GLOBAL LANDSCAPE ON EXPLOITATIVE LEADERSHIP: A BIBLIOMETRIC ANALYSIS

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ABSTRACT

This study examines the current dynamic exploitative leadership studies and proposes a direction for future research of the field. A bibliometric approach was applied to observe 87 samples of documents from the Scopus database to identify research activity on exploitative leadership. We presented the initial stage of the research in exploitative leadership, the subsequent trends, publications status based on the source title and country. This study uses Microsoft Excel to conduct frequency analysis, VOSviewer for data visualization, and Harzing's Publish or Perish for metrics and analysis citation. The result depicts that exploitative leadership may enter a growth phase in the future. Developing countries exhibited an increase in the momentum, creating a distance with their comrades with a justifiable gap. The studies on exploitative leadership had been cited 13 times by 13 documents, indicating 13 h-index. Meanwhile, 19 g-index shows that the top 19 documents have been cited 361 times. The top three productive authors were Akhtar, Husnain, and Kashif from Pakistan and are known to be the first contributors to the study of exploitative leadership. The keywords in this study also contribute to the discovery of future research. The relevance of this study started from the inadequacy of exploitative leadership and there were limited studies on the negative effect of exploitative leadership as a predictor. There were also limited studies on the application of bibliometric analysis of exploitative leadership. Thus, this study fulfils the gap to investigate the exploitative leadership research trends and discuss the implications for theory and research.

Keywords: Bibliometric analysis, exploitative leadership, ego depletion theory, social exchange theory, VOSviewer, Harzing's Publish or Perish

INTRODUCTION

Historically, leadership has been defined by influence and authority which may occasionally be detrimental to subordinates, teams, and organizations (Wang et al., 2021). Prior research has examined a variety of these dark leadership styles, including authoritarian (Shen et al., 2019), bureaucratic (Nielsen & Moynihan, 2017), and destructive leadership (Parmar Ajaib Singh et al., 2020). In recent years, considerable attention has been paid to another dark leadership style, in which a leader acts in an excessively self-interested and exploitative manner toward others (Schmid et al., 2017). Empirical research has indicated that hotel supervisors and managers play a vital role in retaining line-level employees, which in turn increases service standards for hotel guests (Koyuncu et al., 2014; Mejia et al., 2020). From the management aspect, leadership is defined as the power of a "leader's lure" to get their subordinates to act freely in a certain way (Elsaied, 2022; Terzi & Derin, 2016). In the last couple of decades, the attention towards dark leadership began to increase (Hoobler & Hu, 2013; Schyns & Schilling, 2013; Naseer et al., 2016; Eissa et al., 2017). According to Schmid et al. (2018), the followers will

be taken advantage of by exploitative leaders by their selfish acts, taking control and over-burdening their subordinates as well as challenging them too. Schmid et al. (2017) have pointed out several negative consequences of exploitative leadership such as reduced employee's job satisfaction and organizational commitment as well as increased job burnout and workplace bias (Wang et al., 2021). Nevertheless, up until this date, no bibliometric analysis of exploitative leadership were carried out and published. Thus, this study explores the publication pattern of dark leadership with consideration to the roles of the managers and the supervisors.

In this study, a bibliometric analysis was conducted on published papers related to exploitative leadership by involving the following research questions:

1. What is the current state of publication in exploitative leadership?
2. What are the current citation patterns of publication on exploitative leadership?
3. Which are the most prevalent themes of exploitative leadership between scholars?
4. What is the authorship pattern of exploitative leadership publications?

To provide a greater understanding of the global trends in exploitative research, the Scopus database was employed in this study for the bibliometric analysis and mapping. This study explores the growth of publications, the patterns of authorship, collaboration, prolific authors, the contribution of a country, the most active institutions, preferred journals, and top-cited articles in the research of exploitative leadership from 2017 to 2021.

There are four essential parts in this study: methodology, findings, interpretations, and discussion of various considerations and problems in fulfilling the research questions. This study also aims to deepen the understanding of the exploitative leadership patterns and to provide possible research areas for future research in exploitative leadership.

LITERATURE REVIEW

Exploitative Leadership

In 2017, exploitative leadership was first introduced by Schmid, Verdorfer, and Peus with a paper entitled "Shedding Light on Leaders' Self-Interest: Theory and Measurement of Exploitative Leadership". According to Schmid et al. (2017), exploitative leadership is defined as "leadership to exploit others through leader's self-interest. This is similar to Abdulmuhsin et al. (2021)'s view, who also asserted that exploitative leadership is one of the destructive leadership patterns to exploit others through a leader's self-interest. Parmar Ajaib Singh et al. (2020) quoted Jacobs (2019) that exploitative leadership is referred as destructive leaders with hostile behaviors that can contribute to the employees' psychological distress and emotional exhaustion. In general, exploitative leadership is destructive leadership as the leaders will exhibit harmful behaviors to exploit their subordinates (Schmid et al., 2017; Majeed & Fatima, 2020).

The term destructive leadership was mentioned by Molino et al. (2019), who quoted from Schyns and Schilling (2013) that it was "a process in which the supervisor's act repeatedly influence the activities, experiences, and relationships of an individual or members of a group that are often perceived to be hostile and obstructive". Webster et al. (2016) did

mention that destructive leadership can cause issues to the physical health, harm emotions, and cause psychological distress. Meanwhile, Dolce et al. (2020) further enhanced that destructive leadership can harm the well-being of subordinates. This statement is aligned with a claim made by Einarsen et al. (2007) that destructive leadership may impact the well-being and job satisfaction of a subordinate. The findings from several empirical research also mentioned the negative impact of this leadership on the followers' workload (Molino et al., 2019), job satisfaction, turnover intention (Paltu & Brouwers, 2020), frustration (Trépanier et al., 2019), and commitment to the organization (Mehta & Maheshwari, 2013), which eventually affect the overall performance, absenteeism, turnover, and legal activities (Tepper et al., 2006; Mackey et al., 2021).

The issue of destructive leadership had been discussed widely in the past and it is commonly associated with affective commitment, burnout, toxic leadership, job satisfaction, job performance, tyrannical, laissez-faire, organizational commitment and culture (Mehta & Maheshwari, 2013; Trépanier et al., 2019; Paltu & Brouwers, 2020; Parmar Ajaib Singh et al., 2020). However, the associations between leadership behaviors and employee's work engagement were only theorized (Decuypere & Schaufeli, 2020) and the term exploitative leadership is rarely included in those variables.

Table 1 shows various industries that examined the issue of exploitative leadership. However, there is limited knowledge of leaders' exploitation. Abdulmuhsin et al. (2021) mentioned that there are many gaps to be fulfilled to understand the mechanisms to deter the spread of exploitative leadership behaviors and the assessment of exploitative leadership concepts. Therefore, this study aims to explore the analyses of exploitative leadership as it has not been applied much in a lot of industries. This study also adds to the literature by focusing on the global research trends of exploitative leadership.

