Technical Report 1391

Negative Leader Behavior:
What Do Our Scales Measure?

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14. ABSTRACT
The success of U.S. Army leaders has always depended on upholding the Army ethic. However, leaders frequently face ethically gray situations where a strong sense of morality and character is not enough to determine a course of action. A science-based understanding of ethical and unethical leadership is necessary to uphold the values of the Army. Over the past decade, research on ethics and leadership has identified a constellation of *negative leader behavior (NLB)* constructs, such as *abusive supervision* and *toxic leadership.* While these behavioral styles are theoretically unique, empirical evidence has shown conflicting findings about points of overlap and distinction. This paper addresses the issue of construct redundancy within existing NLB scales. From a literature review, we identified 10 NLB constructs and collected all available scales developed to measure those constructs. Content analysis of 626 scale items from 33 scales suggests both redundancy and uniqueness in the content of NLB scales. Based on these findings, a taxonomy of six NLB dimensions is developed then used to organize the 33 scales into clusters of similar NLB content. The proposed NLB taxonomy offers a framework for future research (e.g., creating and validating a measure for Army use in tracking, identifying, and correcting NLB) and practice (e.g., Army training of ethical leadership).

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NEGATIVE LEADER BEHAVIOR: WHAT DO OUR SCALES MEASURE?

EXECUTIVE SUMMARY

Research Requirement:

Previous research demonstrates that ethics is key to the success of today's Army leaders, yet Army leaders frequently face ethically gray situations where a strong personal character and moral compass might not be enough to determine a course of action. Thus, a science-based understanding of ethical leadership is necessary to uphold the values of the Army. Over the past decade, research on ethics and leadership has expanded from a focus on ideological forms of leadership, such as servant leadership and authentic leadership, towards an exploration of the behaviors that are detrimental to effective leadership. Scholars have proposed a constellation of *negative leader behavior (NLB)* constructs, including abusive supervision, destructive leader behavior, petty tyranny, supervisor undermining, and toxic leadership. While these behavioral styles are theoretically unique, empirical evidence has shown conflicting findings about points of overlap and distinction. The purpose of this paper was to address this issue within existing NLB scales meant to capture *abusive supervision, destructive leadership, fair interpersonal treatment, petty tyranny, self-serving leadership, supervisor/social undermining, toxic leadership, workplace deviance, workplace harassment/bullying*, and *workplace incivility.*

Approach:

A literature review revealed 10 NLB constructs treated as distinct in prior empirical studies. A total of 626 items from 33 scales purported to capture the 10 NLB constructs that were identified from the literature. Content analysis was used to inductively explore the specific behavioral dimensions that are captured by assessments of different NLB constructs. Results from the content analysis were used to develop a taxonomy of NLB dimensions, which was then applied to critique existing NLB scales in order to determine whether constructs presented and theorized as distinct are in fact measuring distinct NLB dimensions. Finally, we organized the established NLB scales into clusters with similar content and behavioral dimensions.

Findings:

The NLB taxonomy is composed of six dimensions of NLB. Specifically, NLB scales include items that measure how (a) manipulative; (b) unpleasant; (c) ineffective and incompetent; (d) tyrannical and despotic; (e) overtly unethical, conniving, and illegal; and (f) unsupportive a leader's behaviors tend to be. Some constructs cover more dimensions than others. Comparison of the dominant dimensions captured by each NLB construct indicated that some NLB constructs can be grouped into two clusters with similar content, but there are also some NLB constructs with unique profiles of overlapping dimensions. In the first cluster, *abusive supervision* and *workplace incivility* both predominately assessed manipulative and unpleasant behaviors. In the second cluster, *supervisor/social undermining* and *workplace harassment/bullying* both captured mostly manipulative and tyrannical and despotic behaviors.

Utilization and Dissemination of Findings:

        In order for the Army to identify and correct detrimental leader behaviors, an understanding of both (a) what constitutes NLB and (b) how to accurately measure those behaviors is required. There is not yet an agreed upon definition or method for measurement of unethical, toxic, or negative leadership either within the scientific domain or within the military domain. The current project provides a first step toward a unified approach. By critically examining existing scales, the taxonomy allows for the development of a more nuanced approach to tracking, identifying, and correcting NLB, although additional work is required to create and validate a condensed measurement tool for Army use. The initial taxonomy may also prove useful in enhancing existing Army training of ethical leadership, focusing on behaviors to avoid as ethical leaders work toward creating ethical climates.

NEGATIVE LEADER BEHAVIOR: WHAT DO OUR SCALES MEASURE?

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Introduction

The success of U.S. Army leaders has always depended on upholding the Army ethic, "the set of enduring moral principles, values, beliefs, and laws that guide the Army profession and create the culture of trust essential to Army professionals in the conduct of missions, performance of duty, and all aspects of life" (Department of the Army, 2019, p. 1:6). U.S. Army leaders are often role models of ethical leadership, and ethical misconduct is relatively rare. However, Army leaders tend to operate in highly complex and dynamic environments where the ethical course of action is not always clear (Department of the Army, 2018). In order to support Army leaders in behaving ethically, it is important to have a clear understanding of the specific leader behaviors that contribute to follower perceptions of "abusive" or "toxic" leadership.

Negative leadership styles such as *toxic leadership* and *abusive supervision* have received a great deal of attention in recent years in both military publications (e.g., Gallus et al., 2013; Klein & Young, 2016; Reed & Olsen, 2010; Thompson et al., 2019; Young, 2018) and the academic leadership literature (e.g., Harms et al., 2011). This body of research includes studies on a wide range of constructs, including not only toxic leadership and abusive supervision but also *destructive leader behavior, petty tyranny,* and *supervisor undermining* (Ashforth, 1997; Duffy et al., 2002; Einarsen et al., 2007; Schmidt, 2008; Tepper, 2000), all of which are measured with unique scales. Following Burris et al. (2008), we refer to this constellation of detrimental leadership constructs as *negative leader behavior (NLB)* broadly defined to include any previously established constructs involving non-physical abuse (e.g., Burris et al., 2008; Tepper, 2000) in the workplace from a supervisor toward a subordinate.

The research community disagrees on how best to conceptualize NLBs. Some evidence demonstrates the uniqueness of NLB constructs, which supports treating them as separate variables (e.g., Schyns & Schilling, 2013). However, many argue the opposite, with research yielding no evidence to support treating them as distinct constructs (e.g., Krasikova et al., 2013; Pelletier, 2010). This lack of agreement upon how to define and measure NLB limits the practical application of this literature for the U.S. Army as it hinders efforts to effectively identify and correct detrimental behaviors. It is necessary for scholars to address NLB measurement concerns with the same degree of rigor with which they have approached the conceptual issue. To date, NLB scholars have spent more energy on defining NLB constructs than on accurately measuring them. Although scholars have called attention to shortcomings of popular scales of NLB (e.g., Tepper, 2007), the field continues to ignore calls for a closer look. Since many constructs and scales exist in the NLB domain, it is possible and even likely that inadequacies exist in the scales used to capture constructs with such minute distinctions. The overlap that seems to exist among the conceptualizations of NLB constructs suggests the possibility of similar overlap in associated scales.

The purpose of the current study is not to clarify the theoretical definition of NLB but to explore distinctions and redundancies in how existing scales operationalize and measure the constellation. Thus, the goals of this paper were to (a) determine what leader behaviors existing NLB scales are truly capturing and (b) identify areas of distinctions and overlap in the operationalization of the various NLB constructs in previous organizational research. To further the contribution of these analyses, a taxonomy of NLB was created based on the content of

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existing NLB scales. The proposed taxonomy is used to critically examine, compare, and contrast the specific NLB behavioral dimensions underlying the scales used in previous studies. This critical, inductive review serves as a necessary first step in synthesizing the fragmented field of NLB measurement. Results will guide future research in clearing up the conceptualization of NLB, which is a necessary precursor to applied research within the U.S. Army context.

Theoretical Background

Within the realm of NLB, numerous scales have been developed to capture numerous constructs that are theoretically distinct. Researchers employ these scales to explore the antecedents and consequences for the different discrete NLB constructs (Hershcovis, 2011; Tepper et al., 2017). For example, studies have examined the effects of abusive supervision on follower performance (Greenbaum et al., 2017) and turnover intentions (Haggard & Park, 2018); on the performance outcomes of third party observers of the abuse (Mitchell et al., 2015; Shao et al., 2018); and even on the leaders' own well-being (Foulk et al., 2018; Liao et al., 2018). In addition, recent research has begun to investigate the role of contextual influences on NLB. For instance, research identified exposure to psychological power (Foulk et al., 2018), exposure to abuse (Tu et al., 2018), job embeddedness (Allen et al., 2016), competing work and family demands (Courtright et al., 2016), and the extent to which a perpetrating supervisor's performance relies on the targeted subordinate's performance (Walter et al., 2015) as boundary conditions that dictate whether or not a leader's abusive predispositions will actually lead to abusive supervision in a particular work context. However, despite the strong presence of empirical work in the NLB literature, the psychometric properties of most NLB scales have yet to be properly scrutinized. Further investigation is needed before useful, summative conclusions can be made about the conditions under which NLBs are most likely to arise and the outcomes of those behaviors.

Previous reviews and meta-analyses yield evidence of considerable overlap among the conceptualizations of NLB constructs (Hershcovis, 2011; Tepper, 2007). If this overlap in theory similarly exists in NLB scales, it would result in a polluted literature base in which researchers run the risk of the jingle-jangle fallacy (i.e., distinct constructs are given the same name, and/or a single construct is referred to by different names; Thorndike, 1904 as cited in Block, 1995). In addition to possible construct proliferation, several NLB scales lack appropriate evidence of psychometric rigor. For example, Tepper's (2000) Abusive Supervision Scale – one of the most frequently cited NLB scales – has yet to be subject to rigorous psychometric assessment. Tepper acknowledged the need for additional assessment stating, "I am not advocating here that all future work make use of Tepper's (2000) 15 item instrument. Since that scale was developed, there has been virtually no subsequent psychometric assessment or development" (Tepper, 2007, p. 284). More than a decade after Tepper made this statement, and two decades after the scale's initial publication, adequate psychometric evidence to support the test remains absent. It is problematic that scales lacking appropriate evidence of psychometric rigor continue to be used in empirical studies as existing NLB scales may not capture the targeted constructs. Furthermore, there is an over-proliferation of different scales in use, which can lead to confusion about exactly which NLB construct is being measured in a given study and how that construct is theoretically similar and distinct from other NLB constructs. An investigation of the dimensions reflected in

NLB scales is a warranted first step in addressing the general lack of measurement integrity and construct clarity.

