

Abusive Leadership in Organizations: Insights from Bibliometric Analysis for Future Research Agenda

Udin Udin*, Radyan Dananjoyo

Department of Management, Universitas Muhammadiyah Yogyakarta, Indonesia. *Corresponding Author's Email: udin@umy.ac.id

Abstract

Abusive leadership is a critically important issue in modern organizations because of its far-reaching and deeply detrimental effects on employees, teams, and overall organizational performance. Its importance stems from the need to understand, mitigate, and prevent behaviors that can erode workplace well-being and productivity. This bibliometric review examines the evolving landscape of research on abusive leadership from 2010 to 2024, highlighting key trends, influential authors, and prominent journals in the field. Utilizing the Scopus scientific database, the study identifies 362 relevant documents, revealing a significant concentration of research within the domains of Business, Management, and Accounting. The findings underscore the detrimental impact of abusive leadership on employee well-being, motivation, and organizational performance, emphasizing the need for a deeper understanding of its antecedents and consequences. Notable contributors, including Julian Barling and Barbara Schyns, are recognized for their foundational theories and empirical studies, while leading journals such as the *Journal of Applied Psychology*, *Leadership Quarterly* and the *Journal of Business Ethics* are identified as critical platforms for disseminating impactful research. This review not only maps the current state of abusive leadership literature but also provides insights for future research directions, advocating for a multidisciplinary approach to address the ethical and psychological implications of abusive leadership behaviors in organizational settings.

Keywords:

Abusive Leadership, Bibliometric Analysis, Leadership Research, Organizational Behavior, VOS Viewer.

Introduction

Leadership plays a pivotal role in shaping the culture and success of an organization. While effective leadership inspires and motivates, the dark side of leadership—known as abusive leadership—can have devastating consequences for employees, teams, and organizations (1). Abusive leadership refers to a pattern of hostile verbal and non-verbal behaviors by leaders, such as public humiliation, intentional intimidation, and micromanagement, which erode trust and respect in the workplace (2). Despite its pervasive nature, this issue often remains under-acknowledged, hidden behind hierarchical structures or excused as “tough leadership.” The importance of addressing abusive leadership cannot be overstated. Studies have shown that such toxic behaviors lead to a cascade of negative outcomes, including diminished performance, reduced employee well-being, and increased turnover (3-5). Research by Tepper indicates that approximately 10-16% of employees report experiencing abusive behavior from their leaders

at some point in their careers. Abusive leadership further leads to 63% lower employee engagement (6, 7). Abusive leadership is not limited to a specific industry or organizational level, making it a universal challenge (8, 9). Beyond the individual, abusive leadership stifles collaboration, infects organizational culture, and significantly hampers innovation. For organizations, the cost is not only financial—through lost productivity and high attrition—but also reputational, as workplaces associated with toxicity struggle to attract top talent and maintain stakeholder trust. Furthermore, abusive leadership has societal implications. The emotional toll on employees often extends beyond the workplace, affecting their families and communities. At a time when mental health and workplace well-being are gaining global attention, turning a blind eye to abusive leadership is no longer acceptable (10). Organizations have an ethical responsibility to not only condemn such behavior but actively promote leadership practices that uphold dignity and

This is an Open Access article distributed under the terms of the Creative Commons Attribution CC BY license (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted reuse, distribution, and reproduction in any medium, provided the original work is properly cited.

(Received 15th January 2025; Accepted 17th April 2025; Published 27th April 2025)

respect. A variety of leadership style such as prophetic (11), Islamic (12), spiritual (13), ethical (14), servant (15), inclusive (16), transformational (17), transactional (18), empowering (19), authentic (20), charismatic (21), strategic (22), visionary (23), entrepreneurial (24), responsible (25), agile (26), sustainable (27), safety (28), ambidextrous (29), participative (30), distributed (31), managerial shared (32), authoritarian (33), laissez-faire (34), destructive (35), toxic (36), despotic (37), exploitative (38), and digital leadership (39) have been explored using bibliometric reviews. However, abusive leadership remains an underexplored topic within bibliometric research. Bibliometric analysis offers a powerful tool for transforming academic insights into practical strategies by identifying key trends, influential authors, pivotal publications, and thematic developments within a field. This method enables organizations to move from reactive decision-making toward proactive and evidence-based leadership development. By mapping the scholarly landscape, bibliometric analysis informs the design of policies, training initiatives, and leadership interventions—bridging the gap between theory and practice. This study aims to explore the complex nature of abusive leadership, examining its defining traits, widespread impacts, and preventive strategies. By addressing this issue directly, organizations can cultivate a culture of psychological safety and long-term resilience in today's competitive, human-centered environment. Beyond analyzing individual behaviors, the study also considers the broader implications of abusive leadership for workplace culture, employee well-being, and organizational performance. Specifically, it employs bibliometric methods to uncover publication trends, leading contributors, prominent journals, and emerging research clusters in this critical area. Abusive leadership is a form of destructive leadership characterized by repeated hostile actions by leaders that harm their employees' well-being, morale, and performance (40, 3). These behaviors include verbal and non-verbal aggression (e.g., insulting remarks, sarcasm aimed at demeaning, or overt shouting at employees), public humiliation (e.g., criticizing employees in front of peers to assert dominance or control), misuse of authority (e.g., using positional power to create fear or compel employees to comply without regard for

their input), and intentional exclusion (e.g., deliberately isolating an employee from workplace activities) (41). Unlike assertive leadership, which aims to drive results within ethical boundaries, abusive leadership undermines the dignity, respect, and fairness essential to healthy workplace relationships (42).