Exploitative Leadership's Dimensions

Guo et al. (2021) defined exploitative leadership as a highly self-centered leadership that aims to fulfil personal goals by exploiting others' interests. Schmid et al. (2017), the originators of this concept, asserted that five dimensions incorporate exploitative leadership; genuine egoistic behaviors, taking credit, exerting pressure, undermining development, and manipulating.

To elaborate, genuine egoistic behaviors are often associated with the power used to gain personal achievements, while taking credits exhibits the behavior of a leader who takes unjustified credits for their subordinates' hard work or accomplishment and uses it for their benefit. Meanwhile, exerting pressure happens when the leaders put unwarranted and excessive pressure on employees to get their tasks done. Undermining development occurs when the leader constantly gives tedious tasks to their employees that can hinder their career progress. Lastly, manipulating happens when the leader plays others off against each other for their benefit (Guo et al., 2021).

Much research had been done in the past to explore various types of destructive leadership, such as abusive supervision (Tepper, 2000), despotic leadership (De Hoogh & Den Hartog, 2008), and hubristic leadership (Sadler-Smith et al., 2019). This destructive leadership is almost true. However, a more prevalent and exceedingly self-interested leadership behavior, exploitative leadership, is understudied. This leadership

encompasses more critical features of the destructive leadership types (Schmid et al., 2017).

Past Studies on Exploitative Leadership

Table 1 presents the previous research on exploitative leaders in 2017 since the term exploitative leadership was introduced by Schmid, Verdorfer, and Peus. Schmid et al. (2017) were the first researchers to explore the field of exploitative leadership and introduce the measurement of exploitative leadership. Since then, many other researchers began to conduct studies on exploitative leadership in various industries (e.g., Abdulmuhsin et al., 2021; Garlatti Costa et al., 2021; Syed et al., 2021; Wang et al., 2021; Wu et al., 2021). However, the number of publications in exploitative leadership is still insufficient and there could be a possibility to enhance these studies (e.g.: Garlatti Costa et al., 2021; Syed et al., 2021; Wang et al., 2021; Wu et al., 2021). As shown in Table 1, exploitative leadership is applied as the independent variable.

As demonstrated in studies by Abdulmuhsin et al. (2021), Syed et al. (2021), and Wang et al. (2021), exploitative leadership has a detrimental effect on employees' emotions, development, and performance. Schmid et al. (2017) identified various negative consequences of exploitative leadership, including decreased job satisfaction and organisational commitment, as well as increased job burnout and workplace bias (Wang et al., 2021). In addition, studies on exploitative leadership are still new and require more empirical research. Therefore, this study investigates the global exploitative leadership trends.

Table 1: *Past studies on exploitative leadership*

Author	Sector and Location	Theory	Result
Garlatti Costa, Aleksić, and Bortoluzzi (2021)	Medium and large companies based, Italy and Croatia	Social Cognitive Theory	The exploitative leadership was negatively related to innovation implementation.
Syed, Naseer, Akhtar, Husnain, and Kashif (2021)	The service sector, Pakistan	Cognitive Appraisal Theory	The exploitative leadership adversely influences one's performance and turnover intentions through knowledge hiding behaviors.
Wang, Ren, Chadee, and Sun (2021)	Hospitality, China	Ego Depletion Theory	Exploitative leadership in the hospitality sector is negatively associated with employees' innovative green behavior, mediated by emotional exhaustion.
Wang, Sun, and Cai (2020)	Information technology, manufacturing, retail, finance, education, China	Ego Depletion Theory	The results suggest that exploitative leadership has a negative impact on employee innovative behavior.

Wu, Sun, Ye, Kwan, and Yang (2021)	Hospitality, China	Social Exchange Theory and Leader-member Exchange	Exploitative leadership has a negative effect on frontline hospitality employees' service performance.
Abdulmuhsin, Zaker, and Asad (2021)	Public universities, Iran	Knowledge-based View, Social Exchange Theory, and Leader-member Exchange	The study found a significant negative impact of exploitative leadership on knowledge management.
Guo, Cheng, and Luo (2021)	High technology company, China	Conservation of Resource	This study found that exploitative leadership was positively related to knowledge hiding. Moreover, the results revealed that a positive relationship between exploitative leadership and psychological distress.
Majeed and Fatima (2020)	Nurse, Pakistan	Conservation of Resources	Negative affectivity mediates the relationship between exploitative leadership and psychological distress among nurses Psychological detachment from work weakens exploitative leadership and negative affectivity relationship.
Schmid, Verdorfer, and Peus (2018)	Various Organisation, Germany	NA	Exploitative leadership related to turnover intention.
Schmid, Verdorfer, and Peus (2017)	Information technology and communication, Germany	Cognitive-relational Theory	Exploitative leadership had a marginally significant negative effect on job satisfaction.

Theory

To supplement the findings in studies, many theories related to exploitative leadership have been applied. In building a theory on social cognition (Bandura, 1977; 1999), Garlatti Costa et al. (2021) discovered that the implementation behavior is caused by personal and environmental factors. For instance, when the employees are exposed to exploitative

leadership, individuals with work-family balance (personal factor) and family-friendly workplace (environmental factor) tend to show greater innovation implementation (Garlatti Costa et al., 2021). In contrast, Syed et al. (2021) applied cognitive appraisal theory (Lazarus, 1991) to elaborate and justify the negative impacts of exploitative leaders on the employees' work-related attitude (turnover intentions) and behaviors (performance and creativity).

From a perspective of ego-depletion, a few research highlighted that exhaustion of employees' psychological resources can happen when the leaders exploit their employees to pursue their interests (Baumeister et al., 1998; Wang et al., 2021). Wang et al. (2021) further elaborated that exploitative leadership is a negative stimulus that is negatively associated with the employees' green innovative behaviors, mediated by emotional exhaustion under the ego-depletion theory. Other studies used ego-depletion theory to strengthen the link between exploitative leadership and employees' innovation and relational attachment. Based on these statements, Wang et al. (2021) confirm the theory's reliability based on the supported assumptions.

In another study, social exchange theory was used to highlight the connection between exploitative leadership and the service performance of an employee (Wu et al., 2021) and knowledge management (Abdulmuhsin et al., 2021). In social exchange theory, the term 'social exchange' is defined as a sequence of interactive transactions that occur between individuals and is based on the 'normative rules' of reciprocity in social exchanges (Gu et al., 2018). In short, social exchange theory elaborates the development and maintenance of individual relationships involving economic and socioeconomic exchange (Jimbun et al., 2021).

Another type of theory is the conservation of resource theory, where individuals will have the effort to protect and obtain resources when encountered with a threatening or actual loss of resources (Hobfoll, 1989; Hobfoll et al., 2018; Guo et al., 2021). Studies that had applied conservation of resource theory revealed that exploitative leadership has a major effect on knowledge hiding (Guo et al., 2021) and psychological distress (Majeed & Fatima, 2020).

