Toxic Leadership, Destructive Leadership, and Identity Leadership: What are the Relationships and Does Follower Personality Matter?

John H. Batchelor, https://orcid.org/0000-0003-3154-1654
PhD, Professor, Business Administration Department, University of West Florida, USA
Christopher E. Whelpley, https://orcid.org/0000-0002-2893-9283
PhD, Assistant Professor, Management and Entrepreneurship Department, Virginia Commonwealth University, USA
Maggie M. Davis, https://orcid.org/0000-0002-4365-0981
PhD, Visiting Instructor, Business Administration Department, University of West Florida, USA
Gerald F. Burch, https://orcid.org/0000-0001-8993-0017
PhD, Associate Dean, Business Administration Department, University of West Florida, USA
Dennis Barber III, https://orcid.org/0000-0002-3701-5631
PhD, Chesnutt-Bond Distinguished Scholar of Entrepreneurship, Management Department, East Carolina University, USA
Corresponding author: Dennis Barber III, barberde17@ecu.edu
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Abstract: *Integrating leadership theories and understanding the interactions between these theories is a goal for many leadership scholars. The dark side of leadership has become a topic of interest for researchers and practitioners alike in recent years. Dark leadership is likened to poison in an organization, embedding toxins in the company's culture and instilling deep-rooted behaviors, attitudes, and actions that are a source of internal organizational decay. After viewing a brief introductory video, this article uses a cross-sectional design to investigate followers' evaluations of a potential leader's toxic leadership, destructive leadership, and identity leadership propensities. Relevant theory relating to identity leadership, toxic leadership, and destructive leadership constructs is reviewed and empirically tested to clarify how these topics interrelate. Most studies examining follower personality and leadership attributions have focused on positive leadership styles (e.g., transformation or transactional). This study addresses this gap in the literature in several ways. First, we examine how identity leadership is related to destructive and toxic leadership characteristics. We examine how the perceived relationship between these variables varies based on the follower's personality, a need identified in previous studies. Further, this study contributes to Pelletier's (2012) discussion of the lack of research that considers leader-follower relationships in the context of the dark side of leadership. Specifically, to clarify the influence of followers' evaluations, the role of follower personality is explored as a moderating variable. These results support research from others showing that personality affects the interpretation of leadership actions. However, the current study extends this notion to show that even a short period of contact with the leader allows followers to make judgements about the leader.*

Keywords: toxic identity, identity leadership, destructive leadership, toxic leadership, personality.
JEL Classification: M1.

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Introduction

Researchers continue to call for empirical evidence that integrates leadership approaches/theories and investigates how such approaches/theories work in concert with one another (Meuser et al., 2016) as well as how the follower's personality may affect these relationships (Bono, Hooper, & Yoon, 2012; Hetland, Sandal, & Johnsen, 2008; Schyns & Felfe, 2006; Schyns & Sanders, 2007). Much can be learned by comparing similar leadership theories, but perhaps even more enlightenment can come from comparing disparate theories. Three leadership approaches which are currently heavily researched are identity leadership which centers upon a shared sense of identity between the leader and follower (Haslam & Reicher, 2007), toxic (Schmidt, 2008) and destructive leadership (Einarsen et al., 2007). This work compares the follower's evaluations of a leader in terms of identity leadership to the darker side of leadership (Shaw et al., 2011), including toxic leadership and destructive leadership.

The dark side of leadership has become a topic of interest for researchers and practitioners alike in recent years. Dark leadership is likened to poison in an organization, embedding toxins in the company's culture, and instilling deep-rooted behaviors, attitudes, and actions that serve as a source of internal organizational decay (Bhandarker & Rai, 2019). In the United States, it is estimated that approximately 13.6% of employees are affected by abusive supervision alone, which is only one of many dark leadership topics discussed throughout the literature (Tepper, 2007). This estimate does not account for other key dimensions of destructive and toxic leadership, which suggests that the percentage of employees who endure the effects of dark leadership at some point in their career is much higher. Regarding other specific forms of employee direct and vicarious experiences with toxic leaders, Pelletier (2010) identified and explored eight dimensions of harmful leader behaviors 98% of respondents reported witnessing within their organization. Given these estimates, in combination with evidence suggesting negative outcomes of dark leadership (Krasikova et al., 2013; Schyns & Schilling, 2013; Schmidt, 2014), further exploration into these phenomena is essential for developing stronger ways to identify, manage, and understand these negative leadership characteristics.