The NLB literature suffers from a lack of agreement between scholars in terms of how NLB constructs should be defined and how they fit together in the larger nomological network. The following sections of this paper provide an overview of the two theoretical perspectives that have dominated the NLB construct space: (a) the differentiated perspective and (b) the unified perspective. The differentiated perspective argues that important distinctions exist between the constructs in the NLB domain, while the unified perspective views NLB as a one-dimensional construct with interchangeable sub-constructs. These perspectives conflict as they fundamentally disagree about why NLB constructs overlap. Advocates of the unified perspective assume a broad underlying construct of NLB that causes the narrower constructs to be related. In contrast, the more commonly adopted differentiated perspective argues a number of related but distinct NLB constructs exists and assumes overlap between these constructs result from measurement error. Both frameworks have received empirical support (see Hershcovis, 2011; Krasikova et al., 2013), resulting in an increasingly fragmented literature base.

Differentiated NLB Perspective

Supporters of the differentiated perspective argue, often implicitly, that each construct under the NLB umbrella has important distinctions, which necessitate their individual consideration in terms of theory development, hypothesis testing, and generalizing conclusions. Pelletier's (2010) review emphasized that distinct NLB constructs capture unique behavioral dimensions. For example, Pelletier argues that the destructive leader behavior construct can be differentiated from the toxic leadership construct as destructive leader behavior is disengaged behavior while toxic leadership is active behavior that pits in-group members against out-group members. Similarly, a review by Krasikova et al. (2013) concluded that NLB constructs should be considered distinct forms of destructive leadership and studied separately.

For better or for worse, NLB researchers have answered the call to explore and develop research around distinct NLB constructs. This has resulted in dozens of empirical studies concerned with conceptualizing, operationalizing, and modeling antecedents and outcomes of distinct NLB constructs including, but not limited to, abusive supervision (Foulk et al., 2018; Martinko et al., 2013), destructive leadership (Krasikova et al., 2013), petty tyranny (Kant et al., 2013), toxic leadership (Armitage, 2015; Gallus et al., 2013), workplace bullying (Matthiesen, & Einarsen, 2001), and workplace incivility (Schilpzand et al., 2016). In some ways, the diversity of NLB constructs commonly examined in the literature has subsided in recent years, with Tepper's (2000) definition and scale of abusive supervision taking the forefront. Tepper et al. (2017) note the quantity of studies on abusive supervision has risen ten-fold since Tepper's (2007) review (a Google Scholar search for peer-reviewed work on "abusive supervision" published since 2015 results in over 9,000 hits). Regardless, the diversity of NLB constructs persists.

Unified NLB Perspective

Advocates of the unified perspective argue that distinctions among NLB constructs are not significant enough to warrant their individual consideration. This perspective is apparent in meta-analyses and reviews that draw general conclusions about NLB regardless of its operationalization. For example, in their meta-analysis, Schyns and Schilling (2013) explored the outcomes associated with a broad construct akin to NLB, which they called destructive leader behavior. The authors did not investigate specific predictive relationships for each construct; instead, they drew conclusions that applied to all "types of destructive leadership" (Schyns & Schilling, 2013, p. 140). Hershcovis (2011) explored the unified vs. differentiated perspective issue empirically in her investigation of the extent to which NLB constructs overlap. In a meta-analysis of the relationship between five NLB constructs (abusive supervision, bullying, incivility, social undermining, interpersonal conflict) and various outcomes (e.g., follower job satisfaction, follower turnover intention), she found evidence of significant redundancy. This led Hershcovis (2011) to conclude that NLB constructs should be examined together as a one-dimensional construct. It is worth noting that even those scholars who adopt the unified perspective choose different umbrella terms. For example, Hershcovis (2011) uses the term "workplace aggression," while Aquino and Thau (2009) advocate for the use of "workplace victimization." It should also be noted that proponents of the unified perspective tend to combine leader specific constructs (e.g., abusive supervision, petty tyranny) with negative behaviors that can be performed by any organizational member (e.g., social undermining, workplace incivility).

This paper contends that there is not sufficient evidence in favor of either the unified or the differentiated perspective. However, the term negative leader behavior (NLB) is used to refer to all related leadership constructs. NLB serves as a label, not a psychological construct that is inclusive enough to cover all overlapping constructs in this diverse literature. It also provides enough specificity to highlight that the "dark side" of leadership is a function of behaviors not traits.

Psychometric Properties of NLB Scales

While much research has focused on the distinctions and overlap regarding conceptualizations of NLB, relatively little attention has been paid to the measurement of NLB, including identifying the dimensions existing scales actually capture (for exceptions see Hershcovis, 2011; Ünal et al., 2012). In response to the growing need to compare existing NLB scales, Hershcovis (2011) examined three popular scales for NLB constructs: the Workplace Incivility Scale (Cortina et al., 2001), the Abusive Supervision Scale (Tepper, 2000), and the Negative Acts Questionnaire (Einarsen & Raknes, 1997). Interestingly, Hershcovis (2011) found that despite being developed to measure distinct constructs, the three scales had many overlapping items (e.g., "my supervisor ridicules me" was included in multiple scales). In addition, she showed there were no significant differences in the relationships between NLB and various outcomes (including follower job satisfaction, turnover intent, psychological well-being, physical well-being, and affective commitment) based on the scale used. These findings led Herschovis (2011) to the conclusion that the NLB literature is prone to construct proliferation.

In a similar review, Ünal et al. (2012) performed a content analysis of seven NLB scales consisting of 151 items. The selected scales purport to measure destructive leadership and workplace incivility, which Ünal et al. (2012) refer to as *unethical supervisory behavior* defined as "supervisor behaviors that violate normative standards" (p. 6). Ünal et al. (2012) adopted a moral philosophy perspective and coded scale items as one of the four major categories of moral behavior considered in normative ethics: rights, justice, utilitarianism, and virtue. Results from the content analysis led Ünal et al. (2012) to conclude that the seven destructive leadership and workplace incivility scales analyzed were mostly capturing rights violations (102 of the 131 items). They argued more item development was needed in order to adequately assess leader behaviors that violate norms of virtue, justice, and utilitarianism.

Since Hershcovis' (2011) and Ünal et al.'s (2012) reviews, the NLB literature has remained saturated with various, overlapping terms and scales. However, Tepper's (2000) Abusive Supervision Scale has persisted as one of the most popular measures of NLB. Although popularity does not necessarily translate to validity, the common use of Tepper's (2000) scale has allowed for the systematic comparison of findings across studies. For instance, in their recent meta-analysis, Mackey et al. (2017) were able to restrict their sample to studies that used some iteration of Tepper's (2000) Abusive Supervision Scale. However, they found that authors were inconsistent in the number of items they used, with scales ranging from 3 to 19 items "adapted" from Tepper's (2000) original 15 items. In addition, studies used both frequency and agreement scales with a range of scale points (e.g., 0-10; 1-5; 1-7), which often differed from Tepper's (2000) original agreement scale with the anchors 1 (*I cannot remember him/her ever using this behavior*) to 5 (*He/she uses this behavior with me very often*). Mackey et al.'s (2017) meta-analytic results suggest these variations have at least some influence on study findings, as they found scale format had a moderate impact on mean differences in abusive supervision across samples. Mackey et al.'s (2017) findings provide interesting descriptive information about how Tepper's (2000) scale is used, but additional psychometric evidence is needed to support the assumption that scale items match what they are theoretically understood to capture.

The present study seeks to address this need by exploring the content and dimensionality of existing NLB scales. A taxonomy of NLB dimensions is developed through a content analysis of all available NLB scales. The taxonomy is then applied to critique existing NLB measures in order to (a) discover which dimensions are actually being captured by assessments of different NLB constructs and (b) determine whether constructs presented as distinct are in fact measuring distinct dimensions. This study contributes to the field by providing some clarity to the specific behaviors that are and are not captured in existing scales of NLB and how these behavioral dimensions overlap across supposedly distinct constructs.

Method

Literature Search

Articles to be included in the content analysis were identified using the computer-based literature search engines PsycINFO and ABI/INFORM. Keywords included "abusive supervision," "abusive leadership," "destructive leadership," "toxic leadership," "workplace

harassment," "workplace incivility," and "petty tyranny." Articles were retained if they met all of the following criteria: (a) used or described a scale of NLB, (b) were written in English, (c) came from a peer-reviewed journal, and (d) were fully accessible from an online literature search and/or email to the authors.

The literature search spanned multiple years and occurred in two phases. The original search occurred in 2014 and resulted in 95 articles (see Appendix A for the original project and results). The original 95 articles produced 437 items from 19 complete scales (including two subscales). An update to the search was conducted in 2018. This resulted in an additional 167 articles and 20 additional scales with 224 items. Overall, the literature searches resulted in a total of 262 empirical articles, including several meta-analyses.

The 262 articles produced a total sample of 661 items from 38 complete scales (including two sub-scales). The scales were reported to capture twenty different constructs. Scales were included for analyses if the constructs they were intended to measure were exclusively or partially focused on supervisor-subordinate relationships. Scales for constructs that have not been applied to the dyadic supervisor-subordinate relationship were excluded from analysis (e.g., organizational injustice). This resulted in eliminating four scales for the constructs *cyber incivility*, *negative leader exchange*, *workplace aggression*, and *workplace victimization/interpersonal conflict perpetrated by supervisor*.

Scales from nearly identical constructs were combined, and construct title wording was modified slightly if necessary: destructive leader behavior was combined with destructive leadership and named *destructive leadership*; workplace harassment was combined with workplace harassment/bullying and named *workplace harassment/bullying*; tyrannical and despotic leadership were combined into *petty tyranny*; and supervisor expediency was included under *self-serving leadership*. This process resulted in 10 seemingly distinct NLB constructs retained for analysis. The final pool of items for content analysis included 626 items from 33 complete scales spanning 10 constructs. Table 1 lists all constructs, their definitions, and scale information.

Scale Item Content Analysis

Using content analysis, the 626 NLB scale items were categorized into categorical themes and then collapsed into broader dimensions. The original analysis occurred in 2014 and was updated in 2018 due to a significant increase in publications related to the topic of interest after the original analysis was conducted. Two researchers independently reviewed 405 scale items from the first round of literature review in 2014. Their goal was to assign each item, regardless of the scale it originated in, to a conceptual category as a first step towards developing a taxonomy of NLB. The items were randomized prior to content analysis; the items were then assigned to a categorical theme that best fit the item content. For example, the items "doubted your judgment on a matter over which you have responsibility," "employees are treated like children," and "tells me I'm incompetent" were all coded into a categorical theme of "demonstrates disrespect; condescension" despite originating in workplace incivility, fair interpersonal treatment, and abusive supervision scales, respectively. Categorical themes arose from the inductive content analysis of the items; they were not predetermined.