In a study by Schmid et al. (2017), the cognitive-relational theory was used to confirm the influence of exploitative leadership on interpreting a stressful occurrence as a threat. In cognitive-relational theory, a cognitive assessment of a stressor plays a crucial role in the stress process. According to Lazarus and Folkman (1984), how we assess stressful circumstances determines how we are affected. These events can be categorized as either a challenge or a threat. Having such an assessment can help to lessen the stress of an event and its impact on a person (Peacock & Wong, 1990).

In academic research, studies on exploitative leadership are still new, yet various theories are linked to exploitative leadership. For instance, ego depletion theory is rarely used in studies. To date, Wang et al. (2021) asserted that ego depletion theory has become a significant theory in organization management as it gives comprehensive explanations related to the psychological or behavioral changes of organization members caused by resource depletion. This indicates that the psychological or emotional resources of employees will be depleted due to the hostile environment, which can impact the

employee's behavior (Wang et al., 2021). Therefore, this theory could be beneficial to be applied in studies related to exploitative leadership.

METHODOLOGY

This study focuses on how data was collected and filtered until the final data are confirmed and ready to be evaluated. Based on the purpose of this study, the topic and the scope of the study were determined, which is to focus on all the studies related to 'exploitative leadership' that are available in the Scopus database. According to Burnham (2006), Scopus is known for its reputation to be the largest single abstract and indexing database and the most comprehensive searchable citation and abstract literature list (Nwagwu, 2007; Falagas et al., 2008; Ahmi et al., 2019).

Data Sources and Search Strategy

Bibliometric analysis was defined as "the application of mathematics and statistical method to books and other media of communication" (Groos & Pritchard, 1969). Another definition of bibliometric analysis is "a statistical assessment of published articles, books, or chapters of a book (Iftikhar et al., 2019; Jimbun et al., 2021). As of November 2021, bibliometric analysis was performed using the Scopus database. The term 'exploitative leadership' in the article's title has been the key term used to search for articles related to exploitative leadership. The title was focused because it is the first element that the readers will look at when searching for related articles (Annesley, 2010; Jamali & Nikzad, 2011; Zakaria et al., 2021) and it represents the relevant topic that is significant with the area and the aim of the study. In this study, we refined the search by searching for articles that had been published from the year 2017 to 2021 to identify the latest trend in exploitative leadership studies.

Information Extraction

The search procedure used in this study was adapted from Moher et al. (2009), as shown in Figure 1. To avoid double counting and retracting documents, the errata documents were excluded as they might lead to inaccurate results. All the documents were subjected to bibliometric analysis. This research used the following:

Microsoft Excel 2019 to calculate the frequencies and percentage of the published materials and to generate the relevant charts and graphs; VOSviewer (version 1.6.15) to create and visualize the bibliometric networks; and Harzing's Publish and Perish software to calculate the citations metrics.

Results and Analysis of Findings

To answer the research questions developed in the previous section, the aspects of scholarly works were used for the analysis of this paper. The aspects investigated were publication by year, document types, publication by source title, types of sources, publication by country, publication by institutions, languages of the document, area of the subject, patterns of citation, themes of exploitative leadership based on keywords, title and abstract, and authorship.
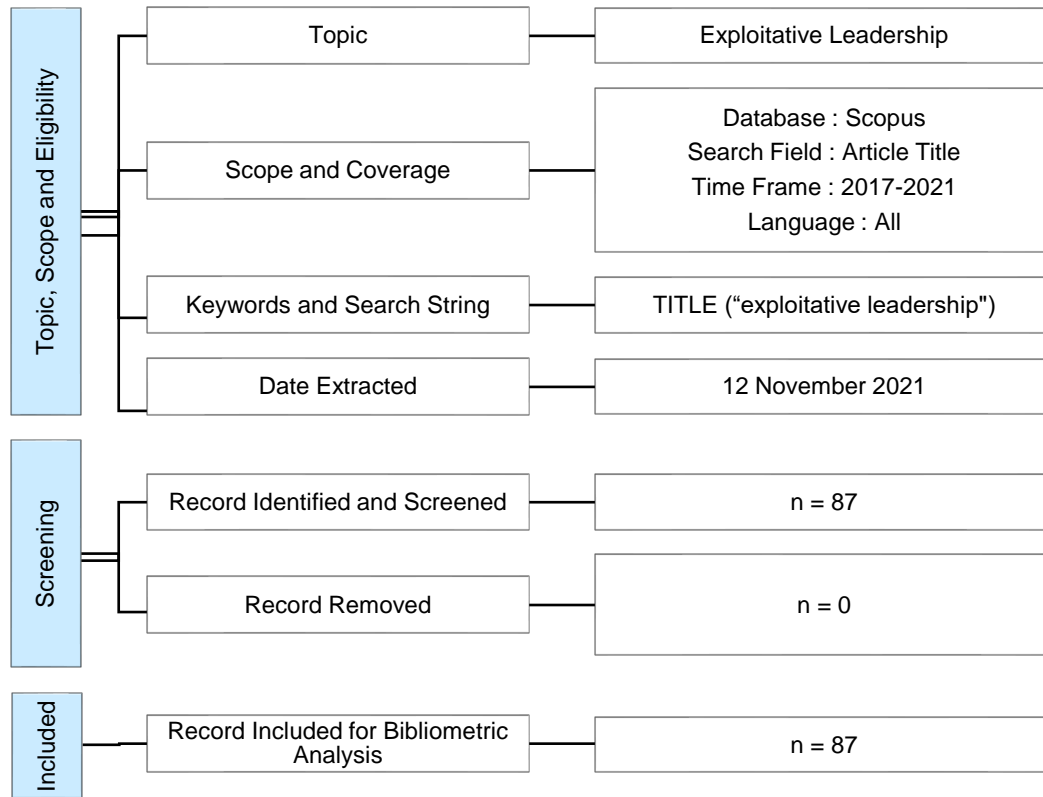
Figure 1: Procedure for research (Source: Moher et al., 2009).

Most of the data are presented in the form of frequency and percentage. Some of the aspects that had been identified as part of the analyses are the number of cited publications (NCP), total citations (TC), average citations per publication (C/P), average citations per cited publication (C/CP), h-index, and g-index. Based on the Scopus database, the publisher's name, the current Cite Score, SCImago Journal Rank (SJR) 2020, and Source Normalized Impact per Paper (SNIP) 2020 were reported. The SJR measures the number of weighted citations received by the source title, whereas the SNIP compares the number of actual citations attained from the projected citations for the topic field of the source title. The citation analysis is reported as citation metrics and the ten most referenced articles in exploitative leadership were discovered.

The Current State of Publication in Exploitative Leadership

To fulfil the first research question, we examined the publication trend in exploitative leadership based on the total publications by year, document type, publication by source title, type of source, and publication by country. Bibliographic data from the Scopus database was used to calculate the data for the analysis.