Relevant theory relating to the identity of leadership, toxic leadership, and destructive leadership constructs is reviewed and empirically tested to clarify how these topics interrelate. Most studies examining follower personality and leadership attributions have focused on positive leadership styles (e.g., transformation or transactional). This study addresses this gap in the literature in several ways. First, we examine how identity leadership is related to destructive and toxic leadership characteristics. We then examine how the perceived relationship between these variables varies based on the follower's personality, a need identified in previous studies (Bono et al., 2012; Padilla et al., 2007; Pelletier, 2012). Further, this study contributes to Pelletier's (2012) discussion of the lack of research that considers leader-follower relationships in the context of the dark side of leadership. Specifically, to clarify the influence of followers' evaluations, the role of follower personality is explored as a moderating variable.

Social Identity and Identity Leadership

The leader-follower relationship has been extensively researched. This relationship is contingent on the perceived identity alignment between the follower and their leader. Social identity is conceptualized as an individual's awareness of belonging to a specific social group, providing social and/or emotional value within that person's life (Tajfel & Turner, 1986). Social identity is driven by one's desire to enhance self-esteem and tie one's self-concept to the collective social identity of a group. Individual social identity within a group is based on whether there is a sense of shared values, attitudes, and purpose (Tajfel & Turner, 1979; 1986). The social identity approach to leadership includes the assertion that successful leadership involves engagement and social influence, which motivates followers to engage with and contribute to the common goals of the group or organization (Steffans et al., 2014). Research on the social identity approach to leadership focuses on the leaders' abilities to create, represent, and advocate for a collective social identity for group members (Haslam, Reicher, & Platow, 2011; Hogg, 2001; Reicher, Haslam, & Hopkins, 2005; van Knippenberg, De Cremer, & Hogg, 2004). Steffens et al. (2014) proposed a four-dimensional (prototypicality, advancement, entrepreneurship, and impresarioship) view of identity leadership,

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Sumy State University

recognizing the reciprocal relationship between leaders, group members, and individuals. Here, leadership is enhanced or diminished by follower characteristics, behaviors, and context (Haslam & Reicher, 2007; Platow & van Knippenberg, 2011; Reicher, Haslam, & Hopkins, 2005; Turner & Haslam, 2001). Each of the four dimensions of identity leadership is described as follows.

Identity Prototypicality. The identity leadership dimension of prototypicality is best described as "being one of us" (Steffens et al., 2014: 103). Here the leader is seen as an exemplary member of the group, as opposed to simply being "representative" (see Halevy et al., 2011; Hogg et al., 2012 for discussion). Hence, this dimension represents how well the leader embodies what is special, unique, and distinct about the group while exemplifying the best the group offers (Steffens et al., 2014).

Identity Entrepreneurship. Identity entrepreneurship, or 'crafting a sense of us', encompasses leaders who promote group cohesion and inclusion, develop members' perceptions of shared values, and possess a proper understanding of the meaning of group membership (Fransen et al., 2015; Haslam et al., 2011; Steffans et al., 2014). Within this dimension, followers develop a sense of belonging to the group and a collective concept of the goals and core values of the group. Further, this dimension focuses on the leader's increasing inclusiveness to bring a diverse group of people together while making each member feel part of the group (Steffens et al., 2014).

Identity Advancement. The concept of identity advancement or 'doing it for us' embodies leaders who actively promote group members shared interests, advocate for the group, and act as if the group's interests are a priority (Haslam et al., 2011; Steffans et al., 2014). This dimension also involves advancing the group's collective identity to prevent group failure and achieve group objectives. Group members are motivated to perform work that enhances the vision of the group, that is, if the leader is perceived as achieving outcomes for the group as a whole. Leaders embodying this dimension also champion group goals and defend the interests of the group (Steffens et al., 2014).

Identity Impresarioship. The concept of identity impresarioship or 'making us matter' describes leaders who create practical group structures, resources, and shared activities that bring the group together and promote group effectiveness (Haslam et al., 2011; Steffans et al., 2014). At this stage, leaders understand the meaning of shared group identity about actions and behaviors. This advanced stage also includes daily leadership behaviors that account for contexts and organizational policy and procedures (Steffans et al., 2014). It is where group members become capable of acting out collective identity and membership in a way that enhances the visibility of the group to the outside world, such that the group achieves the desired outcomes for other groups and society at large.