Table 1

Construct Definitions, Scales, and Dimensions

Construct	Definition	Scale and Dimensions	No. Items
Abusive Supervision	"Subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact." (Tepper, 2000, p. 178)	Abusive Supervision Measure (Mitchell & Ambrose, 2007)	5
		Abusive Supervision Scale (Bamberger & Bacharach, 2006)	6
		Abusive Supervision Scale (Tepper, 2000)	15

		Abusive Supervision Scale (Wulani et al., 2014)
		    Anger-active abuse
		    Humiliation-active abuse
		    Passive abuse
			25

		Counterproductive Work Behavior Checklist (Abuse subscale; Spector et al., 2006)	18
		Daily Abusive Supervision Scale (Johnson et al., 2012)	4

Destructive Leadership	"The systematic and repeated behavior by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of his/her subordinates." (Einarsen et al., 2007, p. 207)	Destructive Leader Behavior Scale (Thoroughgood et al., 2012)
		    Organization-directed behavior
		    Sexual harassment
		    Subordinate-directed behavior
			28

		Destrudo-L (Larsson et al., 2011)
		    Arrogant, unfair
		    Ego-oriented, false
		    Passive, cowardly
		    Threats, punishments, over-demands
		    Uncertain, unclear, messy
			20

		Destructive Leader Questionnaire (DLQ; Shaw et al., 2011)
		    Acting in a brutal bullying manner
		    Acting in an insular manner relative to other groups in the organization
		    An inconsiderate tyrant
		    Careless when dealing with people in various situations
		    Exhibiting inconsistent, erratic behavior
		    Inability to deal with interpersonal conflict or similar situations
		    Inability to deal with new technology and other changes
		    Inability to develop and motivate subordinates
			109

Construct	Definition	Scale and Dimensions	No. Items
		Inability to make clear, appropriate decisions	
		Inability to prioritize and delegate	
		Inability to understand and act on a long-term view	
		Ineffective in coordination and management of issues	
		Ineffectual at negotiation and persuasion	
		Lack of credibility within the organization	
		Lazy and incompetent	
		Lying and other unethical behavior	
		Making decisions based on inadequate information	
		Micro-managing and over-controlling	
		Not having the skills to match the job	
		Not making expectations clear to subordinates	
		Not seeking information from others	
		Overly emotional with negative psychological characteristics	
		Playing favorites and other divisive behavior	
		Unwillingness to change mind and listen to others	
Fair Interpersonal Treatment	"…treatment outside of organizational procedures and policies." (Donovan et al., 1998, p. 683)	Perceptions of Fair Interpersonal Treatment Scale (PFIT; Donovan et al., 1998)	14
Petty Tyranny	"A petty tyrant is defined as one who lords his or her power over others." (Ashforth, 1997, p. 126)	Despotic Leadership Scale (De Hoogh & Den Hartog, 2008)	6
		Petty Tyranny in Organizations Scale (Ashforth, 1987)	47
		Arbitrariness and self-aggrandizement	
		Belittling subordinates	
		Discouraging initiative	
		Forcing conflict resolution	
		Lack of consideration	
		Non-contingent punishment	
Self-serving Leadership	"Self-serving leaders [are] …leaders who place their own well-being and interests above both their followers' needs and the goals of the organization." (Camps et al., 2012, p. 49)	Leader Self-interested Behavior Measure (Wisse & Rus, 2012)	8
		Self-serving Leadership Scale (SSLC; Camps et al., 2012)	4
		Supervisor Expediency Measure (Greenbaum et al., 2017)	4

8

Construct	Definition	Scale and Dimensions	No. Items
Supervisor/Social Undermining	"…behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation." (Duffy et al., 2002, p. 332)	Supervisor and Coworker Undermining Scales (Supervisor undermining subscale; Duffy et al., 2002)	13
Toxic Leadership	"Toxic leaders are narcissistic, self-promoters who engage in an unpredictable pattern of abusive and authoritarian supervision." (Schmidt, 2008, p. 57)	Toxic leadership sub-scale (Pelletier, 2010)	51

		Negative Acts Questionnaire (Einarsen & Raknes, 1997)
		  Personal derogation
		  Work-related harassment
		  Sexual harassment
		  Social control
		  Social exclusion
		  Physical abuse
			22

		Negative Acts Questionnaire – Revised (Einarsen et al., 2009)
		  Person-related bullying
		  Physically intimidating bullying
		  Work-related bullying
			22

		Perceptions of Toxic Leadership Scale (Pelletier, 2012)
		  Threats to self-esteem
		  Psychological distress
		  Psychological safety
		  Divisiveness; toxicity
			5

		The Toxic Leadership Scale (Schmidt, 2008)
		  Abusive supervision
		  Authoritarian leadership
		  Narcissism
		  Self-promotion
		  Unpredictability
			30

Workplace Deviance	"Voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization or its members, or both." (Bennett & Robinson, 2000, p. 349)	Deviant Behavior Measure (Bennett & Robinson, 2000)	28

Construct	Definition	Scale and Dimensions	No. Items
Workplace Harassment/Bullying	Occurs when "one or several individuals over necessarily a period of time perceive themselves to be on the receiving end of negative actions from one or several persons, in a situation where the target of bullying has difficulty in defending him or herself against these actions" (Hoel & Cooper, 2001, p. 4)	Beyond Bullying Questionnaire (BBQ; Cavaiola & Stout, 2017)	26
		Bullying Scale (Quine, 1999) Destabilization Isolation Overwork Threat to personal standing Threat to professional status	20
		Workplace Bullying Checklist (WBC; Fox & Stallworth, 2005)	25
		Workplace Victimization Measure (Aquino & Thau, 1999)	14
Workplace Incivility	"Involves acting with disregard for others in the workplace, in violation of workplace norms for respect." (Andersson & Pearson, 1999, p. 455)	Incivility Scale (Mathews & Ritter, 2016)	4
		Interpersonal Conflict at Work Scale (ICAWS; Spector & Jex, 1998)	4
		Perceived Hostility Measure (Hebl et al., 2002)	7
		Selective Workplace Incivility Scale (Cortina et al., 2013)	12
		Uncivil Workplace Behavior Questionnaire (UWBQ; Martine & Hine, 2005) Exclusionary behavior Gossiping Hostility Privacy invasion	17
		Perceived Workplace Civility Measure (Porath & Erez, 2007)	6
		Workplace Incivility Scale (WIS; Cortina et al., 2001)	7

Note. Scale item numbers reflect items that were located and coded. Some scales may not be fully captured. Dimensions listed by scale authors are included indented under scales listed, when applicable.

The researchers went through four iterations of categorization and discussed discrepancies before reaching consensus on 35 categorical themes. The researchers then independently clustered the 35 categories into broader dimensions (e.g., demonstrates disrespect; condescension was clustered into the dimension of "verbally abusive/lacks emotional control"). Again, researchers met to discuss and resolve discrepancies. This resulted in eight agreed upon dimensions of NLB: (a) "tyrannical"; (b) "verbally abusive/lacks emotional control;" (c) "sneaky, manipulative, gossips, plays workplace politics;" (d) "treats employees badly;" (e) "overtly inappropriate, unethical, immoral, illegal behavior;" (f) "ineffective/incompetent;" (g) "sets employees up for failure;" and (h) "unpredictable."

When the project was updated in 2018, three new researchers followed the same process for the full sample of 626 items (i.e., original items were re-coded alongside the additional items). Discussions regarding coding consensus resulted in modifying the eight broad dimensions into six: (a) "manipulative" (similar to the original sneaky, manipulative, gossips, plays workplace politics dimension); (b) "unpleasant" (similar to the original verbally abusive/lacks emotional control dimension); (c) "ineffective and incompetent" (merges original ineffective/incompetent dimension with the sets employees up for failure dimension); (d) "tyrannical and despotic" (merges original tyrannical dimension with the unpredictable dimension); (e) "overtly unethical, conniving, and illegal behaviors" (similar to the original overtly inappropriate, unethical, immoral, illegal behavior dimension); and (f) "unsupportive and mistreats employees" (similar to the original treats employees badly dimension). In addition, some scale items were not coded into one of the six dimensions, because they did not clearly fit the definition of NLB. For example, the item "I know that I am forced to stay at my job because there are not many other jobs available" is from a scale purporting to measure workplace harassment/bullying. While workplace harassment/bullying fits under NLB, this specific item measures continuance commitment, not NLB. The final result was a coding taxonomy of six broad behavioral dimensions and 34 specific sub-categories (see Table 2).

Critical Review of Scale Content

The content analysis provided a lens through which to further examine the NLB construct space. The 626 scale items were coded based on the new taxonomy presented in Table 2 with each item assigned to one of the six NLB dimensions. This provided the initial sample of data for a critical review of the specific behavioral dimensions covered by the 33 scales found and used within the literature. The critical review examined the relative representation of each of the six data-driven NLB dimensions among the ten literature-driven constructs that the scales purportedly capture. Results from the review are presented below.

Results[1]

The most prevalent behavioral dimension reflected by NLB scale items was manipulative, which accounted for 25.08% or 157 of all items content analyzed. The remaining scale items were spread across the other five NLB dimensions, with 19.10% of all items categorized as unpleasant, 15.81% as ineffective and incompetent, 15.18% as tyrannical and

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[1] Results are based on the full sample of 626 items. For results of the original set of 95 items, refer to Appendix A, Table A-3.