Publication by Year

Table 2 presents the detailed statistics of annual publications related to exploitative leadership. Based on the Scopus database, nine articles were published in 2017, showing the rapid growth of exploitative leadership. Based on further analysis, the leading authors,

Schmid, Verdorfer, and Peus, had published two papers in exploitative leadership, entitled Shedding Light on Leaders' Self-Interest: Theory and Measurement of Exploitative Leadership (2017) and Different shades-different effects? Consequences of different types of destructive leadership (2018).

Table 2 also revealed that the year 2021 has the highest number of publications related to exploitative leadership with a total of 24 total citations. Although 28 documents were published in 2021, only 7 documents were cited. However, the pioneer articles for exploitative leadership have set a record when it was cited 203 times in 2019. In 2020, the growth for the publication has lessened, with only 18.39% of publication in 2020. In 2021, the publication's growth increased significantly with 32.18% of articles were published since the beginning of the year (28 documents). The trend continued since then with an average publication of four times a year. Based on the observation, the peak period of the trending practice through exploitative leadership approach applied by the management around the world.

Table 2: *Year of publications*

Year	TP	NCP	TC	C/P	C/CP	h	g
2021	28	7	24	0.86	3.43	3	4
2020	16	15	90	5.63	6.00	5	9
2019	21	21	203	9.67	9.67	8	13
2018	13	9	78	6.00	8.67	5	8
2017	9	9	113	12.56	12.56	4	9
Total	**87**						

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

Document Types

Based on the document type, a total of 87 documents were found from the Scopus database. The types of documents can be in the form of a book, book chapter, journal article, review article, letter, note, conference paper, editorial, short survey, or undefined. The distribution of published documents on exploitative leadership was categorized into four types of documents, as summarized in Table 3. Most of the documents were published in articles (76, 87.386%), followed by conference papers (7, 8.05%), book chapters (3, 3.45%), and others, which contributed slightly higher than 1% from the overall publications. The present study also discovered that only two languages were used to publish exploitative leadership research, which is English (98.85%) and Chinese (1.15%).

Table 3: *Types of retrieved documents (2017-2021)*

Document Type	Total Publications (TP)	Percentage (%)
Article	76	87.36
Conference Paper	7	8.05
Book Chapter	3	3.45
Review	1	1.15
Total	**87**	**100.00**

Publication by Source Titles

Table 4 presents the outcome of the analysis with the top 10 most active sources titles related to exploitative leadership research. The most contributed articles in exploitative leadership research are the Journal of Knowledge Management, European Journal of Innovation Management, and Leadership and Organization Development Journal. Journal of Knowledge Management has been cited the most with a total of 34 total citations, followed by the European Journal of Innovation Management with a total of 20 citations with two papers only.

In social management journals, the application of exploitative leadership is being highlighted. In addition, the most active source title also indicates that the sources have a greater possibility to publish research on exploitative leadership.

Table 4: *Most active source title*

Source Title	TP	TC	Publisher	Cite Score	SJR 2020	SNIP 2020
Journal of Knowledge Management	3	34	Emerald	10.3	1.841	2.52
European Journal of Innovation Management	3	22	Wiley-Blackwell	2.8	0.784	1.148
Leadership and Organization Development Journal	3	8	Emerald	4.1	0.741	0.741
European Management Review	2	20	Wiley-Blackwell	2.8	0.784	1.148
European Management Journal	2	18	Elsevier	6.4	1.365	2.247
European Business Review	2	6	Emerald	5.3	1.093	2.227
International Journal of Quality and Service Sciences	2	6	Emerald	3.7	0.471	1.166
Asia Pacific Journal of Management	2	1	Springer Nature	5.4	1.07	1.463
International Journal of Hospitality Management	2	0	Elsevier	9.4	2.321	2.876
Estudios De Economia Aplicada	2	0	Ascociacion Internacional de Economia Aplicada	0.5	0.123	0.211

Notes: TP=total number of publications; TC=total citations; SJR=SCImago journal rank; SNIP=source normalized impact per paper.

Source Type

As mentioned in the previous section, the source type is determined based on the category of the source title. There are four types of sources: journals, conference proceedings, books, and book series. These sources are slightly different from the document type. For example, a conference paper categorized under document type is different from the source type (Sweileh et al., 2017). In simpler words, the document itself determines the type of document, and the source type is determined by the source title.

As shown in Table 5, the source type is categorized into four types. Based on the table, the journal has the highest type of source with 77 documents (88.51%), followed by conference proceedings with 5 publications (5.75%), and books with 3 documents (3.45%). Based on these outcomes, it shows a constant growth of interest among the researchers to explore and apply exploitative leadership, particularly in journal types.

Table 5: *Source type*

Source Type	Total Publications (TP)	Percentage (%)
Journal	77	88.51
Conference Proceeding	5	5.75
Book	3	3.45
Book Series	2	2.30
Total	**87**	**100.00**

Publication by Country

Table 6 presents 10 countries as the most productive countries. The only Asian country that has been listed as the top 10 productive countries is China. China is also listed as the top country for publishing the most in exploitative leadership with 21 publications. Meanwhile, the United States recorded a total of 15 documents (17.24%), followed by the United Kingdom with 11 documents (12.64%) and Australia with 9 documents (10.34%).

Citation wise, China was recorded to be the top country with the highest total of citations. However, out of 21 papers, only 13 papers were cited. Luthans et al. (1998) highly elaborated on collectivist cultures and power distant tend to show darker leadership because the subordinates are expected to show obedience and accept the inequalities in power (Jabeen & Rahim, 2021). Therefore, developing countries such as Taiwan, Hong Kong, and Malaysia need to learn more about exploitative leadership (Kushairi & Ahmi, 2021).

Citation Pattern on Exploitative Leadership

The second research question aims to identify the most influential articles on exploitative leadership and to visualize the citation pattern based on the data gathered from the Scopus database. Therefore, to answer this question, the citation metrics were presented, and 87 articles citation networks were analyzed. In the citation analysis, the impact of the documents on exploitative leadership using the number of citations by other works (Baker et al., 2020) was measured. To analyze the data, Harzing's Publish and Perish and VOSviewer software were employed.

Table 6: *Top 10 Countries contributes to the publications*

Rank	Country	TP	NCP	TC	C/P	C/CP	*h*	*g*
1	China	21	13	122	5.81	9.38	5	10
2	United States	15	10	121	8.07	12.10	5	11
3	United Kingdom	11	8	63	5.73	7.88	4	7
4	Australia	9	8	57	6.33	7.13	4	7
5	Pakistan	7	5	20	2.86	4.00	3	4
6	Canada	6	6	56	9.33	9.33	4	6

Rank	Country	TP	NCP	TC	C/P	C/CP	*h*	*g*
7	South Africa	6	3	17	2.83	5.67	3	4
8	Netherlands	5	5	31	6.20	6.20	3	5
9	Germany	4	4	53	13.25	13.25	3	4
10	India	3	2	12	4.00	6.00	2	3

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

Citation Metrics

Table 7 presents the citation metrics for the documents retrieved as of 12 November 2021. As mentioned previously, a total of 87 articles were retrieved, with 127 citations per year, and a total of 508 citations were reported.