The Dark Side of Leadership

The dark side of leadership has received significant attention in the management and social sciences literature over the last several decades. Toxic leadership (Lipman-Blumen, 2006; Padilla, Hogan, & Kaiser, 2007; Schmidt, 2008; Pelletier, 2012) and destructive leadership (Einarsen et al., 2007; Kellerman, 2004) fall into this category. Within the management context, various streams of research have attempted to distinguish between destructive and toxic leadership (Padilla et al., 2007; Schmidt, 2008). Exploration into these phenomena is needed to develop stronger ways to identify and combat this type of negative leadership in the workplace. Previous research on the dark side of leadership has predominantly focused on specific leadership traits and behavior factors that lead to negative outcomes for individuals, groups, and organizations (Shaw et al., 2011). Another point of discussion is whether destructive and toxic leadership are two distinct forms of leadership or whether each falls under the umbrella of an overarching harmful category of leadership. Very few studies examine subordinates' personality traits in differentiating between outcomes of dark-side leadership constructs. The following sections describe destructive and toxic leadership and present hypotheses relating them to identity leadership and personality.

Destructive Leadership

Krasikova et al. (2013: 208) defined destructive leadership as "volitional behavior by a leader that can harm or intends to harm a leader's organization and/or followers by (a) encouraging followers to pursue goals that contravene the legitimate interests of the organization and/or (b) employing a leadership style that involves the use of harmful methods of influence with followers, regardless of justifications for such behavior." Destructive leadership in this context is evident in both active and passive forms of behavior. This destructive side of leadership was initially considered to result from the negative impact of charismatic leaders, such as undermining

power structure within organizations to appear less formal and more approachable (Conger, 1990). The harmful impact destructive leaders have on subordinates is viewed as unintentional. Other research explores the destructive side of leadership as intentionally dangerous leaders who lacked remorse for their destructive leadership styles (Schmidt, 2008). Shaw et al. (2011) expanded upon the definition of destructive leadership to develop a taxonomy of sub-categories of destructive leadership in organizations based on subordinate perceptions. In their study, the behavioral characteristics of destructive leaders included leaders who exhibit tyrannical behaviors, laziness and incompetence, overly emotional and negative reactions, and carelessness in interactions with others.

This study empirically examines destructive leadership behaviours described as destructive, toxic, bullying, or abusive due to the assumption that destructive leadership encompasses traits associated with each of these distinct types of leadership (Shaw et al., 2011). Shaw et al. (2011) presented a broad view of destructive leaders where destructive behaviours and characteristics range in severity from failing at negotiations to actively bullying. Although many leaders have positive aspects, they may be identified as destructive based on high scores on only a few negative behaviours. Thus, there are specific behaviours that followers evaluate as destructive. Shaw et al. (2011) presented four attributes/behaviours of destructive leaders (tyrannical, lazy/incompetent, overly emotional, and careless). Each is described in the following discussion.

Tyrannical. The tyrannical dimension of destructive leaders is conceptualized by leaders who are described by subordinates as mean, inconsiderate, arrogant, extremely stubborn, and/or self-centred (Shaw et al., 2011). Research indicates the more a leader perceives that followers are opposed to their personal or organizational goals, the more likely this leader is to engage in a destructive leadership style with followers (Krasikova et al., 2013). Further, tyrannical leadership is viewed as an active form of destructive leadership (Aasland et al., 2010).

Lazy/Incompetent. This dimension of destructive leaders is conceptualized by leaders described as lazy, incompetent, lacking drive and energy, and/or "not very smart" by their subordinates (Shaw et al., 2011). Although laziness and incompetence may not involve strategic intent to cause harm, this type of leadership is directly related to negative outcomes for subordinates (Hinkin & Schriesheim, 2008; Skogstad et al., 2007).

Overly Emotional. This dimension of destructive leadership is conceptualized by leaders who are described as emotional, lacking self-control, experiencing mood swings, highly paranoid, indiscrete, compulsive, and obsessive about getting what they want (Shaw et al., 2011).

Careless. Here, the destructive leader is described as lacking emotional intelligence and/or being careless in dealing with situations in the workplace (Shaw et al., 2011). Thus, these types of leaders are either unwilling or unable to perceive, understand, or manage their emotions and the emotions of others (Caruso et al., 2002 for discussion).