Methodology

This study used a bibliometric review to analyze and visualize trends, patterns, and key contributors in the specific field of abusive leadership. Scopus became an excellent choice as the scientific database for this bibliometric study, offering comprehensive coverage of peer-reviewed literature, including journals, conference proceedings, and patents across various disciplines. Moreover, VOSviewer was utilized as a powerful tool for data visualization, helping uncover relationships among authors, institutions, keywords, and citations. VOSviewer was selected for this bibliometric analysis due to its clarity, simplicity, and powerful visualization capabilities. The tool's ability to map thematic clusters, track keyword evolution, and display co-citation networks in an interpretable format provided valuable insights into abusive leadership research. Unlike other bibliometric tools, VOSviewer's intuitive interface and high customizability made it especially suited for dynamic, accessible exploration of the research landscape, making it the ideal choice for this study. Using the keyword "abusive leadership" in the Scopus scientific database, 505 documents were identified. After screening to create a more targeted dataset based on specific criteria (2010–December 30th, 2024, focusing on English documents with the keywords "Leadership," "Abusive Leadership," "Destructive Leadership," "Toxic Leadership," and "Abusive Supervision"), 362 documents were selected for further analysis. Out of the 362 documents screened as the final dataset, the distribution of document types includes 314 articles (86.8%), 19 book chapters (5.2%), 17 reviews (4.7%), 7 conference papers (1.9%), 2 notes (0.6%), 1 letter (0.3%), 1 erratum (0.3%), and 1 editorial (0.3%). This study shows that articles are typically the most substantive and peer-reviewed works in scientific research, often representing original research that directly contributes to the field. Furthermore, 112 of the 362 documents (30.94%) are open access, with 66 green (18.25%), 55 gold

(15.20%), 23 hybrid gold (6.36%), and 9 bronze (2.49%).

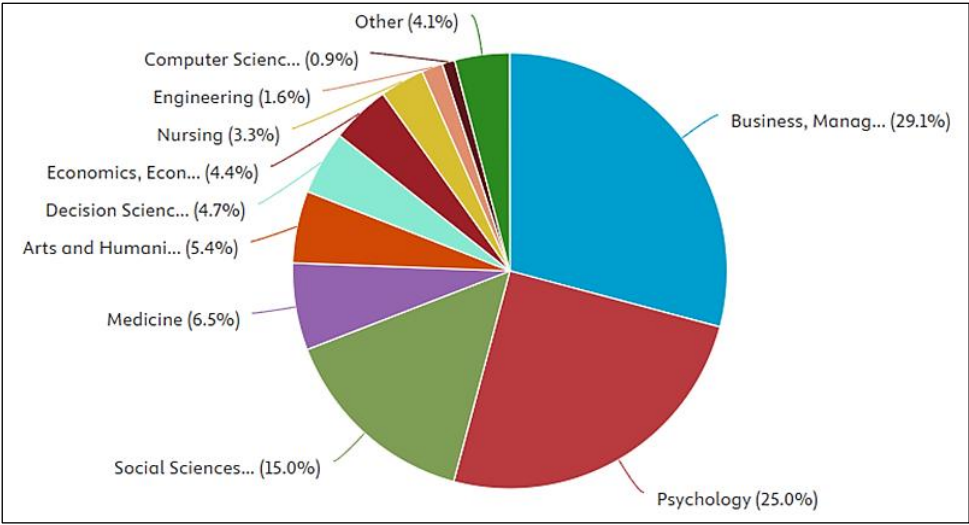


Figure 1: Documents by Subject Area

The results in Figure 1 show that out of the 362 documents, the distribution across fields is as follows: Business, Management, and Accounting (185, 51.14%), Psychology (159, 43.94%), Social Sciences (95, 26.23%), Medicine (41, 11.33%), Arts and Humanities (34, 9.39%), Decision Sciences (30, 8.29%), Economics, Econometrics, and Finance (28, 7.73%), Nursing (21, 5.8%), Engineering (10, 2.76%), Computer Science (6, 1.66%), Environmental Science (6, 1.66%), Multidisciplinary (4, 1.10%), Neuroscience (4, 1.10%), Agricultural and Biological Sciences (2, 0.55%), Biochemistry, Genetics and Molecular Biology (2, 0.55%), Health Professions (2, 0.55%), Mathematics (2, 0.55%), Pharmacology, Toxicology, and Pharmaceuticals (2, 0.55%), Energy (1, 0.28%), and Veterinary (1, 0.28%). This study acknowledges that Business, Management, and Accounting accounts for more than half of the documents, underscoring the significant focus on leadership, organizational behavior, and performance in business settings. This aligns with the growing interest in understanding how abusive leadership affects employee well-being, motivation, and performance.

Results

The results in Table 1 highlight the top journals contributing to the abusive leadership literature, focusing on their H-Index, Cite Score 2023, SJR (Scimago Journal Rank) 2023, and SNIP (Source Normalized Impact per Paper) 2023. These

metrics reflect the quality, impact, and relevance of these journals (e.g., Journal of Applied Psychology, Frontiers in Psychology, Journal of Business Ethics, Leadership Quarterly, Journal of Leadership and Organizational Studies, Journal of Managerial Psychology, and Leadership and Organization Development Journal) in disseminating research on abusive leadership. The Journal of Applied Psychology (APA, United States) is a primary outlet for foundational and high-impact studies in this area. Given the strong link between abusive leadership and psychological outcomes such as stress, burnout, and employee well-being, this journal plays a pivotal role in advancing both theoretical and empirical knowledge. With the highest H-Index (340), it stands out as the most influential source in the field. Leadership Quarterly’s high Cite Score (15.2) and H-Index (189) underscore its specialized focus on leadership research. The journal offers valuable theoretical and empirical insights into both individual and organizational dynamics. It serves as a hub for groundbreaking studies, particularly on abusive leadership, its antecedents, and consequences. In addition, the Journal of Business Ethics, with its high Cite Score (12.8) and H-Index (253), highlights its prominence in ethical research. Given the ethical implications of abusive leadership, including violations of workplace norms and its harmful effects on employees, this journal serves as a key platform for exploring the ethical dimensions of such behavior.