Table 7: *Citation metrics*

Metrics	Data
Publication years	2017-2021
Citation years	4
Papers	87
Citations	508
Citations/year	127
Citations/paper	5.84
Papers/author	37.37
Authors/paper	2.86
h-index	13
g-index	19

Citation Pattern by Articles

Table 8 presents the total number of citations with average citations per year for all retrieved documents. The ten most cited articles are also shown in Table 8. The highest total citations were received by an article by Schmid et al. (2017) entitled Shedding Light on Leader's Self-Interest: Theory and Measurement of Exploitative Leadership with 31 citations (average of 15.5 citations per year).

Citation Pattern by Source Titles

Based on the network visualization map, the citations were also presented by the source title, as shown in Figure 2. The citations attribute shows the number of citations received by a document or by all documents published by a source, an author, an organization, or a country (van Eck & Waltman, 2020). Thresholds were set with one minimum number of documents of source and the minimum number of citations of the source. A total of 51 sources fulfilled these thresholds and only 8 items were clustered together.

In Figure 2, the Asia Pacific Journal of Management, Journal of Knowledge Management, and Leadership and Organization Development Journal are linked together as Cluster 1 and presented in red. This shows that these journals have been cited the most in

exploitative leadership research. The line that connects these journals also indicates that these journals are most likely to approve and publish research related to dark leadership.

Table 8: *Highly cited articles*

Authors	Title	Year	Cites	Cites per Year
Schmid, Ellen Anke; Pircher-Verdorfer, Armin; and Peus, Claudia	Shedding Light on Leader's Self-Interest: Theory and Measurement of Exploitative Leadership	2017	31	15.5
Schmid, Ellen Anke; Pircher-Verdorfer, Armin; and Peus, Claudia	Different shades-different effects? Consequences of different types of destructive leadership	2018	17	5.67
Guo, Limin; K. Cheng, Cheng, Ken; and Luo, Jinlian	The effect of exploitative leadership on knowledge hiding: conservation of resources perspective	2021	7	7
Syed, Fauzia; Naseer, Saima; Akhtar, Muhammad Waheed; Husnain, Mudassir; and Kashif, Muhammad	Frogs in boiling water: a moderated mediation model of exploitative leadership, fear of negative evaluation and knowledge hiding behaviours	2021	5	5
Abdulmuhsin, Amir A.; Zaker, Rabee Ali; and Asad, Muhammad	How exploitative leadership influences on knowledge management processes: the moderating role of organisational citizenship behaviour	2021	5	5
Majeed, Mehwish and Fatima, Tasneem	Impact of exploitative leadership on psychological distress: A study of nurses	2020	5	5
Syed, Fauzia; Akhtar, Muhammad Waheed; Kashif, Muhammad; and Husnain, Mudassir	The interplay of exploitative leadership & fear of negative evaluation on knowledge hiding & outcomes	2019	3	1.5
Wang, Zhining; Sun, Chuanwei; and Cai, Shaohan	How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems	2020	1	1
Wang, Zhining; Ren, Shuang; Chadee, Doren D.; and Sun, Chuanwei	The influence of exploitative leadership on hospitality employees' green innovative behavior: A moderated mediation model	2021	0	0

Themes in Exploitative Leadership

The third research question aims to identify the themes in exploitative leadership research. The co-occurrence analysis of the keywords and terms from the title and abstract of data obtained from the Scopus database was analyzed to answer the third research question. The co-occurrence of keywords happens when two keywords appear together in an article to show the connection between the two concepts (Baker et al.,

2020). By conducting the co-occurrence and keyword evaluation, the content of the article can be predicted (Comerio & Strozzi, 2019).
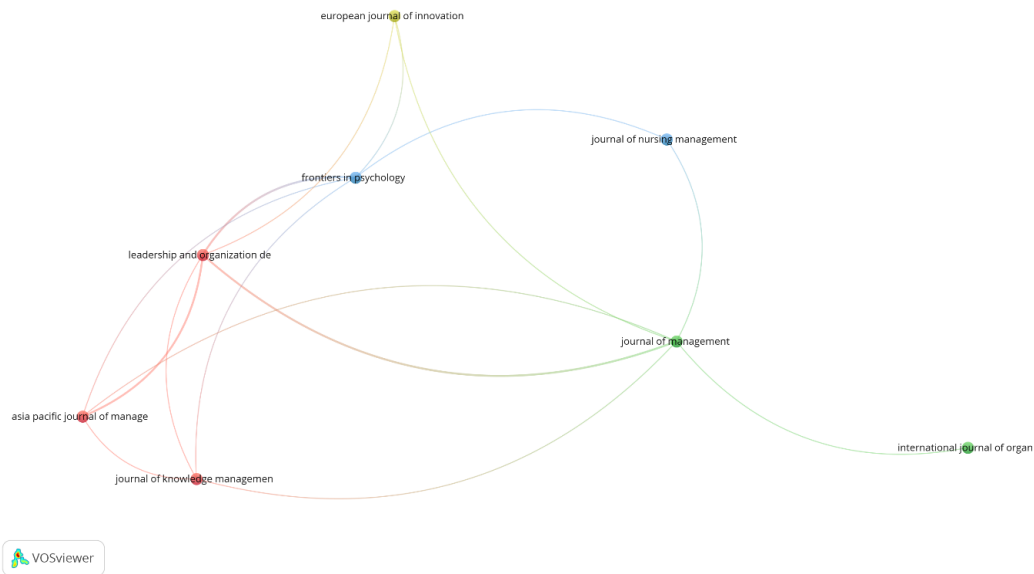

Figure 2: Network visualization map of citation by source title

Theme by Keyword Analysis

Kushairi and Ahmi (2021) explained that the author's keywords are crucial for the researchers to seek the research trends. They quoted that author keyword analysis is needed to monitor the research subject development (Wen & Huang, 2012). Table 9 shows that the most active author keyword is leadership.

Table 9: *Top keywords*

Author Keywords	Total Publications (TP)	Percentage (%)
Leadership	20	22.99
Innovation	14	16.09
Ambidexterity	10	11.49
Exploitative Innovation	10	11.49
Exploratory Innovation	10	11.49
Exploitative Leadership	9	10.34
Ambidextrous Leadership	8	9.20
Exploitation	6	6.90
Exploration	6	6.90

VOSviewer was used to conduct further analysis by mapping all keywords (authors and index keywords) that had been supplied for each document. In this section, the co-occurrence of each keyword that appear at least 2 times was applied as exploitative leadership is still at an infancy level since its first introduction by Schmid et al. (2017). Figure 3 shows a slight connection from exploitative leadership. Based on the minimum occurrence, only 51 keywords were found that met the threshold.