Based on this model of destructive leadership, such leaders are self-centred, lacking self-control, and emotionally careless (Shaw et al., 2011). It stands in stark contrast to a leader who practices the social identity approach to leadership, where the leader focuses on creating and representing a shared sense of identity with followers where the groups' interests are superordinate to individual interests and the self-interests of the leader (Haslan et al., 2011; van Knippenberg, 2011). Thus, we propose that all four components of identity leadership are negatively associated with each element of destructive leadership, as stated in the following hypothesis:

Hypothesis 1. The four components of identity leadership (prototypicality, advancement, entrepreneurship, and impresarioship) each have a negative relationship with the four components of destructive leadership (tyrannical, lazy and incompetent, overly emotional, and careless).

Toxic Leadership

The concept of "toxic leadership" is differentiated from "destructive leadership" such that destructive leadership involves subconscious negative outcomes and toxic leadership consists of the process of negative intention (Schmidt, 2008). Like destructive leadership, toxic leadership encompasses both psychological characteristics and associated behavioural manifestations. Examples of toxic leadership behaviours in the workplace include taking credit for the work and achievement of others, excluding specific employees from social events, threatening termination, placing blame on subordinates for unintentional errors, stating unreasonable work demands, and other displays of anger, emotional volatility, and threatening behavior (Pelletier, 2010; 2012). These behaviours create an environment of uncertainty and fear at the expense of the organization and the employees within the organization (Pelletier, 2012).

Table 1. Leadership Behaviors and Dimensions

	Destructive Leadership	Toxic Leadership
Dimensions	1. Tyrannical 2. Derailed 3. Supportive-Disloyal	4. Abusive supervision 5. Authoritarian Leadership 6. Narcissism 7. Self-Promotion 8. Unpredictability
Leadership Behaviors	● Laziness ● Incompetence ● Overly emotional ● Negative reactions ● Careless in interactions with others	● Wide range of emotions ● Unpredictable behavior ● Low emotional intelligence ● Culturally insensitive ● Interpersonally insensitive ● Motivated by self-interest ● Negative managerial techniques

Source: Schmidt, 2008; Pelletier, 2010

Toxic leadership is conceptualized as leaders who "display a wide range of extreme emotions in an unpredictable pattern, lack emotional intelligence, act in ways that are culturally and/or interpersonally insensitive, are primarily motivated by self-interest, and influence others by employing negative managerial techniques" (Schmidt, 2008: 86). Schmidt (2008) operationalized toxic leadership into five dimensions: abusive supervision, authoritarian leadership, narcissism, self-promotion, and unpredictability. Each of these dimensions is described below.

Abusive Supervision. Abusive supervision is conceptualized as "subordinates' evaluations of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact" (Tepper, 2000: 178). Such behaviours include coercion, public criticism, rudeness, tantrums, and other inconsiderate actions (Bies, 2001; Bies & Tripp, 1998).

Authoritarian Leadership. Authoritarian leadership is characterized by the enforcement of control and the expectation of obedience to authority at the detriment of followers' personal freedom and individuality (Cheng et al., 2004). This type of leadership is often associated with a lack of acknowledgement or concern for the opinions or needs of others. Further, micromanagement and control behaviours are captured within this dimension (Schmidt, 2008).

Narcissism. Narcissism, in general, is characterized by grandiosity, arrogance, heightened sense of self-importance, need for admiration, sense of entitlement, lack of empathy, desire for social dominance, and sensitivity to ego threat (Raskin & Hall, 1979; 1981; Rosenthal & Pittinskya, 2006; Wille et al., 2013). As a dimension of "toxic leadership", narcissism involves a strong sense of personal inadequacy, enhancement of self, selfishness, and self-interested motivations (Schmidt, 2008). Narcissism also includes an innate desire to have self-love consistently reinforced by others (Morf & Rhodenwalt, 2001). This need for reinforcement suggests individuals high in narcissism are more likely to experience low self-esteem and seek intimate relationships with others, which may enhance their self-esteem.

Self-Promotion. Self-promotion involves accepting credit for the success of others, drastic changes in behaviour in the presence of a supervisor, denial of responsibility for individual or group mistakes, and engaging in activities and groups solely associated with personal advancement (Schmidt, 2008).

Unpredictability. The unpredictability dimension includes variability in approachability and mood (i.e., episodes of emotional outbursts and explosive anger) with no apparent explanation for such extremes exhibited in the workplace (Schmidt, 2008). Leaders exhibiting characteristics associated with this dimension lack self-control and frequently fluctuate between behaviour types (Kellerman, 2004; Schmidt, 2008). Leader unpredictability is also associated with psychopathy (Babiak & Hare, 2006).