Table 2

Six Dimensional Taxonomy of Negative Leader Behaviors

Broad Dimension	Specific Dimensions	Definition
1. Manipulative	• Passive abuse: ignores subordinates/gives silent treatment • Verbal abuse (general) • Public criticism (including verbal abuse) • Gossiping about others • Sabotage, undermines • Demoralizing • Scapegoating • Misplaces credit • Social exclusion/favoritism • Encourages employee conflict/competition	Attempts to take control of situations involving followers in a way that is not honest or fair and is often self-interested.
2. Unpleasant	• Demonstrates disrespect; condescension • Demonstrates lack of emotional control (angry/ emotional outbursts/overly confrontational) • Unapproachable, hostile • Demonstrates arrogance/narcissism/entitlement • Lies/breaks trust	Acts in unfriendly and inconsiderate ways towards followers, demonstrating a failure to control emotions.
3. Ineffective & Incompetent	• Ineffective/incompetent (e.g., lack of communication with other departments, careless, intolerant of change, lacks/fails to communicate visionary goals, etc.) • Fails to communicate expectations/instructions/ explanation • Fails to develop subordinates/prevents subordinates from reaching their potential	Engages in behaviors that are counterproductive to work performance and fails to aid subordinates in reaching their greatest potential.
4. Tyrannical & Despotic	• Oppressive/mean/cruel • Unpredictable • Inappropriate punishment • Unreasonable expectations/requests • Narrow-minded/stubborn; intolerant of dissenting opinions	Exercises the power afforded to them by leadership role in cruel and/or arbitrary ways.
5. Overtly Unethical, Conniving, & Illegal Behaviors	• Invades privacy • Illegal/immoral actions • Physical abuse • Sexual harassment/discrimination • Strategic/political/self-interested actions • Misuse of authority	Fails to uphold ethical standards and norms and instead engages in ethical misconduct including but not limited to violations of organizational rules and government regulations.
6. Unsupportive & Mistreats Employees	• Ignores subordinate feedback/concerns/needs • Distrustful of subordinates • Unfair treatment of subordinates • Failure to show recognition/appreciation • Failure to support/defend subordinates	Acts in ways that undermine followers' motivation and satisfaction such as ignoring their needs, playing favorites, and refusing to trust their judgement.

despotic, 13.26% as overtly unethical, conniving, and illegal, and 10.22% as unsupportive and mistreats employees. Patterns of content dimensions within and across the groups of scale items purported to measure each construct were assessed to capture the extent to which NLB constructs overlap. Specifically, the frequency and percentage of each NLB dimension (i.e., manipulative; unpleasant; ineffective and incompetent; tyrannical and despotic; overtly unethical, conniving, and illegal; unsupportive and mistreats employees; or not NLB) was calculated for each NLB construct (i.e., abusive supervision, destructive leader behavior/leadership, perceptions of fair interpersonal treatment, petty tyranny, self-serving leadership, supervisor/social undermining, toxic leadership, workplace deviance, workplace harassment/bullying, and workplace incivility). This allowed us to identify the dimensions most prominently captured by the scale items related to each construct and determine the extent that NLB scales truly assess what they purport to measure (see Table 3).

For abusive supervision scale items, the manipulative and unpleasant dimensions accounted for the majority of items (38.36% and 31.51%, respectively). The majority of destructive leadership items fell under the ineffective and incompetent category (40.13%), whereas perceptions of fair interpersonal treatment scale items captured mostly unsupportive and mistreats employees (42.86%), but also manipulative (21.34%) and unpleasant (21.34%). Petty tyranny items fell under tyrannical and despotic (30.19%) and unpleasant (24.53%). Self-serving leadership scale items were mostly overtly unethical, conniving, and illegal behaviors (62.50%), and supervisor/social undermining scales mostly measured the manipulative (61.54%) and tyrannical and despotic (23.08%) dimensions. Toxic leadership items mostly reflected manipulative (30.77%), while workplace deviance items aligned best with ineffective and incompetent and unpleasant (32.14% and 25.00%, respectively). Workplace harassment/bullying items were largely the manipulative and tyrannical and despotic dimensions (36.47% and 20% respectively). Lastly, workplace incivility items were equal parts manipulative (35.09%) and unpleasant (35.09%). See Table 3 for complete item frequencies and percentages.

In order to identify clusters of NLB constructs with overlapping content, the behavioral dimensions that accounted for at least 20% of scale items were identified for each NLB construct. Two clusters of NLB constructs with similar behavioral dimensions were identified: (1) abusive supervision and workplace incivility, which predominately assessed manipulative and unpleasant and (2) supervisor/social undermining and workplace harassment/bullying, which were both mostly manipulative and tyrannical and despotic. In addition, destructive leadership, toxic leadership, petty tyranny, self-serving leadership, workplace deviance, and fair interpersonal treatment scales seem to provide unique profiles but overlapping coverage of NLB dimensions. These findings were somewhat consistent with the differentiated perspective, which argues that constructs captured under the NLB umbrella have unique defining characteristics that necessitate their individual consideration. However, instead of suggesting that each unique construct warrants individual study, it is more accurate to say that most distinctions lie within clusters of constructs.

Table 3

Dimension Proportions and Frequencies

Construct	No. Scales	Manipulative	Unpleasant	Ineffective & Incompetent	Tyrannical & Despotic	Overtly Unethical, Conniving, & Illegal	Unsupportive & Mistreats Employees	Not NLB
Abusive Supervision	6	38.36% (28)**	31.51% (23)*	5.48% (4)	8.22% (6)	6.85% (5)	8.22% (6)	1.37% (1)
Destructive Leader Behavior/Leadership	3	7.64% (12)	12.10% (19)	40.13% (63)**	19.11% (30)	12.10% (19)	8.28% (13)	0.64% (1)
Fair Interpersonal Treatment	1	21.43% (3)*	21.43% (3)*	7.14% (1)	7.14% (1)	0% (0)	42.86% (6)**	0% (0)
Petty Tyranny	2	13.21% (7)	24.53% (13)*	5.66% (3)	30.19% (16)**	7.55% (4)	18.89% (10)	0% (0)
Self-serving Leadership	3	18.75% (3)	6.25% (1)	12.50% (2)	0% (0)	62.50% (10)**	0% (0)	0% (0)
Supervisor/Social Undermining	1	61.54% (8)**	7.69% (1)	0% (0)	23.08% (3)*	0% (0)	7.69% (1)	0% (0)
Toxic Leadership	5	30.77% (40)**	19.23% (25)	7.69% (10)	14.62% (19)	18.46% (24)	6.15% (8)	3.08% (4)
Workplace Deviance	1	17.86% (5)	25.00% (7)*	32.14% (9)**	0% (0)	17.86% (5)	3.57% (1)	3.57% (1)
Workplace Harassment/Bullying	4	36.47% (31)**	8.24% (7)	3.53% (3)	20.00% (17)*	11.76% (10)	17.65% (15)	2.35% (2)
Workplace Incivility	7	35.09% (20)**	35.09% (20)**	7.02% (4)	5.26% (3)	10.53% (6)	7.02% (4)	0% (0)
Total (Combined)	33	25.08% (157)	19.10% (119)	15.81% (99)	15.18% (95)	13.26% (83)	10.22% (64)	1.44% (9)

Note. Numbers in parentheses represent total number of items captured by each dimension for the different constructs. Proportions were calculated as a function of number of items per dimension divided by total number of items associated with each construct.
* indicates dimension proportions ≥20%
** indicates highest dimension proportion for construct

Two NLB Clusters

The first cluster, containing the constructs of abusive supervision and workplace incivility, captured mostly manipulative and unpleasant behaviors (see Figure 1). Unpleasant behaviors, which involve an element of subtle behaviors that violate workplace norms for respect (Andersson & Pearson, 1999; Donovan et al., 1998; Hoel & Cooper, 2001), appears to be in line with the construct definitions for both abusive supervision and workplace incivility. However, these scales also include overtly manipulative behaviors such as sabotage, gossiping, and misplacing credit, which is more in line with the definition of abusive supervision than it is with workplace incivility. When comparing the proportion of dimensions that items from each scale assess, it is clear that the scales have a non-trivial amount of overlap; either the scales do not adequately capture their constructs or the constructs themselves are not distinct. Future research is needed to determine whether these NLB constructs are as distinct as the definitions suggest and, if so, to develop different scale items that are more in line with the definitions.

Figure 1

Visual Representation of Construct Cluster 1: Abusive Supervision and Workplace Incivility
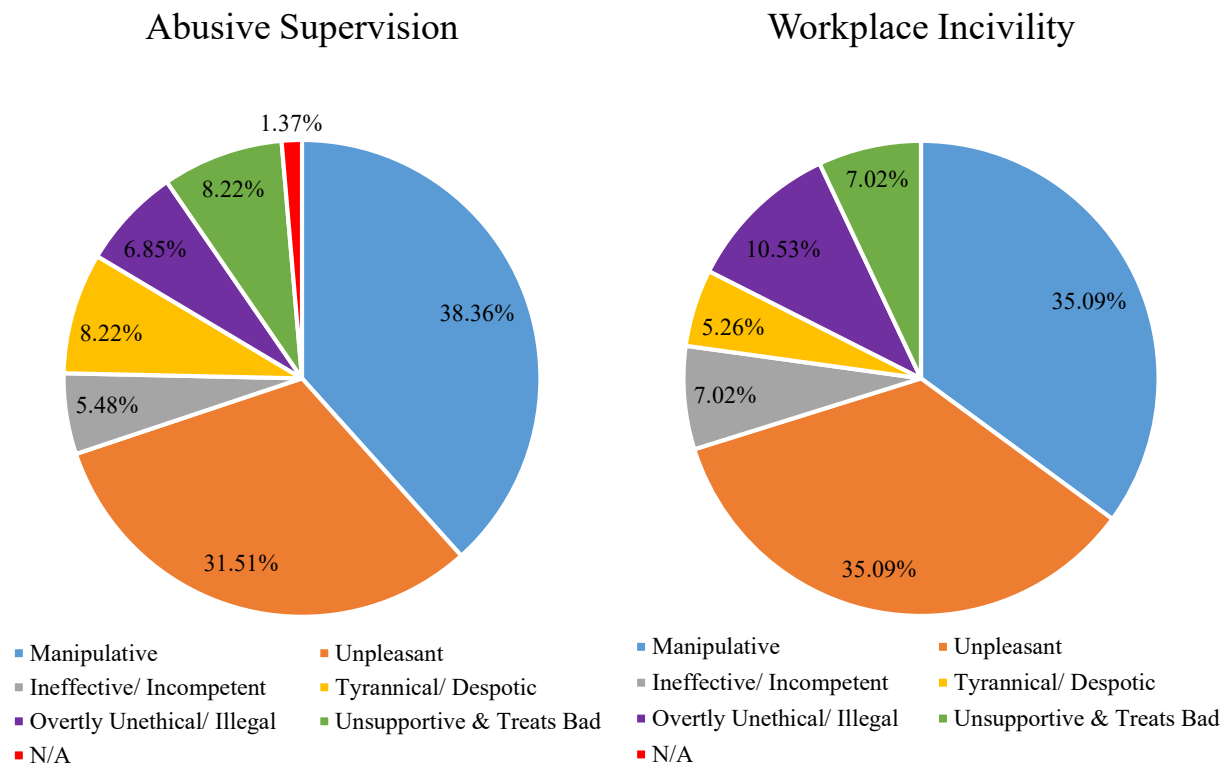
Note. Both constructs included mostly *manipulative* and *unpleasant* scale items.

Second, scales for supervisor/social undermining and workplace harassment/bullying cluster together, as both focus on the manipulative and tyrannical and despotic dimensions of NLB (see Figure 2). Both of these dimensions are marked by an effort to exercise power over or influence others, again suggesting the constructs may not be as distinct as authors have claimed. While the proportion of dimensions do not overlap as fully or neatly as the first cluster, the scales for both constructs primarily assess manipulative behaviors, followed by tyrannical and despotic behaviors. Lesser dimensions of unsupportive and mistreats employees and unpleasant are also found within scales for each construct.