Table 1: Top 7 Journals and Their H-Index

	Publisher	Country	Documents	H-Index	Cite Score 2023	SJR 2023	SNIP 2023
Journal of Applied Psychology	American Psychological Association	United States	16	340	17.6	6.453	3.597
Frontiers in Psychology	Frontiers Media	Switzerland	16	184	5.3	0.800	1.071
Journal of Business Ethics	Springer Nature	Netherlands	13	253	12.8	2.624	2.841
Leadership Quarterly	Elsevier	United States	12	189	15.2	4.375	3.216
Journal of Leadership and Organizational Studies	Sage	United States	9	60	9.7	1.549	1.936
Journal of Managerial Psychology	Emerald Publishing	United Kingdom	8	99	5.5	1.337	1.359
Leadership and Organization Development Journal	Emerald Publishing	United Kingdom	7	83	7.7	1.155	1.512

Table 2 highlights the most productive researchers in abusive leadership studies from 2010 to 2024, showcasing metrics such as institutional affiliation, geographic representation, productivity, and impact. Julian Barling, from The Stephen J. R. Smith School of Business in Canada, stands out as a leading scholar in organizational behavior. His extensive work on abusive leadership has contributed both foundational theories and empirical studies, with a high citation count of 15,938 reflecting the global significance of his research. Then, Barbara Schyns, from NEOMA Business School in France, is known for bridging leadership and psychological well-being. Her research explores how abusive behaviors affect organizational outcomes, particularly employee morale and performance. Muhammad Usman

Azeem, from ESSCA School of Management in France, represents the growing focus on abusive leadership within emerging research fields, with an emphasis on cross-cultural or organizational behavior perspectives. Azeem and Haq are emerging scholars expanding abusive leadership studies into novel contexts, such as cross-cultural environments and ethical leadership in the corporate sector, while Rice integrates psychological and practical approaches to leadership. Additionally, De Clercq’s broader impact, reflected in his H-Index of 55, underscores his thought leadership in organizational studies. Although his work on abusive leadership is limited, he likely integrates this topic with broader leadership theories and organizational dynamics.

Table 2: Top 7 Most Productive Authors in the 2010–2024 Period

Name	Affiliation	Country	Documents	H-Index	Total Documents	Total Citations
Barling, J.	The Stephen J. R. Smith School of Business	Canada	7	64	229	15,938
Schyns, B.	NEOMA Business School	France	6	34	108	4,672
Azeem, M.U.	ESSCA School of Management	France	5	22	64	1,236
Haq, I.U.	Pôle Léonard De Vinci	France	5	23	68	1,352
Rice, D.B.	Miami University	United States	5	10	27	302
De Clercq, D.	Brock University	Canada	4	55	224	9,739
Skogstad, A.	Universitetet i Bergen	Norway	4	29	49	4,028

Table 3 lists the top seven documents by co-citation count related to abusive leadership. Schyns and Schilling (43) have the highest citation count (722). Their meta-analysis examines the effects of destructive leadership (e.g., abusive supervision, toxic leadership, and unethical behavior), providing a comprehensive overview of how harmful leaders impact their followers and organizations. It also highlights various negative outcomes associated with destructive leadership behaviors, making it a foundational piece for understanding the implications of abusive leadership. Mackey, Frieder (44), with 503 citations, and Tepper, Simon (45), with 451 citations, present a meta-analysis and empirical review of abusive supervision. They synthesize existing research to quantify the effects of abusive

supervision on employees and organizations, offering insights into the prevalence and consequences of this leadership style. Martinko, Harvey (46), with 479 citations, and Harms, Credé (47), with 314 citations, focus on abusive supervision research, summarizing key findings and identifying gaps in the literature. Their work serves as a critical resource for understanding both the theoretical frameworks and empirical studies surrounding abusive leadership. Furthermore, Xu, Loi (48), with 271 citations, explores the interaction between abusive supervision and leader-member exchange, focusing on how these dynamics influence employee silence. They provide valuable insights into the mechanisms through which abusive leadership affects employee behavior.

Table 3: Top 7 Documents by Co-Citation Count

No.	Documents	Citation
1.	Schyns B, and Schilling J. How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. <i>Leadership Quarterly</i> . 2013;24(1): 138-158.	722
2.	Mackey JD, Frieder RE, Brees JR., and Martinko MJ. Abusive Supervision: A Meta-Analysis and Empirical Review. <i>Journal of Management</i> . 2017;43(6):1940-1965.	503
3.	Martinko MJ, Harvey P, Brees J R, and Mackey J. A review of abusive supervision research. <i>Journal of Organizational Behavior</i> . 2013; 34(Suppl 1): S120-S137.	479
4.	Tepper B J, Simon L, and Park HM. Abusive Supervision. <i>Annual Review of Organizational Psychology and Organizational Behavior</i> . 2017;4;123-152.	451
5.	Krasikova DV, Green SG, and LeBreton JM. Destructive Leadership: A Theoretical Review, Integration, and Future Research Agenda. <i>Journal of Management</i> . 2013;39(5):1308-1338.	364
6.	Harms PD, Credé, M, Tynan M, Leon M, and Jeung W. Leadership and stress: A meta-analytic review. <i>Leadership Quarterly</i> . 2017; 28(1):178-194.	314
7.	Xu AJ, Loi R., and Lam LW. The bad boss takes it all: How abusive supervision and leader-member exchange interact to influence employee silence. <i>Leadership Quarterly</i> . 2015; 26(5): 763-774.	271

Figure 2 illustrates co-authorship relationships in abusive leadership research. Larger nodes (e.g., Schyns, B., Zhang, H., Zhang, L., Zhang, Y., Zheng, X., Liu, X., and Avolio, B. J.) represent authors with higher publication counts or greater influence within the field. Schyns, B. from NEOMA Business School, France, demonstrates substantial contributions, likely through a significant number of publications or impactful research. Zhang, H. from Beijing Normal University – China, Zhang, L.

from Shanghai University of Finance and Economics – China, Zhang, Y. from Hebei University of Technology – China, Zheng, X. from Tsinghua University – China, Liu, X. from Renmin University of China, and Avolio, B. J. from the University of Washington – United States, also feature prominently. Furthermore, Zhang, L. collaborates more frequently within his cluster than across other clusters, serving as a key connector between them.