Based on this model of toxic leadership, toxic leaders possess characteristics such as arrogance, inadequacy, selfishness, moodiness, and unpredictability. Such behaviours and emotional displays are readily observable to followers. This leadership style starkly contrasts identity leadership characterized by selfless exemplary prototypical behaviours dedicated toward reaching the collective goals. As these two leaderships styles run in stark contrast, we hypothesize that toxic leadership evaluations will have an inverse relationship with one who exhibits identity leadership traits, formally stated as follows:

Hypothesis 2. The four components of identity leadership (prototypicality, advancement, entrepreneurship, and impresarioship) each have a negative relationship with the five components of toxic leadership (self-promotion, abusive supervision, unpredictability, narcissism, authoritarian leadership).

Big 5/Follower Characteristics/Follower Self-Conception

A follower's characteristics influence how they react to and are influenced by a leader's behaviours and traits (Dvir & Shamir, 2003; Hetland, Sandal, & Johnson, 2008; Yukl, 1998). One characteristic of followers to note is personality. In turn, followers form different relationships with their leaders based on their personality characteristics (Ehrhart & Klein, 2001; Klein & House, 1995).

The Big Five Personality traits are a commonly used measure in the management literature (Barrick & Mount, 1991; 1995). A consistent finding is that the personality traits of extraversion, openness to experience, conscientiousness, agreeableness, and emotional stability can predict proper amounts of variance in individual performance (Hurtz & Donovan, 2000; Barrick & Mount, 1991). Further, several meta-analyses have summarized the effects of personality on perceptions of leadership (Judge and Bono, 2000; Judge et al., 2002). Most of these studies have looked at the follower's personality and dimensions of transformational and transactional leadership (Avolio et al., 1999: Bass, 1985).

Tables 2 and 3 list a summary of previous studies' results.

Table 2. Empirical Studies of Follower Personality and Transformational Leadership

	Schyns & Felfe (2006)	Schyns & Sanders (2007)	Hetland et al. (2008)	Bono et al. Study 1 (2012)	Bono et al. Study 2 (2012)
Neuroticism	0.09	0.24	-0.18**	-0.12**	0.04
Extraversion	0.34**	0.10	0.06	0.26**	0.12
Openness	0.10	0.12	-0.08	0.10**	-0.03
Agreeableness	0.14	0.05	0.20**	0.24**	0.10
Conscientiousness	-0.12	-0.07	0.16**	0.17**	0.00

Correlation is significant at the 0.05 level
**Correlation is significant at the 0.01 level
Source: Schyns & Felfe, 2006; Schyns & Sanders, 2007; Hetland et al., 2008; Bono et al., 2012

Table 3. Empirical Studies of Follower Personality and Transactional/Passive Leadership

	Hetland et al. (2008) Transactional	Bono et al. Study 1 (2012) Contingent Reward	Hetland et al. (2008) Passive Avoidance	Bono et al. Study 1 (2012) Passive
Neuroticism	-0.07	-0.13**	0.14*	0.12**
Extraversion	0.11	0.21**	0.01	-0.11**
Openness	-0.03	0.10**	0.16**	-0.04
Agreeableness	0.11	0.17**	-0.28**	-0.27**
Conscientiousness	0.12*	0.15**	-0.12	-0.09*

Correlation is significant at the 0.05 level
**Correlation is significant at the 0.01 level
Source: Hetland et al., 2008; Bono et al., 2012a; Hetland et al., 2008; Bono et al., 2012

The four studies in Tables 2 and 3 used the Multifactor Leadership Questionnaire (MLQ Form 5X) survey to evaluate six leadership components: charisma, intellectual stimulation, individual consideration, contingent rewards, management by exception (active and passive), and passive avoidant leadership. These studies show that even in controlled situations, a follower's personality plays a non-trivial role in evaluating the leader (Bono et al., 2012). Although these results are based on the follower's perceptions of transformational and transactional leadership, it is anticipated follower's personality will affect the perceptions of other forms of leadership, like identity leadership, toxic leadership, and destructive leadership. Thus, we present the following hypothesis.

Hypothesis 3. Follower personality is related to the follower's perception of the leader's identity leadership, toxic leadership, and destructive leadership tendencies.

Each of the five personality traits, and their association with destructive and toxic leadership are described in this section.