A network of all VOSviewer keywords is depicted in Figure 3, with the presence of color, circle size, text size, and thickness of connecting lines to show the strength of the connection between the keywords (Sweileh et al., 2017). Interrelated keywords are shown by the same color and often included together. For instance, the light blue in the diagram shows that exploitative leadership and psychological distress are strongly connected and frequently occur together. Each color in the diagram represents a cluster. Consequently, Majeed and Fatima (2020) stated that exploitative leadership yields negative employee outcomes in the form of psychological distress.

There are six groupings in the visualization map. The first cluster (red) has 15 elements related to transformative leadership. Cluster two (green) has 15 entries related to action research. Cluster three (blue) has seven items related to the theme of exploitative innovation. Cluster four (yellow) has six items related to the theme of ambidextrous innovation. Cluster five (purple) has five objects related to ambidexterity. Finally, cluster six (light blue) has three variables related to exploitative leadership. Among these clusters, cluster six is the only one that is strongly associated with exploitative leadership, as demonstrated by a study investigating the impact of exploitative leadership on psychological distress among nurses in a Pakistani hospital. Other clusters were connected because of the keywords leadership, which resulted in the formation of additional clusters.

Based on these clusters, exploitative leadership research has not been widely explored. Cluster one is mainly the perspective of the management on neglecting the viewpoint of the employees. Lyons and Schneider (2009) revealed that leadership style may influence the way subordinates assess stressful work tasks (Schmid et al., 2017).

Theme by Title and Abstract

In this study, the occurrences of publication titles and the combination of title and abstract in documents attained from the Scopus database were also examined. The co-occurrence of each term that appears at least ten times was also included and only 29 words met the criteria. The terms and concepts as well as the distance between them were the nodes in this visualization network, which demonstrates the connection between each term (Sedighi, 2016). The colors in this diagram represent the clusters. Three themes will be symbolized by three clusters in this visualization map. The core cluster consists of three themes: exploitative leadership with nine items (red), exploitative innovation with six items (green), and exploitative with two items (blue).

A few clusters in Figure 4 show that exploitative leadership has not been extensively explored in the aspect of psychological effect from the employee's perspective. Several studies highlighted the effect of leadership on the employees' outcomes (Huertas-Valdivia et al., 2019; Molino et al., 2019; Dolce et al., 2020; Palto & Brouwers, 2020). Surprisingly, the term exploitative leadership alone appears minimally. Thus, it is proven that empirical research on exploitative leadership is still limited (Elsaied, 2022; Garlatti Costa et al., 2021).
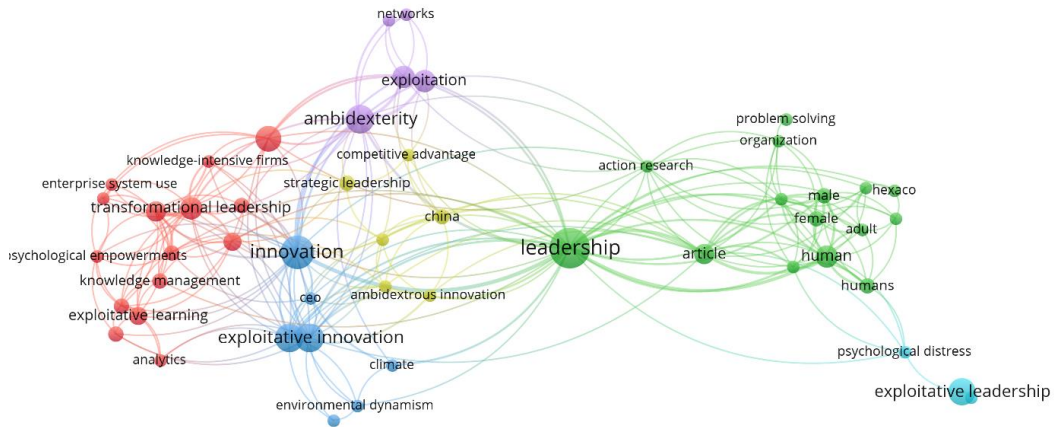
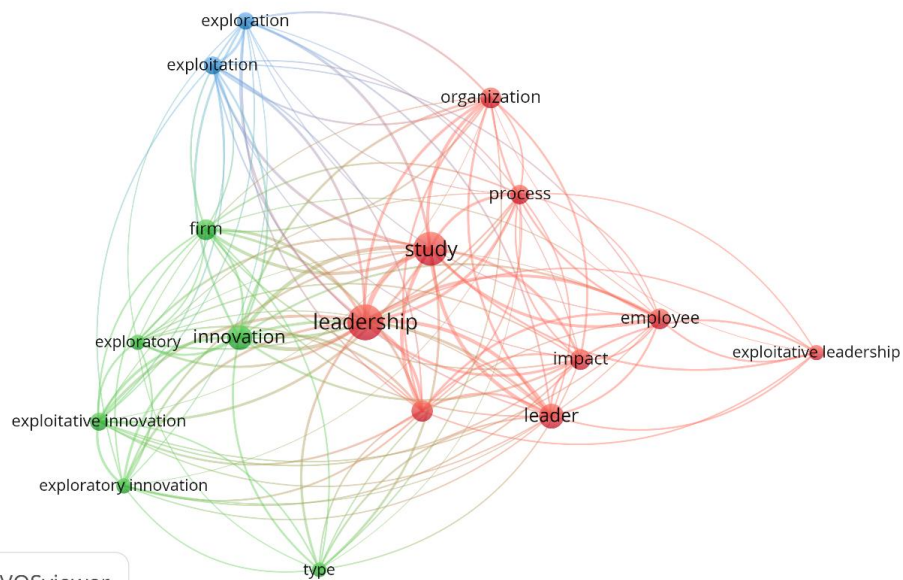*Figure 3:* Network visualization map of the author keywords

Figure 4: VOSviewer visualization of a term co-occurrence network based on title and abstract fields

Authorship and Co-authorship Analysis

The fourth research question of this study aims to identify the authorship pattern of exploitative leadership publications. To do so, evaluation was done on the number of authors per document, the most active authors and co-authorship. The patterns of authorship describe the characteristics of the author and the authorship of the articles and the collaboration degree of a specific group of authors (Khaparde & Pawar, 2013).

Authors per Documents

Table 10 presents the frequency of an individual who authored or co-authored a paper. There are 26 bi-authored documents (29.89%), 10 single-authored documents (11.49%), and 51 documents are multi-authored documents with 1-5 authors (58.62%). In exploitative leadership research, it can be seen that bi-authored documents are predominant than multi-authored.