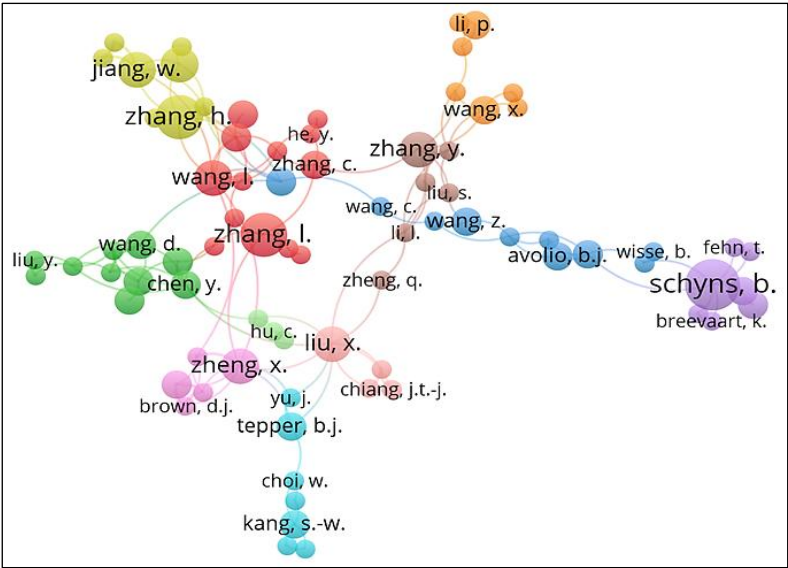


Figure 2: Co-authorship Relationships

Table 4: Top 7 Affiliation in the 2010–2024 Period

Affiliation	City	Country	Documents	Total documents	QS World University Ranking
Renmin University of China	Beijing	China	9	25,872	621-630
The Stephen J. R. Smith School of Business	Kingston	Canada	7	1,185	Not applicable
Sun Yat-Sen University	Guangzhou	China	6	169,972	331
Michigan State University	Michigan	United States	6	176,595	152
Miami University	Oxford	United States	6	23,057	1201-1400
Shanghai University of Finance and Economics	Shanghai	China	6	8,332	1201-1400
Gachon University	Seongnam	South Korea	6	23,880	Not applicable

Table 4 presents the top seven affiliations contributing to publications on abusive leadership during the 2010–2024 periods, detailing their geographical locations, research outputs, and international rankings. Renmin University of China leads with 9 documents, showcasing its strong engagement in this research area. Its total scholarly output of 25,872 documents underscores its broader academic activity. The Stephen J.R. Smith School of Business, while contributing fewer documents (7), represents a specialized institution with a smaller overall output of 1,185 documents, reflecting a focus on niche research areas. Sun Yat-Sen University and Michigan State University each contributed 6 documents but differ in total scholarly output and international rankings,

reflecting their distinct research capacities. Similarly, Miami University, Shanghai University of Finance and Economics, and Gachon University each contributed 6 documents, with variations in size and ranking. Notably, Michigan State University (Quacquarelli Symonds (QS) rank: 152) and Sun Yat-Sen University (QS rank: 331) combine high global rankings with significant contributions to this field. In contrast, Renmin University (QS rank: 621-630) leads in document contributions, highlighting its domain-specific expertise. Mid-tier universities such as Miami University and Shanghai University of Finance and Economics (QS rank: 1201-1400) demonstrate the valuable role of diverse institutions in advancing specialized research topics.

Table 5: Top 7 Country in the 2010–2024 Period

Country	Documents	H-Index	Total Documents	Citations per Document	Total Citations
United States	120	3,051	16,047,770	32.11	515,339,352
China	94	1,333	10,372,322	14.06	145,875,947
Canada	46	1,562	2,426,840	30.53	74,088,684
Australia	21	1,377	2,009,795	28.51	57,290,179
United Kingdom	21	1,928	4,778,980	29.92	142,963,939
Germany	20	1,690	4,104,599	26.82	110,076,588
Pakistan	19	428	328,610	14.35	4,715,916

Table 5 highlights the top seven countries contributing to research on abusive leadership from 2010 to 2024, using various academic metrics. The United States leads with 120 documents, the highest H-index (3,051), and total citations (515,339,352). Its high average citations per document (32.11) underscore the sustained impact and quality of its research output. China follows with 94 documents and a total of 145,875,947 citations, reflecting its rapidly growing research contributions and influence. However, its lower citations per document (14.06) compared to traditional research leaders such as the United States, Canada, and the United Kingdom suggests room for further improvement in research quality. Countries such as Canada (30.53), Australia (28.51), and the United Kingdom (29.92) demonstrate similar citations per document,

reflecting high research quality and significant global influence despite contributing fewer documents than China. Germany, with a slightly smaller output (20 documents), maintains a strong average of 26.82 citations per document, highlighting its consistent production of impactful research. In conclusion, the dominance of Western nations—including the United States, United Kingdom, Germany, and Canada—in metrics like the H-index and citations underscores their enduring influence on global research trends. Meanwhile, China’s position reflects a shift toward more diverse global research leadership, driven by Asia’s growing contributions. Pakistan’s inclusion further signals increased diversification in the global research landscape, as developing nations gain greater visibility and influence.

