

Bibliometric Analysis of Toxic Leadership

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ABSTRACT

Leadership plays a central role in determining the success of an organization, both in terms of productivity and employee relations. However, not all leadership styles have positive effects. Toxic leadership is a type of disruptive leadership that causes emotional distress, reduces work motivation, and causes organizational dysfunction. This study aims to uncover research trends, collaboration patterns between authors and institutions, and important issues established over the last ten years by conducting a bibliographic analysis of recent studies on toxic leadership. This research approach processes data from Google Scholar according to the 2020–2025 requirements using VosViewer and Publish or Perish software. According to the study's findings, counterproductive employee behaviour, high sales, and fewer organisational calls are all significantly impacted by toxic leadership. In order to establish a more wholesome and effective workplace, this study highlights how crucial it is for businesses to identify early toxic leadership tendencies and put ethical and emotional intelligence-based preventative measures into place.

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1. INTRODUCTION

Leadership is frequently praised as the driving force that determines the fate of groups, organisations, and societies. Successful leaders create an environment of growth and production by motivating and empowering their people.[1]. The majority of the work currently in publication reviews the traits and attributes linked to toxic leadership in the context of toxic personalities and leadership evaluation. [2]. Therefore, research on toxic leadership is important for human resource leaders to evaluate how they lead, in order to create a more conducive environment.

Since the notion that leadership has a significant impact on workers and organisations has recently gained traction, some scholars have begun to believe that studying the negative effects of leadership is more crucial to understanding leadership than merely the positive leadership perspective. This perspective emphasises that people are more sensitive to the negative aspects of the external context than the positive ones, and as a result, negative contexts have a greater influence on individual attitudes and behaviours. [3]. Even if toxic leaders are extremely skilled and productive at their jobs, they also help to foster a toxic work environment among their

colleagues and subordinates, and the effects of their behaviour extend beyond a select few.[4].

This research focuses on toxic leadership which seeks to analyze toxic leadership, Along with important societal issues like global warming, sustainability, food and water security, international peace, and demographic transitions, leadership and leadership excellence are among the most talked-about subjects nowadays. It is reasonable to argue that the calibre and efficacy of global leadership will have a significant impact on our future. As a result, the problem of unhealthy leadership becomes crucial. [5].

In charge of a group of people or an organisation, toxic leaders are linked to a dysfunctional leadership style and misuse the leader-follower connection by leaving the group or organisation in poorer shape.[6]. Toxic leaders' features, attributes, behaviours, and attitudes towards their coworkers are the focus of this study.

Toxic leaders in an organisation will make their subordinates feel physically and emotionally stressed. When workers don't receive positive reinforcement, their drive to work for a company doesn't go as planned. An organisation is undoubtedly greatly disadvantaged in situations like these, and when combined with deteriorating organisational performance, it may fail, which could be detrimental to both leaders and subordinates. (9). Variations in the work environment, retaliatory acts by subordinates, alienation of subordinates, poorer work performance, and physical and mental stress are further consequences of toxic leadership behaviour. Moreover, toxic leaders have no faith in their followers; they themselves are subjected to direct insults, which makes followers more pessimistic, which in turn causes stress among them and, eventually, leads to retaliation.

2. LITERATURE REVIEW

In this section, the researcher will give a literature that is related to the research variables backed by past research. The goal of

earlier studies is to make the conversation around toxic leadership more impactful and genuine.

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2.1 Definition of Toxic Leadership

A leadership style known as toxic leadership harms both the organization's health and the welfare of its subordinates. Authoritarian, derogatory, immoral, and self-serving behaviour are typical traits of toxic leaders. They have the potential to lower job satisfaction, raise turnover, lower organisational performance, and harm employee motivation. Examines "egotism, ethical failure, incompetence, and neuroticism" as the basis for toxic leadership behaviours in educational institutions. Furthermore, it describes a type of bad leadership behaviour as actions that instructors characterise as erratic, irregular, and variable depending on the leader's emotions at the time [7].

2.2 Definition and Concept of Toxic Leadership

Changes in the work environment, retaliation from subordinates, alienation of subordinates, decreased productivity, and physical and mental stress are further consequences of toxic leadership behaviours. Additionally, toxic leaders lack any level of

trust in their subordinates; they are subjected to open disdain, which makes the subordinates more negative, which in turn makes them more tense with one another, and ultimately results in retaliation in the form of unproductive work practices [8].

2.3 The Impact of Toxic Leadership on Employees and Organizations

For both people and organisations, toxic leadership repercussions. has major Not only do toxic leaders harm relationships with coworkers, but they also foster a stressful, insecure, and mistrustful work atmosphere. Employees under toxic leadership will experience stress, mental health issues, decline, high turnover intentions, and a decline in motivation and performance. [10]

Toxic leaders, on the other hand, will have a negative effect on the organization's innovation, organisational reputation, lower team performance, impede and and increase attrition and recruitment expenses.