Figure 2

Visual Representation of Construct Cluster 2: Supervisor/Social Undermining and Workplace
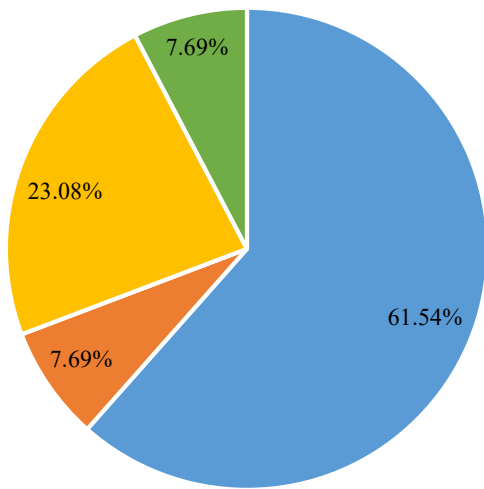
Harassment/Bullying
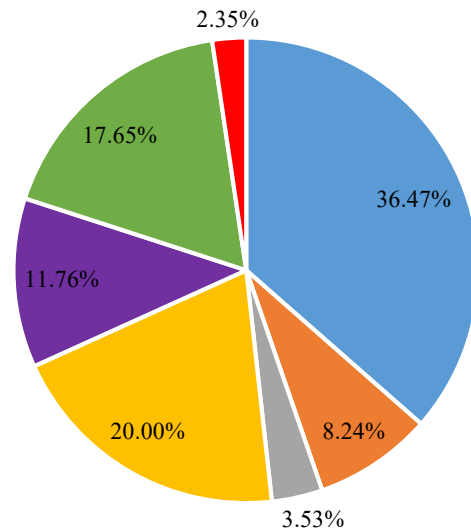
Note. Both constructs included mostly *manipulative* and *tyrannical and despotic* scale items.

Finally, we identified six constructs – destructive leadership, toxic leadership, petty tyranny, self-serving leadership, workplace deviance, and perceptions of fair interpersonal treatment – for which content dimensions differed noticeably from all other NLBs (see Figure 3). It is important to note that while perceptions of fair interpersonal treatment scales had a large proportion of manipulative and unpleasant items (22% and 21% respectively), similar to the first cluster of abusive supervision and workplace incivility, the scales assessing this construct diverge from the two constructs in this cluster in an important way; perceptions of fair interpersonal treatment items largely fell within unsupportive and mistreats employees, a dimension that was not predominant for any other constructs.

Figure 3

Visual Representation of Unique but Overlapping Constructs
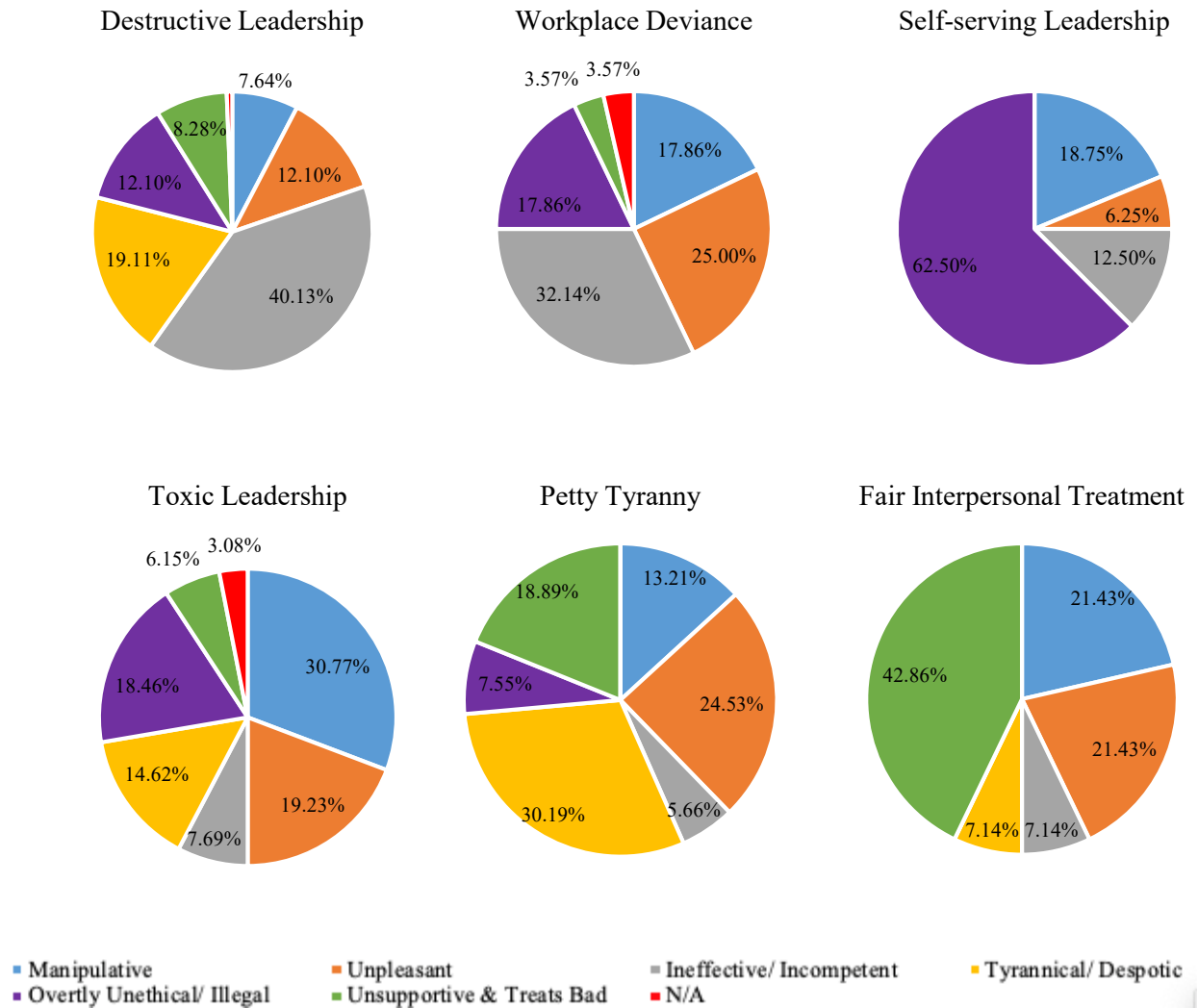
Destructive leadership and workplace deviance are the only NLB constructs with items that predominately capture the ineffective and incompetent dimension of NLB. Interestingly, these constructs seem to be reflecting a dimensionality profile inconsistent with their definitions. Per recent definitions, destructive leader behaviors are deliberate actions taken by a supervisor which are intentionally harmful toward the organization (Shaw et al., 2015; Thoroughgood et al., 2012). In contrast, the overwhelming majority of destructive leadership items were coded as ineffectiveness, which does not require intent and fits more closely with Pelletier's (2010) earlier definition of destructive leadership as disengaged behavior. The disconnect between the construct's most recent definitions and its operationalization provides a clear example of the problem space and how the alignment between construct definitions and measures in this crowded domain warrants further investigation.

Importantly, self-serving leadership was the only NLB construct to be mostly composed of overtly unethical, conniving, and illegal behaviors such as sexual harassment and misuse of authority. The introduction sections of many NLB papers reference corporate scandals (e.g., Enron, Goldman Sachs) to illustrate negative leader behaviors, focusing on unethical actions by organization leaders. This finding may help clarify whether NLB and ethical leadership are opposite ends of the same spectrum (Thoroughgood et al., 2012; Ünal et al., 2012). While NLB is not necessarily synonymous with the absence of ethical leadership, ethical leadership implies that a leader does not engage in ethical misconduct.

Discussion

This paper addresses the broader question of whether NLB scales capture a multidimensional or unidimensional NLB construct, suggesting that the answer is not straightforward. The main goals of the study were to determine areas of distinction and overlap in the operationalization of various NLB constructs and identify the specific dimensions reflected by those constructs. Results from the content analysis and scale analysis show there is some variance in the dimensions captured by scales of different NLB constructs. This suggests that important distinctions do in fact exist between scales of unique NLB constructs. However, results also show clustering and areas of overlap, which indicates that there is some degree of redundancy in the dimensions captured by measures of supposedly distinct constructs.

These findings can be interpreted as providing supporting evidence for both the unified and differentiated perspectives. Certain constructs, such as abusive supervision and workplace incivility, clearly cluster together and should be collapsed into one construct, with additional work needed to determine if the overarching construct represents a unified NLB perspective. Additional constructs, such as destructive leadership and self-serving leadership, indicate that the differentiated perspective may also hold, although the scales for the constructs tend to measure the same NLB dimensions, just in differing proportions.

Regarding the dimensionality of NLB constructs as a whole, findings suggest that the manipulative dimension is the most prevalent among all NLB construct scales. Manipulative behaviors, such as verbal abuse, scapegoating, and social exclusion/favoritism, appear in scales across all 10 NLB constructs. This finding is consistent with the unified perspective, which argues that the constellation of NLB constructs are most appropriately conceptualized as a single,

unidimensional construct, with a central dimension such as manipulative. However, it is important to note that the manipulative dimension covered only one fourth of the scale items content analyzed, and at least one NLB construct captured each of the six NLB taxonomy dimensions. This suggests that a differentiated perspective might be more fitting to understand the NLB construct space. Taken together, our findings suggest the domain has reached a critical point where researchers must come to agreement on a unified or differentiated perspective. To do so, researchers must determine whether the complicated pattern of overlap and distinction among scales meant to measure unique NLB constructs is an issue of overlapping theories or unrefined scales. The former suggests a need for new scales that capture single NLB dimensions or one multi-dimensional NLB scale that covers all dimensions, whereas the latter implies that existing scales need to be refined to better match the specific profiles of NLB dimensions underlying unique theoretical constructs.

Measurement Issues in NLB Scales

In addition to the main findings from the results of the content analysis of scale items, the authors noticed some important problems in NLB measurement that deserve mention. First, some scale items were entirely unrelated to the NLB construct domain and thus were not categorized into one of the six dimensions. For example, two items from the Beyond Bullying Questionnaire (Cavaiola & Stout, 2017), "I know that I am forced to stay at my job because there are not many other jobs available" and "I am working harder than usual because I don't want to be fired," did not provide enough context to be coded as NLB. It could be that subordinates who have experienced NLB are more likely to respond positively to these items; however, these items do not directly address leader behaviors. Similar to this issue, approximately 11 items referenced physical abuse, which was explicitly excluded from the definition of NLB (see Introduction). This highlights a concerning disconnect between construct definitions and the way that they are operationalized; not only do the scales include NLB dimensions that are not part of the construct definition as evidenced from the analysis, but items entirely irrelevant to NLB are also included in scales.

Second, there are considerable differences in NLB scale item length, referent, and underlying assumptions. Some items are very short (e.g., "Insulted you?"), while others are longer and more detailed (e.g., "Falsely accuses or punishes subordinates for something they were not responsible for"). Items also varied in referent, such that some asked about oneself while others asked participants to answer about their leader.

Finally, NLB scales make different assumptions about the psychometric nature of a given NLB construct. Although most scales were meant for traditional single time-point survey designs, some more recent scales, such as Johnson et al.'s (2012) Daily Abusive Leadership Scale, were developed specifically for daily diary studies that occur over longer periods. Scales such as Johnson et al.'s NLB scale examines frequency of behaviors as opposed to an overall perception of past behavior (as is traditionally done). This relies on the unspoken assumption that NLB is a matter of frequency not severity. These slight differences in measurement methodology could lead to meaningful differences in what is captured by NLB scales.

Implications for Future Research

The results of the current study call into question the validity of previously established NLB findings. Previous research has linked NLB to a variety of important outcomes in the workplace including individual (e.g., job satisfaction, turnover intentions) and organizational outcomes (e.g., organizational performance; Schyns & Schilling, 2013). This has led to widespread consensus regarding the importance of NLB and its consequences; however, it is possible that scholars have accepted conclusions based on faulty or inappropriate measurement. We make two recommendations for future research that we believe are necessary to address this issue of measurement validity within the NLB literature.

First, when studying NLB in the future, researchers must be intentional about the alignment between construct definitions and the dimensions captured in their scales. To do so, the psychometric rigor of several NLB scales will need to be assessed. For example, two dimensions of the NLB taxonomy, *unsupportive and mistreats employees* and *overtly unethical, conniving, and illegal behavior*, were represented by a small portion of the item pool (10.22% and 13.26% of all items, respectively), although they were represented in most NLB scales. This finding could suggest a need for refinement to the content analysis results. However, it could also mean that these NLB scale items are not necessarily characteristic of NLB constructs. Psychometric validation of existing NLB scales should be a top priority moving forward, including which dimensions and items best capture the construct(s) under study. It may be necessary to alter existing scales or develop new scales that better capture the range of NLB. However, we urge researchers to approach NLB measurement development and refinement with the goal of parsimony, as more constructs will lead to more construct proliferation and ultimately limit the advancement of the field.

Second, in order to build a strong literature base, it is imperative that a common language be used. We follow Burris and colleagues (2008) in advocating for and using the term negative leader behavior (NLB) because it highlights the important distinction between negative *behaviors* versus negative *traits*. By focusing on behaviors, we assume that leaders are not inherently "toxic," "destructive," etc., but that any leader can perform behaviors that are "toxic" or "destructive," just as any leader can engage in positive or ethical behaviors. It is important to note, though, that most NLB research has failed to clearly distinguish between individual behaviors such as "scapegoating" and systematic multilevel issues such as an organizational climate for toxic leadership. Successful organizational interventions and prevention strategies will need to identify the true source of toxic leadership issues. For example, are reports of toxic leadership due to specific toxic leaders or is it a toxic climate that results in leaders performing toxic behaviors? The former calls for leader development and training, whereas the latter requires change to an organization-wide culture.

The NLB taxonomy and the six dimensions proposed here can aid future research in identifying specific behaviors that can be identified and corrected. Without knowledge of the specific behaviors that do and do not contribute to leaders developing a reputation as a "toxic leader," organizational leadership cannot identify the warning signs. Given that NLB can have lasting effects on individual and unit performance (Schyns & Schilling, 2013), such research is

necessary to support data-driven strategies for early identification and correction of NLB in the U.S. Army.

Implications for the U.S. Army

NLB research has the potential to support the U.S. Army in taking a data-driven approach to the rare but highly impactful issue of NLB; however, the current state of measurement in empirical research limits the conclusions that can be drawn from extant studies. The results from our review and the proposed NLB taxonomy provide two main implications for the U.S. Army. First, the specific behaviors identified by the NLB taxonomy and the relative importance of each behavior, as indicated from our analysis of existing scales, can support existing Army leadership training and doctrine by specifying negative behaviors that should be avoided in order to prevent unethical and toxic climates. For example, if *manipulative* behaviors prove to be the defining feature of NLB, training that helps leaders distinguish between the various ways of influencing troops and the negative manipulation of troops would be beneficial for individuals, units, and the Army as a whole.

Second, the NLB taxonomy can be used to guide future research on the measurement of NLB in an Army context. This research is necessary in order to develop and validate an NLB measurement tool for Army use. Such a tool could be used for diagnostic purposes when a leader goes astray and provide targeted recommendations on correcting behavior to enhance leader effectiveness and improve unit outcomes. A validated NLB measurement tool would also allow for additional research into the impact of NLB on unit outcomes, as a validated scale of the predictor is a necessary precursor to assessing impact on any criterion space (e.g., unit effectiveness, unit cohesion, unit morale).

Conclusion

Avoiding unethical and "toxic" behavior is imperative for success at all levels of organizational leadership, as "ethics is to leadership in organizations what the thread is to the spider web…That thread sustains the whole framework of the web; without it everything loosens" (Mendonca & Kanungo, 2007, p. ix). However, the lack of clear measurement of negative leader behaviors (NLB) in prior research limits the utility of this body of research for the U.S. Army. The NLB taxonomy proposed here identifies and organizes specific behaviors that leaders should be trained to avoid in order to foster ethical climates within their organizations. It is our hope that the NLB taxonomy can be used to spur future research on the measurement of NLB and to support existing leader development work within the Army.

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Appendix A

Paper Submitted as a Poster to the Society for Industrial and Organizational Psychology's

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Negative Leader Behavior: What Do Our Measures Measure?
Paper and Poster

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Poster
TITLE
Negative Leader Behavior: What Do Our Measures Measure?

ABSTRACT
Through content analysis of 405 scale items, we developed a taxonomy of negative leader behavior (NLB) comprised of eight distinct dimensions. We used the NLB taxonomy to explore the dimensionality profiles of eight NLB constructs to identify areas of distinction and overlap in their operationalization and measurement. Implications are discussed.

PRESS PARAGRAPH
What are measures of negative leader behavior (NLB) really capturing? Through content analysis, we developed a taxonomy of NLB comprised of eight dimensions: *tyrannical, verbally abusive, sneaky/manipulative, mistreats employees, overtly unethical/illegal behavior, ineffective/incompetent, sets employees up for failure, and unpredictable*. We used the taxonomy to explore the dimensionality profiles of NLB construct measures. Across constructs, the *verbally abusive* dimension was most prevalent. We found distinct clusters of overlapping construct measures, suggesting that there is some degree of redundancy in the dimensions captured by measures of supposedly distinct constructs, but also that specific groups of constructs warrant individual consideration.

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Recently, researchers have begun to shift their attention from positive forms of leadership (e.g., transformational leadership) towards an exploration of the "dark side" of leadership, centered on identifying the behaviors that define abusive or toxic leaders (Liu, Liao, & Loi, 2012; Tepper, 2007). Constructs including abusive supervision, destructive leader behavior, petty tyranny, supervisor undermining, and toxic leadership have received a great deal of attention in the literature (Tepper, 2000; Einarsen et al., 2007; Ashforth, 1997; Duffy et al., 2002; Schmidt & Hanges, 2012). Following Burris, Detert, and Chiaburu (2008), we refer to this constellation of constructs as negative leader behavior (NLB), broadly defined to include any previously established constructs involving non-physical abuse in the workplace from a supervisor toward a subordinate.

To date, there have been several reviews and meta-analyses that have explored the defining characteristics, antecedents, and outcomes of NLB (see Aquino & Thau, 2009; Hershcovis, 2011; Krasikova, Green, & LeBreton, 2013; Pelletier, 2010; Schyns & Schilling, 2013; Tepper, 2007). Taken together, the findings of these reviews present conflicting evidence about the degree of overlap among the various definitions and conceptualizations of NLB constructs, with some studies finding support for claims of distinction among constructs (e.g., toxic leadership, abusive supervision, and workplace harassment are unique), and others concluding that supposedly distinct NLB constructs are actually indiscernible (e.g., no conceptual/definitional differences between workplace incivility and supervisor bullying). In the present study, we seek to expand upon this literature base by exploring distinctions and redundancies not in how NLB constructs are conceptualized and defined, but in how they are operationalized and measured. Specifically, we set out to create a taxonomy of NLB through which we will critically examine, compare, and contrast the dimensions captured by existing

measures of NLB. Our goals are twofold: 1) Identify areas of distinctions and overlap in the operationalization of the various NLB constructs and 2) determine what existing NLB measures are truly capturing. This analysis is a necessary first step in synthesizing the fragmented field of NLB measurement (Tepper, 2007).

Theoretical Background

Within the realm of NLB, numerous measures have been developed to capture related constructs. These measures have been used consistently as a means to explore relationships centered on the antecedents and consequences of NLB (Hershcovis, 2011). Despite their strong presence in the NLB literature, some of these measures have yet to be properly scrutinized and thus warrant further investigation. Reviews and meta-analyses have found evidence of a great deal of overlap among the conceptualizations of NLB constructs (Tepper, 2007; Hershcovis, 2011). This overlap may similarly exist in their measures, resulting in a potentially polluted literature base. Further, several NLB measures lack appropriate evidence of psychometric rigor. For example, Tepper's (2000) Abusive Supervision Scale – the most frequently cited NLB measure – has yet to be subject to rigorous psychometric assessment. Tepper acknowledged this in his statement, "I am not advocating here that all future work make use of Tepper's (2000) 15 item instrument. Since that scale was developed, there has been virtually no subsequent psychometric assessment or development" (Tepper, 2007, p. 284). Even seven years after Tepper made this statement, and 14 years after the scale's initial publication, adequate psychometric evidence has yet to be provided. That measures lacking appropriate evidence of psychometric rigor continue to be used in empirical studies is problematic. Existing measures of NLB may not completely capture the constructs they claim to, and an investigation of the dimensions reflected by such constructs is warranted.

Our study focused on the following NLB constructs: abusive supervision, destructive leader behavior, petty tyranny, supervisor/social undermining, toxic leadership, workplace harassment, workplace incivility, workplace bullying, and fair interpersonal treatment (see Table 1). Constructs were included if they focused exclusively or partially on supervisor-subordinate relationships, such that constructs which have not been applied to the dyadic supervisor-subordinate relationship were excluded from analysis (e.g., organizational injustice).

Competing NLB perspectives. Two competing perspectives dominate the NLB literature: the unified perspective views NLB as a one-dimensional construct with interchangeable sub-constructs while the differentiated perspective argues that important distinctions exist between the constructs in the NLB domain. Both frameworks have received empirical support (see Krasikova et al, 2013; Hershcovis, 2011), resulting in an increasingly fragmented literature base.