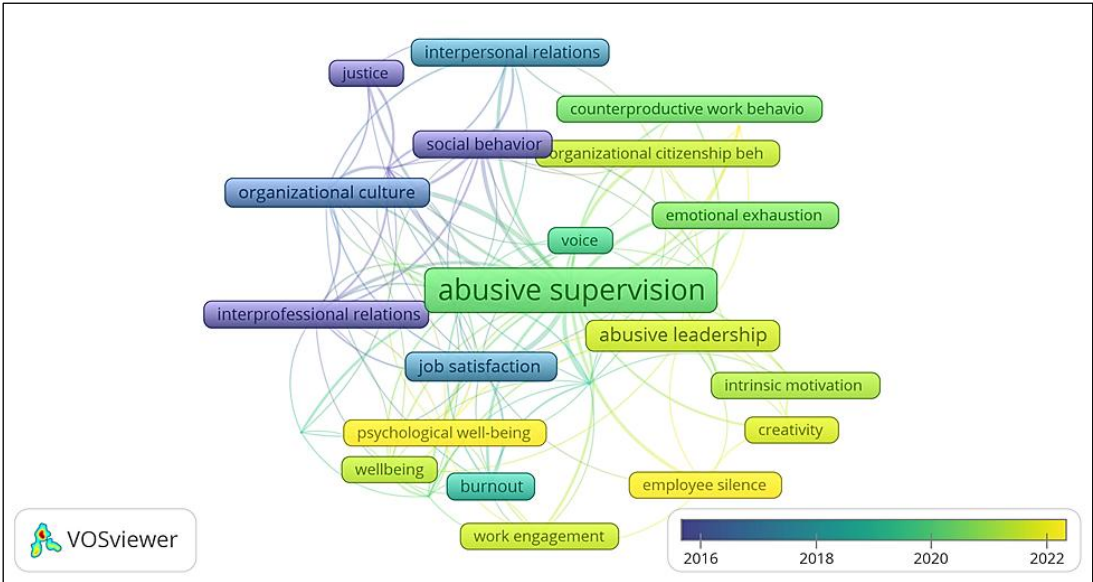


Figure 3: Overlay Visualization

Figure 3 displays trends in abusive leadership research. The overlay visualization reveals that before 2020, studies frequently explored abusive

leadership's connection to various organizational and psychological outcomes, such as burnout, organizational culture, justice, social behavior, and

interpersonal relations. After 2020, research trends shifted toward topics like employee silence, psychological well-being, creativity, work engagement, organizational citizenship behavior (OCB), emotional exhaustion, and counterproductive work behavior (CWB). Abusive leadership creates a climate of fear, discouraging employees from speaking up, often due to perceptions of futility or fear of retribution. Research shows that employees under abusive supervision are significantly less likely to share innovative ideas or report unethical pro-organizational behaviors (49, 50). By analyzing the

research clusters, organizations, therefore, can take proactive steps to recognize, prevent, and address abusive leadership. These insights enable the development of targeted strategies—such as structured feedback systems, customized leadership training, and supportive interventions—that foster a healthier and more positive work environment. Such efforts not only reduce abusive behaviors but also enhance employee well-being and organizational performance by promoting a culture of trust, accountability, and mutual respect.

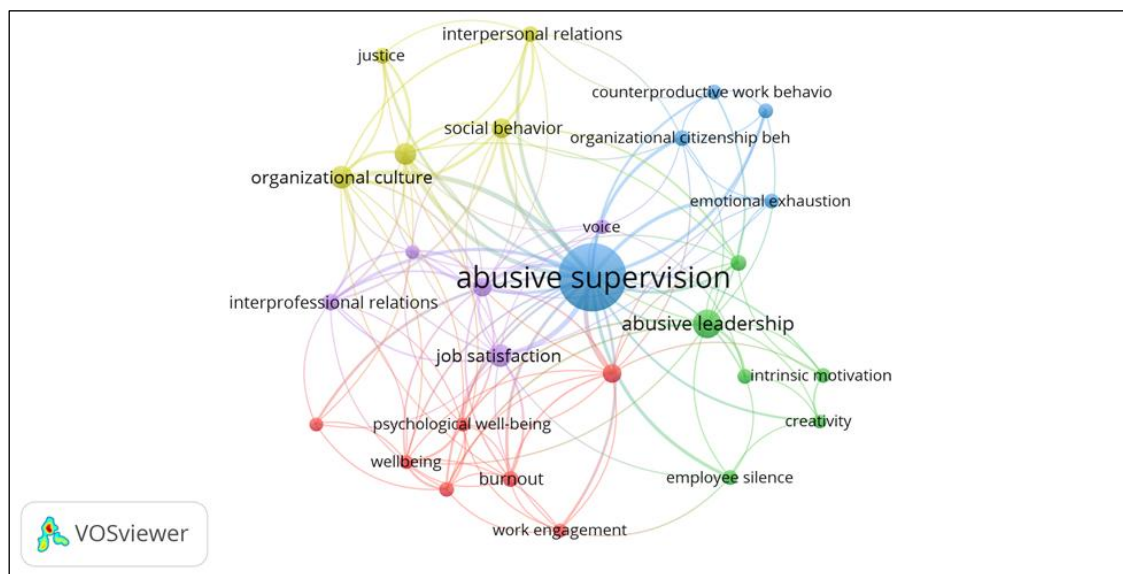


Figure 4: Network Visualization

Figure 4 illustrates how abusive leadership negatively affects key variables such as psychological safety, employee silence, and intrinsic motivation, which subsequently suppress creativity. It also indicates that abusive leadership directly harms employees' emotional well-being, leading to emotional exhaustion, and negatively influences behavior by increasing CWB and decreasing OCB.

Discussion

Abusive Leadership, Psychological Safety and Creativity

Abusive leadership, characterized by belittling or bullying behavior from supervisors, erodes psychological safety. Abusive leaders often engage in public humiliation, verbal abuse, and harsh criticism, fostering an atmosphere of fear (51). As a result, employees are less likely to voice opinions, suggest new ideas, or raise concerns about

problems, fearing retribution (52). When employees feel unsupported or mistreated, they are less inclined to engage in open communication and share ideas for fostering creativity.

Abusive Leadership, Intrinsic Motivation and OCB

The impact of abusive leadership on intrinsic motivation and OCB is both significant and detrimental to individual employees and the organization as a whole. Abusive leadership often involves controlling behaviors, such as excessive criticism and threats, which undermine employees' sense of autonomy, competence, and self-determination—critical components of intrinsic motivation. When employees are repeatedly told how to perform their tasks or belittled for their efforts, they feel less control over their work, diminishing their intrinsic drive to perform for personal satisfaction (52-54). Furthermore, abusive leadership fosters feelings of

inequity and unfairness. When employees perceive their efforts as unjustly treated, they are less likely to go above and beyond for the organization (55, 56).

Abusive Leadership, Emotional Exhaustion and CWB

Abusive leadership has a significant effect on both emotional exhaustion and CWB. Abusive leadership involves demeaning behaviors that create a toxic work environment. Employees subjected to such leadership experience high levels of stress, anxiety, and tension. Over time, these constant emotional strains lead to emotional exhaustion (48). The stress caused by unpredictable or unfair treatment leaves employees feeling mentally and emotionally depleted, as they are constantly in a state of alertness or worry about potential abuse (57). Moreover, abusive leadership creates an environment where employees feel frustrated, disrespected, and undervalued. This frustration can build up over time, leading employees to act out in ways that harm the organization (58). The sense of injustice and helplessness that accompanies abusive treatment can lead to retaliatory behaviors, such as verbal outbursts, withdrawal, or even sabotage. Thus, organizations should prioritize creating a supportive and respectful leadership environment (12, 59), as abusive leadership not only harms employees' well-being but also hinders organizational performance. By addressing and mitigating abusive leadership behaviors, organizations can protect employee well-being and improve overall organizational functioning.

Conclusion

This study emphasizes the urgent need to address abusive leadership in organizations due to its detrimental effects on employee well-being, organizational culture, and performance. The bibliometric analysis highlights the prevalence of abusive behaviors, characterized by hostile verbal and non-verbal actions that erode trust and respect in the workplace. These behaviors decrease morale, increase turnover, and lower engagement, ultimately impairing organizational effectiveness. Post-2020, research has shifted towards themes like employee silence, psychological well-being, and counterproductive work behavior, reflecting the growing complexity

of abusive leadership dynamics. This shift underscores the importance of fostering a culture of psychological safety, where employees feel empowered to voice concerns and contribute ideas without fear of retribution. Moreover, key authors and influential journals provide a foundation for future research into the causes, consequences, and interventions related to abusive leadership. Scholars and practitioners must explore strategies to mitigate its impact and promote ethical leadership. Addressing abusive leadership is not only vital for enhancing individual experiences but also critical for sustaining organizational success. By prioritizing employee well-being and fostering a respectful workplace culture, organizations can boost productivity, attract top talent, and build a resilient workforce capable of thriving in a competitive environment. This study, while providing a comprehensive bibliometric analysis of abusive leadership, has several limitations. First, relying solely on the Scopus database may limit the scope of the reviewed literature, excluding relevant studies from other databases or journals. Additionally, focusing on English-language documents may overlook valuable insights from non-English research, narrowing the global perspective on abusive leadership. Another limitation is the study's temporal focus, which covers publications from 2010 to 2024. While this period captures key trends, it does not fully address the historical context or earlier research on abusive leadership. Furthermore, the study does not explore the qualitative aspects of abusive leadership, such as employees' lived experiences or the contextual factors contributing to such behaviors, which could offer deeper insights into the phenomenon. Future research on abusive leadership should address these limitations by broadening the literature scope to include diverse databases and languages. Longitudinal studies could provide insights into the long-term effects of abusive leadership on employee outcomes and organizational culture. Researchers should also investigate the contextual factors influencing the prevalence and impact of abusive leadership, such as industry dynamics, cultural differences, and organizational structures. Qualitative methods, including interviews and case studies, could offer deeper insights into employees' experiences with abusive leadership. Moreover, studying effective intervention strategies and leadership

development programs to mitigate abusive behaviors is essential. Future studies should also explore the role of bystanders and organizational policies in tackling abusive leadership, helping to build a supportive and respectful workplace culture.

Abbreviations

APA: American Psychological Association, CWB: Counterproductive Work Behavior, OCB: Organizational Citizenship Behavior, QS: Quacquarelli Symonds.

Acknowledgment

We would like to extend our heartfelt gratitude to Prof. Ika Nurul Qamari for her invaluable insights and thoughtful feedback on this article. Her expertise and constructive comments have greatly enhanced the quality and clarity of our work.

Author Contributions

Udin Udin: Conceptualization, draft preparation, research framework development, methodology, findings interpretation, Radian Dananjoyo: literature review, critical revisions, results validation.

Conflict of Interest

The authors declare that they have no conflicts of interest regarding the publication of this work.

Ethics Approval

Not applicable.

Funding

This study did not receive any specific grant from public, private, or nonprofit funding agencies.