3. METHODS

The researcher identified literature related to Toxic Leadership using a bibliometric analysis approach. The researcher chose this method because of its ability to provide in-depth insights into research trends, collaboration patterns, and topic developments in this field. The data collection process began using the Publish or Perish software, starting with the researcher entering the keyword "Toxic Leadership" to search for relevant publications. We used the Google Scholar database which is known as a comprehensive source of academic data. Then the researcher set criteria for the year of publication published between 2020 and 2025 which went through a peer-review process. After the data was obtained, the researcher exported the search results in RIS format for further analysis.

Next, I analyzed the data using VOSviewer, which was used to create a bibliometric network map. The data exported from Publish or Perish was imported into VOSviewer, allowing researchers to visualize the relationships between authors, institutions, and keywords. The resulting network map will provide an overview of the collaborations between authors and institutions, as well as the frequency of keywords appearing in the publications. In this way, I was able to identify the main themes covered in the literature and the increasing trends in toxic leadership research. I evaluated the number of citations of each article analyzed to ensure the quality and relevance of the data. In addition, a critique of the existing literature was conducted to identify gaps in research and areas that require further investigation.

To facilitate understanding, the results of the bibliometric analysis are presented in the form of tables and graphs. The table shows the number of publications, authors, titles, and GS rank, while the network map graph shows collaborations between authors and institutions and keyword trends that appear in publications. This study is expected to provide in-depth insights into toxic leadership and how it affects productivity using this bibliometric analysis methodology. In addition, this study is expected to inform workplace practices that support toxic leadership.

4. RESULTS AND DISCUSSION

After making a citation using the PoP application, the next step is to carry out an analysis in the VOSviewer application to visualize bibliometric maps or images in three different visualizations, namely network visualization, overlay visualization, and density visualization.

Table 1. Top Articles Identified by Pop

Cites	Authors	Title	GSRank
34	B Başkan	Toxic leadership in education	1
27	F Gandolfi, S Stone	Toxic leadership: Behaviors, characteristics, and consequences	2
7	SM Octavian	About the impact and effects of toxic leadership on employees and organizations	3

223	I Milosevic, S Maric, D Lončar	Defeating the toxic boss: The nature of toxic leadership and the role of followers	4
32	CS Semedo, A Salvador, NR Dos Santos, ...	Toxic leadership and empowering leadership: relations with work motivation	5
1	L Ronnie	The challenge of toxic leadership in realising Sustainable Development Goals: A scoping review	6
91	CW Wolor, A Ardiansyah, R Rofaida, ...	Impact of toxic leadership on employee performance	7
10	BC Hughes	Examining toxic leadership: An integrated framework for organizational recovery	8
9	C Paton	'We did everything we could': An account of toxic leadership	9
4	CR Boddy	Toxic Leadership	10

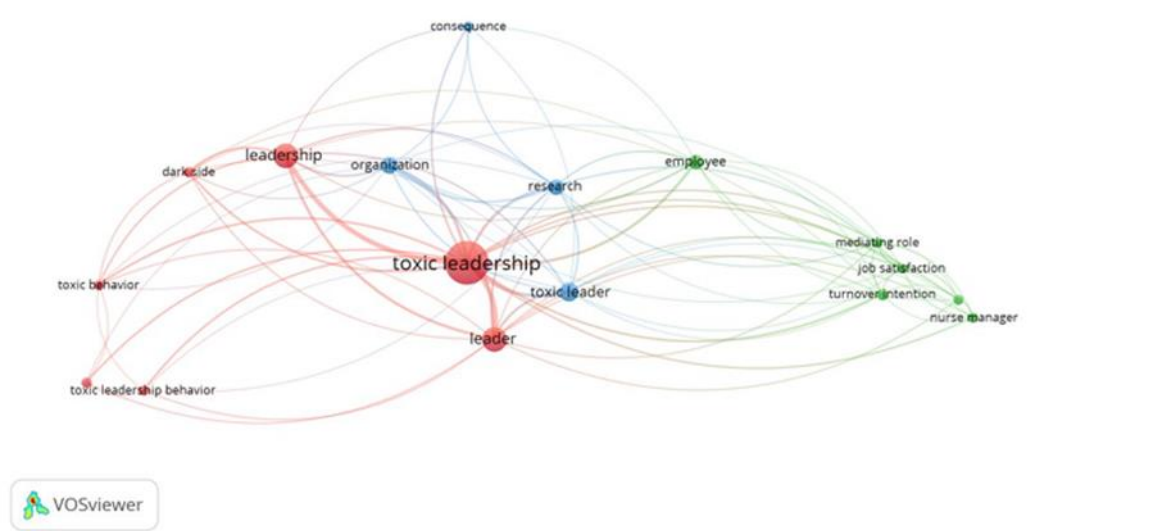


Figure 1. Visualization of the Research Trend Map

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different visualizations, namely network visualization, overlay visualization, and density visualization

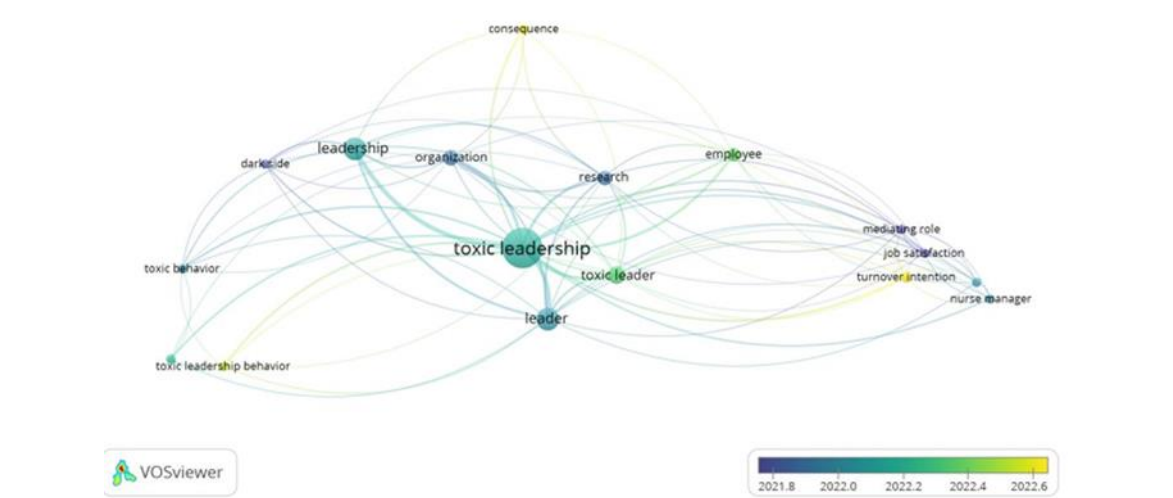
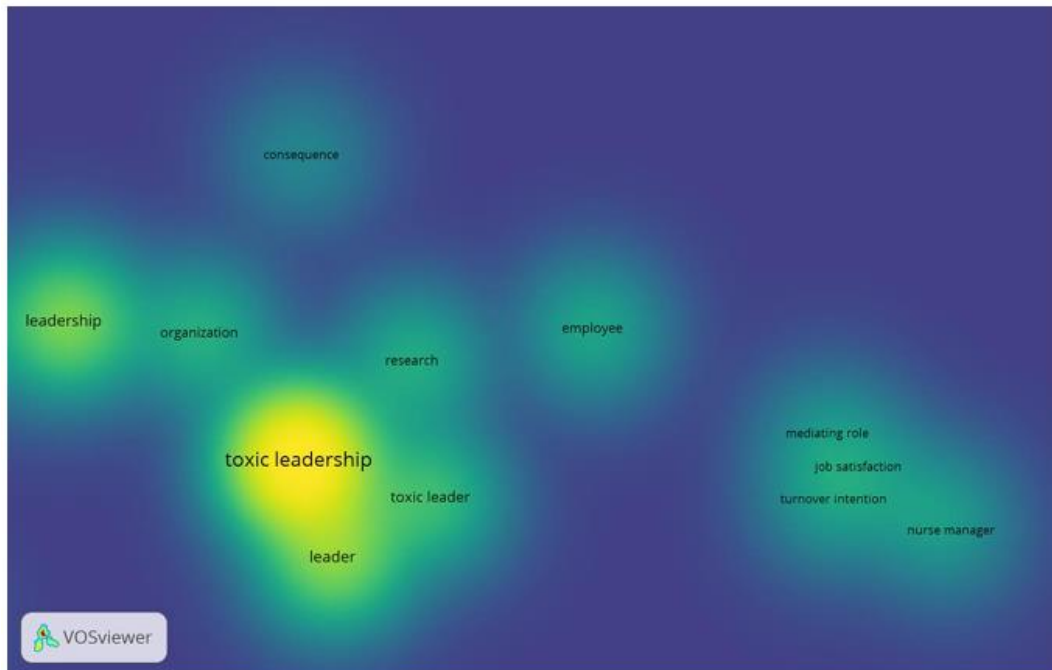


Figure 2. research result model

Figure 2 shows that the more yellow it is, the more often it is discussed in the data. If the blue color is a little discussed. In blue

there is a dark side which is rarely discussed and in yellow there is turnover intention.



The density display mode above shows that most of the research related to toxic leadership is highlighted in bright yellow. The brighter the color, the more research. There are very few studies on turnover intention, mediating role, consequence, mediating role and nurse manager. While the highest density of toxic leadership.

5. CONCLUSION

Based on the results of the bibliometric analysis conducted, this study concludes that toxic leadership is a negative leadership phenomenon that has a significant impact on individuals and organizations. Toxic leadership triggers emotional stress, decreases work motivation, increases employee turnover rates, and decreases organizational performance and reputation. The results of the analysis using Publish or

Perish and VOSviewer software show that the theme of toxic leadership has been increasingly studied in recent years, with increasing collaboration between authors and institutions. These findings underscore the importance of organizational efforts to recognize early symptoms of toxic leadership and develop prevention strategies based on ethics and emotional intelligence to create a healthy and productive work environment. Further research is expected to deepen the exploration of mediating factors and long term consequences of toxic leadership in various organizational contexts.

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