Supporters of the differentiated perspective argue, often implicitly, that each construct under the NLB umbrella has important distinctions which necessitate their individual consideration in terms of theory development, hypothesis testing, and generalizing conclusions. Pelletier's (2010) review emphasized that distinct NLB constructs capture unique behavioral dimensions. For example, while both constructs might be considered NLB, destructive leader behavior can be differentiated from toxic leadership in that destructive leader behavior is characterized by disengaged behavior while toxic leadership is characterized by pitting in-group members against out-group members (Pelletier, 2010). Similarly, a review by Krasikova and colleagues (2013) concluded that NLB constructs should be considered distinct forms of destructive leader behavior and studied separately. Lastly, Aquino and Thau's (2009) review of NLB concluded that construct overlap did exist, however still advocated for using an umbrella

term, workplace victimization. NLB researchers have answered the call to explore and develop research around distinct NLB constructs, resulting in dozens of empirical studies concerned with conceptualizing, operationalizing, and modeling antecedents and outcomes of distinct NLB constructs including, but not limited to, abusive supervision (Aryee, Chen, Sun, & Debrah, 2007), petty tyranny (Kant, Skogstad, Torsheim, & Einarsen, 2013), toxic leadership (Gallus, Walsh, van Driel, Gouge, & Antolic, 2013), and workplace bullying (Matthiesen, & Einarsen, 2001).

Advocates of the unified perspective argue that distinctions among NLB constructs are not significant enough to warrant their individual consideration. This perspective is apparent in meta-analyses and reviews that draw general conclusions about NLB regardless of its operationalization. For example, in their meta-analysis, Schyns and Schilling (2013) explored the outcomes associated with a broad construct akin to NLB which they called destructive leader behavior. The authors did not investigate specific predictive relationships for each construct, but instead drew conclusions that applied to all "types of destructive leadership." Hershcovis (2011) explored the unified vs. differentiated perspective issue empirically in her investigation of the extent to which NLB constructs overlap, finding significant redundancies and concluding that NLB constructs should be examined together as a one-dimensional construct, which she named "workplace aggression." It is worth noting that even those scholars who adopt the unified perspective choose different umbrella terms. We follow Burris and colleagues (2008) and use the term NLB.

Psychometric properties of NLB measures. While much research has focused on distinctions and overlap regarding conceptualizations and definitions of NLB, relatively little

attention has been paid to existing measures of NLB, including identifying the dimensions existing measures actually capture, with some exceptions (e.g., Hershcovis, 2011). In response to the growing need to compare existing measures of NLB, Hershcovis (2011) examined three popular measures of NLB constructs, the Workplace Incivility Scale (Cortina et al., 2001), the Abusive Supervision Scale (Tepper, 2000), and the Negative Acts Questionnaire (Einarsen & Raknes, 1997). She found no significant differences in NLB-outcome relationships depending on the method of operationalization. Hershcovis further found significant overlap in the items assessed by the measures which supposedly captured distinct constructs (e.g., "my supervisor ridicules me" was included in multiple scales), and more broadly concluded that the NLB literature was prone to construct proliferation.

There seems to be a greater focus among NLB scholars on properly defining NLB constructs than there is on accurately measuring them. Scholars must address NLB measurement concerns with the same degree of rigor with which they have approached the conceptual issue. Though scholars have called attention to shortcomings of popular measures of NLB (e.g., Tepper, 2007), the field continues to ignore calls for a closer look. Since so many constructs and measures exist in the NLB domain, it is possible and even likely that inadequacies exist in the measures used to capture constructs with such nuanced distinctions. The overlap that seems to exist among the conceptualizations of NLB suggests the possibility of similar overlap in their associated measures.

In the present study, we sought to explore the content and dimensionality of existing NLB measures. We developed a taxonomy of NLB dimensions through a content analysis of all available NLB measures. We then applied our taxonomy to existing NLB measures to a) discover which dimensions are actually being captured by assessments of different NLB

constructs, and b) determine whether constructs presented as distinct are in fact measuring

distinct dimensions. Our study contributes to the field by providing some clarity to the issue of

whether supposedly distinct NLB measures are actually capturing unique dimensions. We seek

to call attention to issues of methodological rigor in NLB research and spur further empirical

work in the area.

Method

Sample and Procedure

Literature Search. We identified articles to be included for content analysis using the

computer-based literature search engines PsycInfo and ABI/INFORM. Our keywords included

abusive supervision, abusive leadership, destructive leadership, toxic leadership, workplace

harassment, workplace incivility, and *petty tyranny*. Articles were included if they met the

following criteria: used or described a measure of NLB, were written in English, came from a

peer-reviewed journal, and were fully accessible. Our search resulted in 95 articles, including

several meta-analyses.

The 95 articles produced 437 items from 19 complete scales (including two sub-scales).

The measures were reported to capture the following constructs: abuse, abusive supervision (four

scales), cyber incivility, destructive leader behavior, destructive leadership, workplace

harassment, workplace harassment/bullying, negative exchanges, perceptions of fair

interpersonal treatment, perceptions of toxic leadership, petty tyranny, supervisor

undermining/social undermining, toxic leadership (two scales), workplace incivility, and

workplace victimization/interpersonal conflict perpetrated by supervisor. Scales capturing cyber

incivility, negative leader exchange, and workplace victimization/interpersonal conflict

perpetrated by supervisor were eliminated due to insufficient representation of the NLB domain.

Nearly identical constructs were combined and title wording was modified slightly if necessary (e.g., destructive leader behavior was combined with destructive leadership and named "destructive leader behavior"; workplace harassment was combined with workplace harassment/bullying and named "workplace harassment/bullying"). After constructs were combined, eight constructs remained: abusive supervision, destructive leader behavior, workplace bullying/harassment, perceptions of fair interpersonal treatment, petty tyranny, supervisor/social undermining, toxic leadership, and workplace incivility. The final pool of items for content analysis included 405 items from 16 scales spanning eight constructs (see Table 1 for full scale information).

Content Analysis. Using content analysis we categorized 405 NLB scale items. Two of the authors independently reviewed all 405 items and generated categories for similar items. Authors then compared categories and discussed discrepancies. The authors went through three more iterations of categorizing all items before reaching consensus on 35 categories. The authors then independently clustered the 35 categories into eight broad dimensions. Again, authors met to discuss and resolve discrepancies. The final eight broad categories and 35 sub-categories were then modified slightly for language clarification. The result was a coding taxonomy of eight broad themes and 35 meta-themes (see Table 2). An independent researcher reviewed the taxonomy to confirm that all broad and meta-themes were appropriately classified.

Scale Analysis. The content analysis also provided a lens through which to examine the relative representation of each of the eight categories of NLB among the eight constructs the scales purportedly capture. In the content analysis, all scale items were coded as capturing one of eight broad dimensions. Coding provided the data for the scale analysis. The frequency and percentage of scale items capturing each dimension was calculated for each construct and the

dimensions most prominently captured by the scale items related to each construct were

identified (see Table 3).

Results

Across NLB constructs, the most prevalent dimension reflected by items was *verbally abusive*, which accounted for 23.61% (98 items) of all items. The other seven dimensions were relatively evenly represented, accounting between 4.34% (*unpredictable*) and 14.94% (*sneaky/manipulative*) of the items. For abusive supervision, the *verbally abusive* and *sneaky/manipulative* dimensions accounted for the majority of items (43.48% and 20.29%, respectively). The majority of destructive leader behaviors fell under the *ineffective/incompetent* category (37.23%). Workplace harassment/bullying predominantly captured *verbally abusive* (30.95) and *overtly unethical/illegal behaviors* (28.57%) whereas fair interpersonal treatment captured *mistreats employees* (50.00%) and *verbally abusive* (30.95%). Petty tyranny items fell under *mistreats employees* (23.40%), *tyrannical* (19.15%) and *verbally abusive* (19.15%). Supervisor/social undermining mostly measured *verbally abusive* (46.15%) and *sneaky/manipulative* (30.77%) while workplace incivility captured both *verbally abusive* (42.86%) and *overtly unethical/illegal behaviors* (28.57%). Lastly, toxic leadership items reflected *verbally abusive* and *sneaky/manipulative* dimensions (29.07% and 24.42%, respectively). See Table 3 for complete item frequencies and percentages across dimensions and constructs.

Comparing the dominant dimensions captured by each NLB construct, we found similar patterns for the following clusters: (1) abusive supervision, supervisor/social undermining, and toxic leadership, which predominantly assessed *verbally abusive* and *sneaky/manipulative* dimensions, (2) workplace harassment/bullying and workplace incivility, which predominantly

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assessed *verbally abusive* and *overtly unethical/illegal behavior* dimensions, and (3) fair

interpersonal treatment and petty tyranny, which predominantly assessed *verbally abusive* and

mistreats employees (though petty tyranny items also captured the *tyrannical* dimension).

Destructive leader behavior was the only construct to predominantly capture the

ineffective/incompetent dimension.

Discussion

The main goals of our analysis were to determine areas of distinction and overlap in the

operationalization of various NLB constructs as well as identify the specific dimensions reflected

by those constructs. Our study addresses the broader question of whether NLB measures capture

a unidimensional or multidimensional NLB construct. Our findings suggest that the answer is not

so straightforward. We found variance in the dimensions captured by measures of different NLB

constructs, suggesting that important distinctions do, in fact, exist between measures of unique

NLB constructs. However, we also found clustering and areas of overlap, suggesting that there is

some degree of redundancy in the dimensions captured by measures of supposedly distinct

constructs. These findings can be interpreted as providing evidence for both the unified and

differentiated perspectives.

Regarding the dimensionality of NLB constructs as a whole, our findings suggest that the

verbally abusive dimension is the most prevalent among all NLB construct operationalizations.

Verbal abuse appears to be a key behavior across NLB constructs, with the exception of

destructive leader behavior. This finding is consistent with the unified perspective, which argues

that the constellation of NLB constructs are most appropriately conceptualized as single,

unidimensional construct, with verbal abuse as the central dimension. The remaining dimensions

were relatively evenly represented by all of the constructs. Comparing the dimensionality profile

of each individual NLB construct, we found three clusters: 1) abusive supervision, supervisor/social undermining, toxic leadership; 2) workplace harassment/bullying, workplace incivility; 3) fair interpersonal treatment, petty tyranny. These findings were somewhat consistent with the differentiated perspective, which argues that constructs captured under the NLB umbrella have significant distinctions and unique defining characteristics that necessitate their individual consideration. However instead of suggesting that each unique construct warrants individual study, we find that distinctions lie within *clusters* of constructs.