Extraversion. Extraverted individuals tend to engage in highly social behaviour, be assertive, and have high energy levels (Sherman et al., 2015; Rammstedt & John, 2007). In the context of organizations, individuals high in extraversion are more likely to be positioned in occupations requiring strong interpersonal skills, such as managers and sales representatives (Barrick & Mount, 1991). Results from empirical studies (Tables 2 and 3) show follower extraversion has ranged from $r = .06$ to $.34$ for Transformational Leadership, $r = .11$ for Transactional Leadership, and $r = -.11$ for Passive Leadership. More extroverted followers seem to be

more attracted to leadership styles associated with extraverted leadership behaviours. Since identity leadership relies more on extraverted behaviours like entrepreneurship, impresarioship, and advancement, followers higher in extraversion may rate leadership tendencies more positively than toxic or destructive ones.

Hypothesis 3a. Followers with higher levels of extraversion will have positive perceptions of the leader's identity leadership and negative perceptions of toxic leadership, and destructive leadership tendencies.

Open-mindedness or Openness to Experience. Open-mindedness is characterized by intellectual curiosity and complex thinking, placing a high value on the arts, and an inventive and creative nature (Rammstedt & John, 2007). It is argued that openness to experience is the most important trait in the role of identity development (Duriez et al., 2004; Helson & Srivasta, 2001). Empirical studies (Tables 2 and 3) have shown that follower openness to ranges from $r = -.08$ to .16. This range of correlations and the inconsistent nature of the positive/negative relationship may be explained by the study context (Bono et al., 2012). In an environment where followers have had little contact with leaders, it is expected that destructive leadership behaviours like laziness and carelessness and the toxic leadership behaviours of self-promotion and authoritarian behaviours negatively relate to follower's higher in openness to experience. Further, followers who are more open to experience may relate to leaders who exhibit the ability to be creative, such as those leaders who exhibit identity leadership tendencies of entrepreneurship and impresarioship.

Hypothesis 3b. Followers with higher levels of openness to experience will have positive perceptions of the leader's identity leadership and negative perceptions of toxic leadership, and destructive leadership tendencies.

Agreeableness. Agreeableness is characterised by flexibility, cooperation, compassion, respectfulness, and a trusting or forgiving nature (Costa & McCrae, 1992; Rammstedt & John, 2007). Atherton et al. (2020) found that agreeable and compassionate individuals tend to emphasise relationship goals and development more. This finding suggests individuals high in agreeableness are more likely to develop closer bonds with leaders and, thus, are more loyal and compliant with a leader's desired outcomes. Sole et al. (1975) found that altruistic behaviours and social relationships increase when individuals feel a commonality with an individual or group. There is also a high correlation between altruism and agreeableness (Carlo et al., 2005).

Hetland et al. (2008) found follower agreeableness to be positively related to transformational leadership ($r = .20$) and transactional leadership ($r = .11$) and negatively related to passive avoidant leadership ($r = -.28$). Similarly, Bono et al. (2012) found follower agreeableness to be positively related to transformational leadership ($r = .24$) and contingent reward leadership ($r = .17$), and negatively related to passive leadership ($r = -.27$). More agreeable leaders will likely be more attracted to the positive behaviours of identity leadership and may be less likely to be attracted to toxic or destructive leadership behaviours.

Hypothesis 3c. Followers with higher levels of agreeableness will have positive perceptions of the leader's identity leadership and negative perceptions of toxic leadership, and destructive leadership tendencies.

Neuroticism (Emotional Stability). Neuroticism, or negative emotionality, is conceptualized by experiences of anxiety, depression, anger, insecurity, and emotional volatility (Costa & McCrae, 1992; Rammstedt & John, 2007). Research by Parmer et al. (2013) demonstrated that follower's higher in neuroticism were more likely to evaluate leaders as autocratic ($r = .15$) while other empirical studies (Tables 2 and 3) show neuroticism had a varying influence on other leadership traits, such as $r = -.18$ to .24 for transformational leadership, $r = -.07$ for transactional leadership, $r = .12$ or .14 for passive leadership, and $r = -.13$ for contingent reward leadership. This wide range of results suggests there may not be a confirmed pattern of agreement, and the context of the study, or work environment, may significantly affect the results (Bono et al., 2012). Thus, we test the following hypotheses to clarify situations where followers have had little contact with potential leaders − that more emotionally stable followers will have negative interpretations of toxic and destructive leadership tendencies and positive relationships with identity leadership tendencies.

Hypothesis 3d. Followers with higher levels of emotional stability will have positive perceptions of the leader's identity leadership and negative perceptions of toxic leadership, and destructive leadership tendencies.

Conscientiousness. Conscientiousness is characterized by dependability, perseverance, organization, productivity, and responsibility (Costa & McCrae, 1992; Rammstedt & John, 2007). