*, 47(7), 755–778. <https://doi.org/10.1177/001872679404700701>
- Bahadır, E. (2020). Öğretmenlerin Psikolojik Sermaye Düzeyleri ile Okul Müdürlerinin Toksik Liderlik Davranışları Arasındaki İlişkinin İncelenmesi. *İnönü Üniversitesi Eğitim Fakültesi Dergisi*, 21(2), 858-879. <https://doi.org/10.17679/inuefd.526845>
- Canbolat, M. A., Çelik, A. & Ulukapı, H. (2021). Toksik Liderlik Algısının Kariyer Bağlılığı ve Görev Performansı ile İlişkinine Yönelik Perakendecilik Sektöründe Bir Araştırma. *Selçuk Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi*, 24(1), 28-40. <https://doi.org/10.29249/selcuksbmyd.771124>
- Conger, J. A. (1990). The dark side of leadership. *Organizational Dynamics*, 19(2), 44–55. [https://doi.org/10.1016/0090-2616\(90\)90070-6](https://doi.org/10.1016/0090-2616(90)90070-6)
- Çankaya, M. & Çiftçi, G. E. (2020). Hastane Çalışanlarının Toksik Liderlik ve Örgütsel Sinizm Algılarının Örgütsel Bağlılıklarına Etkisi. *Hacettepe Sağlık İdaresi Dergisi*, 23(2), 273-298.
- J. M. Dobbs, & Do, J. J. (2019). The Impact of Perceived Toxic Leadership on Cynicism in Officer Candidates. *Armed Forces & Society*, 45(1), 3-26. <https://doi.org/10.1177/0095327X17747204>
- Green, J. E. (2014). Toxic Leadership in Educational Organizations. *Education Leadership Review*, 15(1), 18-33.
- Guo, X., Xiong, L., Wang, Y., Li, X., Wang, Y., Xiao, F. Xu, C. (2022). Chinese Nurses' Perceptions on Toxic Leadership Behaviors of Nurse Managers: A Qualitative Study. *Journal of Nursing Management*, 30(7), 3256-3263.
- Gündüz, Y. & Dedekorkut, S. (2014). Yıkıcı Liderlik. *Mersin Üniversitesi Eğitim Fakültesi Dergisi*, 10(1), 95-104. <https://doi.org/10.17860/efd.78236>
- Herbst, T. H. & Roux, T. (2023). Toxic Leadership: A Slow Poison Killing Women Leaders in Higher Education in South Africa?. *Higher Education Policy*, 36(1), 164-189. <https://doi.org/10.1057/s41307-021-00250-0>
- İlhan, H. & Çelebi, N. (2021). Okul Müdürlerinin Toksik Liderlik Davranışlarının Öğretmenlerin Örgütsel Bağlılıklarına Etkisi. *Eğitim ve İnsani Bilimler Dergisi: Teori ve Uygulama*, 12(23), 201-223.
- İzgiüden, D., Eroymak, S., & Erdem, R. (2016). Sağlık Kurumlarında Görülen Toksik Liderlik Davranışları: Bir Üniversite Hastanesi Örneği. *Balkan Sosyal Bilimler Dergisi*, 262-276.
- 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. <https://doi.org/10.1016/j.leaqua.2012.08.005>
- Karasözen, B.; Gökkuurt Bayram, Ö. & Zan, U. B. (2009). 1997-2006 Türkiye Bilim Göstergeleri Analizi. *Türk Kütüphaneciliği*, 23(1), 4-21.
- Klahn Acuña, B. & Male, T. (2023). Toxic Leadership and Academic Work Engagement in Higher Education: A Cross-Sectional Study From Chile. *Educational Management Administration & Leadership*, 52(3), 757-773. <https://doi.org/10.1177/17411432221084474>
- Koçel, T. (2014). *İşletme Yöneticiliği*, 15. Baskı, İstanbul. Beta
- Koşar, D. (2020). Analysis of Organizational Trust Studies Conducted in Turkey: A Content Analysis. *Pegem Eğitim ve Öğretim Dergisi*, 10(2), 355-372. doi.org/10.14527/pegegog.2020.012
- Labrague, L. J., Loricca, J., Nwafor CE. & Cummings, G. G. (2020). Predictors of Toxic Leadership Behavior Among Nurse Managers: A Cross-Sectional Study. *Journal of Nursing Management*, 29(2), 165-176. <https://doi.org/10.1111/jonm.13130>
- Lipman-Blumen, J. (2005). *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians and How We Can Survive Them*. New York. Oxford University Press.
- Northouse, P.G. (2007). *Leadership: Theory and Practice*. 4th Edition, Sage, Thousand Oaks.