Our analysis identified one construct, destructive leader behavior, as differing noticeably from all other NLB, as well as reflecting a dimensionality profile inconsistent with its construct definition. Destructive leader behavior describes actions by a supervisor which are intentionally harmful toward his/her organization (Shaw et al., 2014; Thoroughgood et al., 2012). Our results indicate that the overwhelming majority of destructive leader behavior items capture leader *ineffectiveness/incompetence*; a dimension not reflected in the definition. The disconnect between the construct's definition and its operationalization warrants further investigation. Though we did not seek to measure the extent to which each NLB assessment captured dimensions aligned with their definitions, this interesting finding suggests such a comparison as a logical next step.

Implications

Previous research has linked NLB to a variety of important outcomes in the workplace including individual (e.g., job satisfaction; turnover intentions) and organizational outcomes (e.g., organizational performance; Schyns & Schilling, 2013). Despite widespread consensus regarding the importance of NLB and its consequences, the field continues to draw inferences from untested measures. The results of our study call into question the validity of previously

established NLB findings. It is possible that scholars have been accepting conclusions based on empirical findings built on a foundation of faulty or inappropriate measurement. For example, scholars assessing NLB using a destructive leader behavior assessment may mistakenly conclude that a leader is intentionally harmful leaders when really their measure is assessing leader incompetence. Thus, when examining NLB, researchers need to be intentional about the alignment between constructs and measures. Our NLB taxonomy provides a resource to help in this endeavor. Our study further highlights the need to assess the psychometric rigor of several NLB measures. Often researchers use measures which have not been fully validated and reach erroneous conclusions. Psychometric validation of existing NLB measures should be a top priority moving forward.

Limitations/Future Research

As is true of most studies, ours contains a number of limitations. Most notably, three dimensions, *tyrannical*, *sets employees up for failure*, and *unpredictable*, were the least represented by our item pool (32, 30, and 19 items, respectively). This finding could suggest a need for refinement of our content analysis. However, it could also mean that these items are not necessarily characteristic of NLB. Future research should address this issue. Future research should also examine whether the dimensions captured by these scales are actually reflected by construct definitions because of the potential for a disconnect between NLB theory. In order to build a strong literature base, it is imperative that a common language be used. More constructs will lead to more construct proliferation, and ultimately limit our advancement of the field.

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Table A-1

Construct Definitions, Scales, and Dimensions

Construct	Definition	Scale and Dimensions	Number Items
Abusive Supervision	"Subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000, p. 178).	Abusive Supervision Scale (Tepper, 2000)	15
		Abusive Supervision Measure (Mitchell & Ambrose, 2007)	5
		Abusive Supervision Scale (Wulani et al., 2014)	15
		Passive abuse	
		Anger-active abuse	
		Humiliation-active abuse	
		CWB Scale (Abuse subscale; Fox & Spector, 2003)	18
		Abusive Supervision Scale (Bamberger & Bacharach, 2006)	6
Destructive Leadership	"The systematic and repeated behavior by a leader, supervisor or manager that violates the legitimate interest of the organization by undermining and/or sabotaging the organization's goals, tasks, resources, and effectiveness and/or the motivation, well-being or job satisfaction of his/her subordinates" (Einarsen et al., 2007, p. 207)	Destructive Leader Behavior Scale (Thoroughgood et al., 2012)	28
		Subordinate-directed behavior	
		Organization-directed behavior	
		Sexual harassment	
		Destructive Leader Questionnaire (Shaw et al., 2011)	109
		Making decisions based on inadequate information	
		Acting in a brutal bullying manner	
		Lying and other unethical behavior	
		Micro-managing and over-controlling	
		Not making expectations clear to subordinates	
		Ineffectual at negotiation and persuasion	
		Inability to deal with new technology and other changes	
		Inability to deal with interpersonal conflict or similar situations	
		Lack of credibility within the organization	
		Playing favorites and other divisive behavior	
		Ineffective in coordination and management of issues	

Note. Scale item numbers reflect items that were located and coded. Some scales may not be fully captured. Dimensions listed by scale authors are included indented under scales listed, when applicable.

Construct	Definition	Scale and Dimensions	Number Items
		Not seeking information from others	
		Acting in an insular manner relative to other groups in the organization	
		Not having the skills to match the job	
		Inability to prioritize and delegate	
		Exhibiting inconsistent, erratic behavior	
		Unwillingness to change mind and listen to others	
		Inability to understand and act on a long term view	
		Inability to develop and motivate subordinates	
		Inability to make clear, appropriate decisions	
		An inconsiderate tyrant	
		Lazy and incompetent	
		Overly emotional with negative psychological characteristics	
		Careless when dealing with people in various situations	

Workplace Harassment/Bullying	Occurs when "one or several individuals over necessarily a period of time perceive themselves to be on the receiving end of negative actions from one or several persons, in a situation where the target of bullying has difficulty in defending him or herself against these actions" (Hoel & Cooper, 2001, p. 4)	Bullying Scale (Quine, 1999)
		  Threat to professional status
		  Threat to personal standing
		  Isolation
		  Overwork
		  Destabilization
			20

Fair Interpersonal Treatment	"…treatment outside of organizational procedures and policies." (Donovan et al., 1998, p. 683)	Perceptions of Fair Interpersonal Treatment (Donovan, 1998)	14

Petty Tyranny	"A petty tyrant is defined as one who lords his or her power over others." (Ashforth, 1997, p. 126)	Petty Tyranny in Organizations Scale (Ashforth, 1987)
		  Arbitrariness and self-aggrandizement
		  Belittling Subordinates
		  Lack of consideration
		  Discouraging initiative
		  Non-contingent punishment
		  Forcing conflict resolution
			47

Note. Scale item numbers reflect items that were located and coded. Some scales may not be fully captured. Dimensions listed by scale authors are included indented under scales listed, when applicable.

Construct	Definition	Scale and Dimensions	Number Items
Supervisor/Social Undermining	"…behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation." (Duffy et al., 2002, p. 332)	Supervisor and Coworker Undermining Scales (Supervisor undermining subscale; Duffy et al., 2002)	13
Workplace Incivility	"Involves acting with disregard for others in the workplace, in violation of workplace norms for respect." (Andersson & Pearson, 1999, p. 455)	Workplace Incivility Scale (Cortina et al., 2001)	7
Toxic Leadership	"Toxic leaders are 'narcissistic, self-promoters who engage in an unpredictable pattern of abusive and authoritarian supervision'" (Schmidt, 2008, p. 57)	Leader Behavior Assessment Scale (Pelletier, 2010)	51

		Perceptions of Toxic Leadership Scale (Pelletier, 2012)
		    Threats to self-esteem
		    Psychological distress
		    Psychological safety
		    Divisiveness; toxicity
			5

		The Toxic Leadership Scale (Schmidt, 2008)
		    Abusive supervision
		    Authoritarian leadership
		    Narcissism
		    Self-promotion
		    Unpredictability
			30

		Negative Acts Questionnaire (Einarsen & Raknes, 1997)
		    Personal derogation
		    Work-related harassment
		    Social exclusion
		    Social control
		    Physical abuse
		    Sexual harassment
			22

Note. Scale item numbers reflect items that were located and coded. Some scales may not be fully captured. Dimensions listed by scale authors are included indented under scales listed, when applicable.

Table A-2

Content Analysis Dimensions

Broad Dimension	Specific Dimensions
Tyrannical	Demonstrates arrogance/narcissism/entitlement
	Narrow-minded/stubborn; intolerant of dissenting opinions
	Neurotic
	Oppressive, mean, and cruel
	Unapproachable
Verbally abusive/lacks emotional control	Demonstrates lack of emotional control (angry/emotional outbursts/overly confrontational)
	Verbal abuse: demoralizing
	Verbal abuse: public criticism
	Demonstrates disrespect; condescension
Sneaky, manipulative, gossips, plays workplace politics	Encourages employee conflict/competition
	Gossiping about others
	Passive abuse: ignores subordinates/gives silent treatment
	Social exclusion/favoritism
	Scapegoating
	Strategic/political/self-interested actions
	Misplaces credit
	Sabotage
Treats employees badly	Failure to show recognition/appreciation
	Ignores subordinate feedback/concerns/needs
	Unfair treatment of subordinates
	Distrustful of subordinates
	Fails to develop subordinates/prevents subordinates from reaching their potential
	Failure to support/defend subordinates
Overtly inappropriate, unethical, immoral, illegal behavior	Illegal/immoral actions
	Inappropriate punishment
	Invades privacy
	Misuse of authority
	Sexual harassment/discrimination
	Physical abuse
	Inappropriate/unprofessional actions
Ineffective/incompetent	Ineffective/incompetent
Sets employees up for failure	Fails to communicate expectations/instructions/explanation
	Unreasonable expectations/requests
Unpredictable	Unpredictable
	Lies/breaks trust

Table A-3

Dimension Proportions and Frequencies

Construct	No. Scales	Tyrannical	Verbally abusive	Sneaky/manipulative	Mistreats employee	Overtly unethical/ illegal behavior	Ineffective/ incompetent	Sets employee up for failure	Unpredictable
Abusive supervision	5	4.35% (3)	43.48%** (30)	20.29%* (14)	7.25% (5)	8.70% (6)	1.45% (1)	10.14% (7)	4.35% (3)
Destructive Leader Behavior	2	7.30% (10)	5.11% (7)	9.49% (13)	11.68% (16)	18.25% (25)	37.23%** (51)	5.84% (8)	5.11% (7)
Workplace harassment/ bullying	2	0% (0)	30.95%** (13)	9.52% (4)	19.049% (8)	28.57%* (12)	0% (0)	11.90% (5)	0% (0)
Fair Interpersonal Treatment	1	0% (0)	35.71%* (5)	7.14% (1)	50.00%** (7)	0% (0)	0% (0)	0% (0)	7.14% (1)
Petty Tyranny	1	19.15% (9)	19.15% (9)	8.51% (4)	23.40%** (11)	10.64% (5)	2.13% (1)	10.64% (5)	6.38% (3)
Supervisor/social undermining	1	7.69% (1)	46.15%** (6)	30.77%* (4)	15.38% (2)	0% (0)	0% (0)	0% (0)	0% (0)
Workplace Incivility	1	0% (0)	42.86%** (3)	14.29% (1)	14.29% (1)	28.57%* (2)	0% (0)	0% (0)	0% (0)
Toxic leadership	3	10.47% (9)	29.07%** (25)	24.42%* (21)	9.30% (8)	10.47% (9)	5.81% (5)	5.81% (5)	4.65% (4)
All constructs	16	7.71% (32)	23.61%** (98)	14.94% (62)	13.98% (58)	14.22% (59)	13.98% (58)	7.23% (30)	4.34% (18)

Note. Numbers in parentheses represent total number of items captured by each dimension for the different constructs. Proportions were calculated as a function of number of items per dimension divided by total number of items associated with each construct.
* indicates dimension proportions >20%
** indicates highest dimension proportion for construct

Figure 1

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