References

- Marchant-Pérez P, Leitão J, Nunes A. Abusive Leadership: A Systematic Review of the Literature. In: Schlyakhto E, Ilin I, Devezas T, Correia Leitão JC, Cubico S, editors. *Innovations for Healthcare and Wellbeing: Digital Technologies, Ecosystems and Entrepreneurship*. Cham: Springer Nature Switzerland. 2024:423-55.
- Tepper BJ. Consequences of Abusive Supervision. *Academy of Management Journal*. 2000;43(2):178-90.
- Liu Y, Zhao C, Yang Z, Gao Z. The Effect of Abusive Supervision on Employee Job Performance: The Moderating Role of Employment Contract Type. *Journal of Business Ethics*. 2024;196:209-221.
- Wang W, Kang S-W, Choi SB, Jeung W. Abusive supervision and psychological well-being: the mediating role of self-determination and moderating role of perceived person-organization fit. *Leadership and Organization Development Journal*. 2024;45(3):423-41.
- Calvin OY, Mustapha HA, Afolabi S, Moriki BS. Abusive leadership, job stress and SMES employees' turnover intentions in Nigeria: Mediating effect of emotional exhaustion. *International Journal of Intellectual Discourse*. 2024;7(1):146-66.
- Tepper BJ. Abusive Supervision in Work Organizations: Review, Synthesis, and Research Agenda. *Journal of Management*. 2007;33(3):261-89.
- Gallup. State of the Global Workplace. Available from: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>.
- Xia Y, Zhang L, Li M. Abusive Leadership and Helping Behavior: Capability or Mood, which Matters? *Current Psychology*. 2019;38(1):50-8.
- Yin J, Wu Y, Liden RC, Kluemper D, Sauerwald S, Gu J. The Interactive Effects of Abusive CEOs and Philanthropic Corporate Social Responsibility on Organizational Innovation and Performance. *Academy of Management Journal*. 2024;67(6):1612-33.
- Zeyu C. Detrimental Impact of Abusive Leadership on Employee Mental Health, Psychological Wellbeing, and Presenteeism in Chinese Entrepreneurial Organizations. *Am J Health Behav*. 2024;48(4):1-15.
- Udin U, Dananjoyo R. Prophetic Leadership: Lessons from the Greatest Leader of Prophet Muhammad. *FWU Journal of Social Sciences*. 2023;17(4):88-97.
- Udin U. Islamic leadership: Bibliometric analysis of global research using VOSviewer. *International Journal of Human Capital in Urban Management*. 2024;9(4):735-46.
- Assyakur DS, Rosa EM. Spiritual Leadership in Healthcare: A Bibliometric Analysis. *Jurnal Aisyah: Jurnal Ilmu Kesehatan*. 2022;7(2):355-62.
- Hsieh CC, Tai SE, Li HC. A Bibliometric Review of Ethical Leadership Research: Shifting Focuses and Theoretical Insights. *AERA Open*. 2023;9:23328584231209266.
- Udin U. Servant Leadership in Higher Education: A Bibliometric Analysis. *Pakistan Journal of Life and Social Sciences*. 2024;22(1):4390-401.
- Paiuc D. Cultural intelligence as a core competence of inclusive leadership. *Management dynamics in the knowledge economy*. 2021;9(3):363-78.
- Aydogdu ALF. Trends of publications on transformational leadership in nursing: a bibliometric analysis. *Leadership in Health Services*. 2024;37(1):34-52.
- Santosa S, Nuryakin, Wahyuningsih SH. Transactional leadership: A bibliometric analysis about one of the most effective leadership models in the word. *Multidisciplinary Reviews*. 2023;7(3):2024041.
- Ocran AC. Empowering leadership and quality care in health organization: a theoretical review. Portugal: University Of Algarve. 2023.
- Margiadi B, Wibowo A. Authentic Leadership: A Bibliometric Analysis. In: Barnett WA, Sergi BS, editors. *Advanced Issues in the Economics of Emerging Markets*. International Symposia in Economic Theory and Econometrics. United Kingdom: Emerald Publishing Limited. 2020: 49-62.
- Gunawan I, Benty DDN, Putri VAR, Mufidah AH, Latifah R, Sari YIH, et al. editors. *How to Be an*

- Effective Digital Charismatic Leader? Evidence from A Bibliometric Historiography. 2024 10th International Conference on Education and Technology (ICET); IEEE. 2024.
22. Fernandes CI, Veiga PM, Ferreira JJ, Rammal HG, Pereira V. Assessing strategic leadership in organizations: Using bibliometric data to develop a holistic model. *Journal of Business Research*. 2022;141:646-55.
 23. Utomo WA, Udin U, Haryono S. Visionary Leadership and Employee Quality in the Public Service Sector. *International Journal of Applied Economics, Finance and Accounting*. 2022;12(2):31-7.
 24. Mendo AY, Singh SK, Yantu I, Hineo R, Hakri Bokingo A, Febriani Dunga E, Juanna A, Kusuma Wardhana A, Niroula B, Win T. Entrepreneurial leadership and global management of COVID-19: A bibliometric study. *F1000Research*. 2023 Jan 9;12:31.
 25. Saeed F, Hakeb P, Sujova E. Responsible Leadership: Bibliometric Analysis Using Scopus Database. *Organization and Management Series*. 2023;179:503-18.
 26. Udin U. Agile leadership and employee outcomes: A bibliometric analysis for future research agenda. *Human Systems Management*. 2025 Mar;44(2):237-48.
 27. Hategan VP, Hategan CD. Sustainable leadership: Philosophical and practical approach in organizations. *Sustainability*. 2021 Jul 15;13(14):7918.
 28. Jiang Z, Zhao X, Wang Z, Herbert K. Safety leadership: A bibliometric literature review and future research directions. *Journal of Business Research*. 2024;172:114437.
 29. Jain S, Badra S, Vichore S. Assessing ambidextrous leadership in organizations: review and future scope for research. *International Journal of Organizational Analysis*. 2024 Nov 25. <https://www.emerald.com/insight/content/doi/10.1108/ijoa-03-2024-4373/full/html>
 30. Windiana W, Asfiya'R MS, Fadillah EN. A Bibliometric Review Of Research On Participative Leadership Theory In Education: Science Mapping The Literature, 1926-2023. *Journal of Economic Development and Village Building*. 2024;2(2):68-90.
 31. Karakose T, Papadakis S, Tülübaş T, Polat H. Understanding the Intellectual Structure and Evolution of Distributed Leadership in Schools: A Science Mapping-Based Bibliometric Analysis. *Sustainability*. 2022;14(24):16779.
 32. Döös M, Wilhelmson L. Fifty-five years of managerial shared leadership research: A review of an empirical field. *Leadership*. 2021;17(6):715-46.
 33. Fakhri M, Luturlean BS, Saragih R, Arwiyah MY. The trends in contemporary authoritarian leadership studies: A bibliometric data analysis. *Journal of Infrastructure, Policy and Development*. 2024;8(5):3404.
 34. Udin U. Uncover the White and Black Box of Laissez-Faire Leadership for Organizational Sustainability: A Bibliometric Analysis. *Journal of Human, Earth, and Future*. 2023;4(3):366-74.
 35. Scheffler M, Brunzel J. Destructive leadership in organizational research: a bibliometric approach. *Scientometrics*. 2020;125(1):755-75.
 36. Gupta A, Chawla S. Toxic leadership in workplaces: Insights from bibliometric, thematic analysis, and TCM framework. *International Journal of Organizational Leadership*. 2024;13(1):179-200.
 37. Khizar HMU, Tareen AK, Mohelska H, Arif F, Hanaysha JR, Akhtar U. Bad bosses and despotism at workplace: A systematic review of the despotism leadership literature. *Heliyon*. 2023;9(9):e19535:1-14.
 38. Jimbun JL, Mohamed R, Mahomed ASB, Subramaniam A. Global Landscape on Exploitative Leadership: A Bibliometric Analysis. *International Online Journal of Educational Leadership*. 2022;6(1):22-48.
 39. Tigre FB, Curado C, Henriques PL. Digital Leadership: A Bibliometric Analysis. *Journal of Leadership and Organizational Studies*. 2023;30(1):40-70.
 40. Li Z, Song L. Understanding the impact of abusive leadership on third-party observers' turnover intentions: Insights from organizational identification and authority orientation. *Acta Psychologica*. 2024;248:104438.
 41. Park J, Kim HJ. How and when does abusive supervision affect hospitality employees' service sabotage? *International Journal of Hospitality Management*. 2019;83:190-7.
 42. Yang C, Chen Y, Zhao Roy X, Mattila AS. Unfolding deconstructive effects of negative shocks on psychological contract violation, organizational cynicism, and turnover intention. *International Journal of Hospitality Management*. 2020;89:102591.
 43. Schyns B, Schilling J. How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *Leadership Quarterly*. 2013;24(1):138-58.
 44. Mackey JD, Frieder RE, Brees JR, Martinko MJ. Abusive Supervision: A Meta-Analysis and Empirical Review. *Journal of Management*. 2017;43(6):1940-65.
 45. Tepper BJ, Simon L, Park HM. Abusive Supervision. *Annual Review of Organizational Psychology and Organizational Behavior*. 2017;4:123-52.
 46. Martinko MJ, Harvey P, Brees JR, Mackey J. A review of abusive supervision research. *Journal of Organizational Behavior*. 2013;34(SUPPL 1):S120-S37.
 47. Harms PD, Credé M, Tynan M, Leon M, Jeung W. Leadership and stress: A meta-analytic review. *Leadership Quarterly*. 2017;28(1):178-94.
 48. Xu AJ, Loi R, Lam LW. The bad boss takes it all: How abusive supervision and leader-member exchange interact to influence employee silence. *Leadership Quarterly*. 2015;26(5):763-74.
 49. Tian J, Peng Y, Zhou X. The effects of abusive supervision and motivational preference on employees' innovative behavior. *Sustainability*. 2020 Oct 15;12(20):8510.
 50. Guo L, Zhao H, Cheng K, Luo J. The relationship between abusive supervision and unethical pro-organizational behavior: linear or curvilinear? *Leadership and Organization Development Journal*. 2020;41(3):369-81.
 51. Chen L, Ye Z, Shafait Z, Zhu H. The effect of abusive supervision on employee creativity: The mediating role of negative affect and moderating role of

- interpersonal harmony. *Frontiers in Psychology*. 2022 Mar 10;13:796355.
52. Ronen S, Donia MB. Stifling my fire: The impact of abusive supervision on employees' motivation and ensuing outcomes at work. *Revista de Psicología del Trabajo y de las Organizaciones*. 2020;36(3):205-14.
 53. Yassine D, Khadija H, Abdalla EK, Abderzag FT. The effect of motivation on job satisfaction of health center workers in the Kingdom of Saudi Arabia in light of the COVID-19 pandemic. *International Journal of Advanced and Applied Sciences*. 2024;11(5):25-35.
 54. Fuadri F, Syaifuddin S, Toni N. Efforts to enhance SMEs' motivation and performance through environmental uncertainty in Aceh Province. *International Journal of Advanced and Applied Sciences*. 2023;10(12):66-72.
 55. Qureshi MA, Ramish MS, Ansari J, Bashir MA. Leader's Toxicity at Workplace: How Leader's Decadence Affect Employees? A Pakistani Perspective. *Sage Open*. 2022;12(2):21582440221096425.
 56. Al-Ahmadi HH. Does psychological contract breach have an influence on organization citizenship behavior? A mediating and moderating role of cynicism and abusive supervision. *International Journal of Advanced and Applied Sciences*. 2020;7(4):62-70.
 57. Drory A, Shkoler O, Tziner A. Abusive leadership: A moderated-mediation through leader-member exchange and by organizational politics. *Frontiers in Psychology*. 2022 Nov 10;13:983199.
 58. Valle M, Kacmar KM, Zivnuska S, Harting T. Abusive supervision, leader-member exchange, and moral disengagement: A moderated-mediation model of organizational deviance. *The Journal of Social Psychology*. 2019;159(3):299-312.
 59. Udin U. Ethical leadership and employee performance: The role of Islamic work ethics and knowledge sharing. *Human Systems Management*. 2023;43(1):51-63.