- Ofei, A. M. A., C. A. Poku, Y., Barnes, T. Barnes, and A. A. Kwashie (2023). Toxic Leadership Behavior of Nurse Managers and Turnover Intentions: The Mediating Role of Job Satisfaction. *BMC Nursing*, 22(1), 374. <https://doi.org/10.1186/s12912-023-01539-8>
- Reyhanođlu, M. & Akın, Ö. (2016). Toksik Liderlik Örgütsel Sađlığı Olumsuz Yönde Tetikler Mi?. *İnsan ve Toplum Bilimleri Arařtırmaları Dergisi*, 5(3), 442-459. <https://doi.org/10.15869/itobiad.41373>
- Rocha, A. M., & Dos Santos, N. R. & Pais, L. (2023). Toxic Leadership and Followers' Motivation: An Angolan Study. *Universitas Psychologica*, 22, 1-xx. <https://doi.org/10.11144/Javeriana.upsy22.tlfm>
- Selçuk, H., & Akgün, A. E. (2022). Yapıcı ve Yıkıcı Liderlik Özelliklerinin Örgüt İklimi ve Çalışan Performansına Etkisi. *Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 24(2), 61-91.
- Tavanti, M. (2011). Managing Toxic Leaders: Dysfunctional Patterns in Organizational Leadership and How to Deal with Them. *Human Resource Management* 6(83), 127-136.
- Ünüvar, H. (2023). Türkiye'de Toksik Liderlik Alanında Yapılan Lisansüstü Tezlerin İçerik Analizi. *Dynamics in Social Sciences and Humanities*, 4(1), 31-36. <https://doi.org/10.5152/OJFHSS.2022.230424>
- Ütkiner, F., Babat, A., Güven, E., and Pekaz, Y. & Ertuđrul, S. (2023). Ortaöğretim Kurumlarında Görev Yapan Öğretmenlerin Toksik Liderlik Algılarının Mental İyi Oluşlarını Yordama Düzeyinin Belirlenmesi. *Journal of Management Theory and Practices Research*, 4(1), 18-29.
- Yalçınsoy, A., & Işık, M. (2018). Toksik Liderlik ile Örgütsel Bağlılık ve İşten Ayrılma Niyeti İlişkinine Yönelik Bir Araştırma. *Gaziantep University Journal of Social Sciences*, 17(3), 1016-1025. <https://doi.org/10.21547/jss.373835>
- Yıldız, D., and Wolff, A. (2023). Toksik Liderlik: WoS Verilerine Dayalı Bibliyometrik Analizi (2008-2023). *International Journal of Entrepreneurship and Management Inquiries*, 7(13), 249-263. <https://doi.org/10.55775/ijemi.1360646>
- Yılmaz, S.; Bakan, İ. & Olucak, H. İ. (2020). Çalışanların Toksik Liderlik Boyutlarına İlişkin Algılarının Stres Boyutları Düzeylerine Etkisi Üzerine Bir Araştırma. *Yönetim ve Ekonomi Dergisi*, 27(3), 557-572. <https://doi.org/10.18657/yonveek.588729>
- Zengin, M. (2019). Toksik Liderlik: Kavramsal Bir Çözümleme. *İnsan ve Toplum Bilimleri Arařtırmaları Dergisi*, 8(4), 2754-2766. <https://doi.org/10.15869/itobiad.598165>
- Whicker, M. L. (1996). *Toxic Leaders: When Organizations Go Bad*. Quorum Books.
- Wilson-Starks, K. Y. (2003). *Toxic Leadership*. *Transleadership, Inc, 1*, 2016.

How to cite this article

Köse, T., Toplu Yaşlıođlu , D. (2024). Review of articles published between 2014 and 2023 on toxic leadership using bibliometric Analysis: Comparison of DergiPark and Web of Science databases. *Istanbul Management Journal*, 97, 56-66. [10.26650/imj.2024.97.1556894](https://doi.org/10.26650/imj.2024.97.1556894)