Table 10: *Number of the author(s) per document*

Author Count	Total Publications (TP)	Percentage (%)
1	10	11.49
2	26	29.89
3	23	26.44
4	22	25.29
5	6	6.90
Total	**87**	**100.00**

The Most Active Authors

The data of this study was also subjected to the frequency of publishing based on a particular author. Table 11 presents the top 15 most productive authors with at least 1 publication. Schmid had published two papers in Scopus and ranked him in 8th place. However, Schmid's paper had been cited the most with 51 total citations, which labeled him as the leading author in exploitative leadership research. Meanwhile, the first ranked author, Akhtar, had published 3 papers but has only been cited 11 times. Therefore, based on the data, the highest total number of citations is only two digits, the research in exploitative leadership is still rare and this indicates that there could be several research gaps in exploitative leadership studies.

Co-authorship by Authors

A network visualization map of author co-authorship based on authors is presented in Figure 5. Based on the standards of a minimum number of three papers and the minimum number of citations of zero, a total of four authors have fulfilled the criteria. Additionally, the visualization map also shows that these authors had collaborated in a study related to exploitative leadership. However, only a few authors are seen to be working on a publication related to exploitative leadership, hence, a broad range of research gaps can be seen for future research.

Table 11: *Top 15 most productive authors*

Rank	Author	Affiliation	Country	TP	NCP	TC	C/P	C/CP	*h*	*g*
1	Akhtar, Muhammad Waheed	COMSATS University Islamabad, Sahiwal Campus, Sahiwal	Pakistan	3	3	11	3.67	3.67	2	3

Rank	Author	Affiliation	Country	TP	NCP	TC	C/P	C/CP	h	g
2	Husnain, Mudassir	University of Education, Lahore	Pakistan	3	3	11	3.67	3.67	3	3
3	Kashif, Muhammad	GIFT University, Gujranwala	Pakistan	3	3	11	3.67	3.67	2	3
4	Syed, Fauzia	International Islamic University, Islamabad, Islamabad	Pakistan	3	3	11	3.67	3.67	2	3
5	Cheng, Ken	Zhejiang University of Technology, Hangzhou	China	2	1	9	4.50	9.00	1	2
6	Guo, Limin	Tongji University, Shanghai	China	2	1	9	4.50	9.00	1	2
7	Luo, Jinlian	Tongji University, Shanghai	China	2	1	9	4.50	9.00	1	2
8	Schmid, Ellen Anke	Munich Business School, Munich	Germany	2	2	51	25.50	25.50	2	2
9	Sun, Chuanwei	China University of Mining and Technology, Xuzhou	China	2	1	3	1.50	3.00	1	1
10	Wang, Zhining	China University of Mining and Technology, Xuzhou	China	2	1	3	1.00	3.00	1	1
11	Abdulmuhsin, Amir A.	University of Mosul, Mosul	Iraq	1	1	5	5.00	5.00	1	1
12	Aleksić, Darija	Univerza v Ljubljani Ekonomska Fakulteta, Ljubljana	Slovenia	1	1	1	1.00	1.00	1	1
13	Asad, Muhammad	Sukkur IBA University, Sukkur	Pakistan	1	1	5	5.00	5.00	1	1
14	Cai, Shaohan	Carleton University, Ottawa	Canada	1	1	3	1.50	3.00	1	1
15	Ren, Shuang	Deakin Business School, Melbourne	Australia	1	0	0	0	0	0	0

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

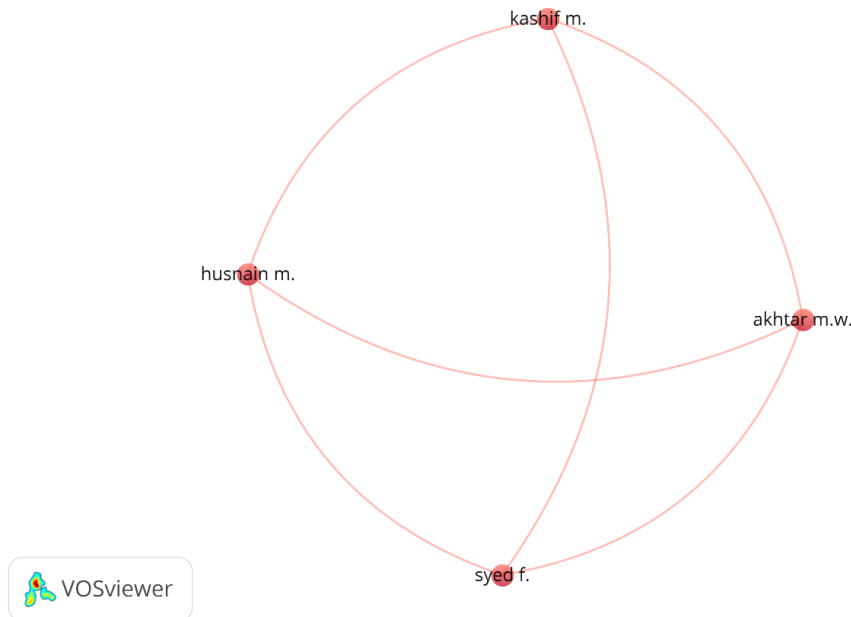*Figure 5:* Network visualization map of the co-authorship by authors.

Co-authorship by Countries

Figure 6 presents a network visualization map of co-authorship based on countries. The standards set for the country are to have a minimal number of papers and a minimum number of citations equal to one. Based on the standards, only 19 countries have met these thresholds. A study in Germany was listed to be the first study on exploitative leadership, entitled Shedding Light on Leaders' Self-Interest: Theory and Measurement of Exploitative Leadership (in green) written by Schmid et al. (2017). In particular, there seems to be a connection from Germany to Malaysia, Italy, and Iraq. Based on Figure 8, it can be seen that there is a small number of countries that contributed to the exploitative leadership research. Therefore, other countries could also collaborate to further investigate exploitative leadership.
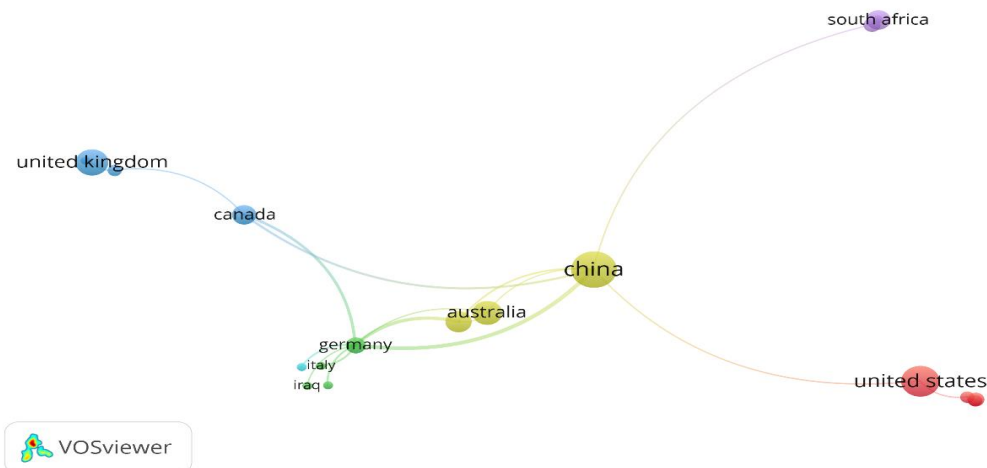

Figure 6: Network visualization map of the co-authorship by countries.

DISCUSSION

This section presents the discussion of the above findings by referring to the following research questions.

Research question 1: What is the current state of publication in exploitative leadership?

To conduct the bibliometric analysis, articles were selected from 2017 until the end of 2021. The analysis revealed that exploitative leadership will gain more attention from future researchers and scholars to show the entrance of exploitative leadership research in a growth phase in the future.

The analysis also revealed the participation of developing countries in this research field. Based on the analysis from 2017 until 2021, China, the United States, and other Western countries are dominating in exploitative leadership research. As mentioned in the previous section, the research outputs from developing countries showed their momentum in this field, leaving behind their precedent comrades with an unjustifiable gap. In addition, with the growth shown in the tables and statistics, the trend in exploitative research is predicted to be adopted by future research, which facilitates the spread of awareness about toxic workplace environments.

Research question 2: What are the current citation patterns of publication on exploitative leadership?

Based on 87 documents obtained from the Scopus database, a total of 508 citations were found, representing a total of 127 citations per year with 5.84 citations per paper, 37.37 papers per author, and 2.86 authors per paper. However, only 61 documents have been cited so far from the total 87 documents. In exploitative leadership studies, it had reached 13 h-index, indicating that at least 13 documents had been cited at least 13 times. Meanwhile, 19 g-index indicating that the top 19 documents had been cited 361 times. The highest number of citations in exploitative leadership studies were seen from two articles entitled 'Shedding Light on Leader's Self-Interest: Theory and Measurement of Exploitative Leadership, Different shades-different effects? Consequences of different types of destructive leadership,' and 'The impact of exploitative leadership on knowledge hiding: conservation of resources perspective.'

Research question 3: Which are the most prevalent themes of exploitative leadership between scholars?

Based on the analysis of the co-occurrences of the keywords, namely transformative leadership, action research, exploitative innovation, ambidextrous innovation, ambidexterity, and exploitative leadership, four themes were discovered. However, based on the analysis from the occurrences of terms on the title and abstract from the Scopus database, only three clusters were found in the visualization map, which is: exploitative leadership group, exploitative innovation group, and exploitation group. The analysis showed that these themes are the center of exploitative leadership studies.

Research question 4: What is the authorship pattern of exploitative leadership publications?

This study also investigates the number of the author who published their studies in the field of exploitative leadership studies. Although Schmid published only two publications related to the area of study, it has attained the most citations, 51 citations, as they were the pioneer of the exploitative leadership research. The top three productive authors in exploitative leadership publications are Akhtar, Husnain, and Kashif from Pakistan. Therefore, other countries could also contribute to the studies related to exploitative leadership.

CONCLUSION AND RECOMMENDATIONS

To study the trend of studies, a bibliometric analysis is claimed to be the preferred method (Ahmi & Mohamad, 2019). This study differs from other exploitative leadership research as it is the only recent study that conducts a bibliometric analysis on exploitative leadership studies and is one of the early studies on exploitative leadership research that adds up to the literature of exploitative leadership.

This study aims to investigate the trend of exploitative leadership research based on the current state of publication, the citation patterns, the themes involved, and proposing possible areas for future research in exploitative leadership. By adopting the bibliometric approach, the quantity (number of publications, types of documents, number of publications based on source title, source type, by country, by institution and languages), the quality (number of citations and citation metrics), and structural map for the gathered data from the Scopus database are shown. The data were pooled based on the searched keyword 'exploitative research' and extracted data only based on the articles' title. However, future research can further expand the study into other fields, such as abstract and keywords, which requires more detailed screening and filtering.

There are also many theories related to exploitative leadership research. However, only several theories have been associated with exploitative leadership such as cognitive appraisal, cognitive-relational, conservation of resource theory, ego depletion, knowledge-based view, leader-member exchange, social cognitive, and social exchange. It is important to highlight the importance of followers' perceptions of exploitative leadership on their behaviors. For instance, scholars discovered that ego depletion theory helps to explain why and how the followers respond to negative behaviors depicted by their leaders.

This study encountered several limitations. Although Scopus is one of the largest databases, there are still unindexed journals and the publications of these journals might be ignored or neglected. In addition, the search query may not be 100% perfect. Thus, false positive and false negative results may occur. In this study, the citation analysis was based on the data from Scopus only and the total number of publications and citations were correct at the time of the search. Although this study encounters several limitations, it is the only exploitative leadership research that employs bibliometric analysis.

Another advantage of this study is that it primarily uses the Scopus database and it is highly recommended than any other database sources such as Google Scholar, EBSCO, Host, and Science Direct. Besides, this study also proposes to consider exploring ego-depletion theory to supplement the study of exploitative leadership. It highlighted that employees' psychological or emotional resources will be depleted by the stimulus of the

hostile environment, which eventually can affect the employee's behaviors (Wang et al., 2021). However, Schmid et al. (2017) elaborated that justice theory can be a useful approach to explain the incremental value of exploitative leadership. Therefore, the application of various theories depends on the variables that the researchers apply in their study.

Based on the previous studies, exploitative leadership studies can be further enhanced. For instance, it is crucial to understand the various forms of destructive leadership that can affect their followers in many ways as it can lead to significant consequences for practice so that the practitioners will have a better understanding of destructive leadership for leadership development and coaching (Schmid et al., 2018). Several studies (Schmid et al., 2018; Syed et al., 2021) investigated the connection of exploitative leadership on turnover intention, however, the term 'turnover intention' is not included in the keyword analysis table. Thus, future research can investigate further the effect of exploitative leadership on the stress level of their followers (Schmid et al., 2017).

Besides, there is also a lack of mediators and moderators related to exploitative leadership. Elsaied (2022) suggested that future research look into the mediating factors that have more mediating elements that have not been explored. Mediating elements that can be looked into are job stress, psychological safety, behavioral integrity, and affective organizational commitment. As for moderators, Elsaied (2022) suggested several characteristics that can act as moderators such as follower moral attentiveness, value congruence, hostile attributional style, and job satisfaction to explore the relationship between exploitative leadership and organizational cynicism. Another potential moderator that can be further explored is the power distance as several past studies highlighted that dark leadership tend to be seen in eastern cultures with the above cultural traits (Luthans et al., 1998; Syed et al., 2021).

As mentioned in the title of the documents, this study only focuses on the topics related to exploitative leadership. Other literature that is related to exploitative leadership, but not being used in the title, were also excluded. Therefore, future research can also apply this study to other industries such as hotel, healthcare, manufacturing, and banking.

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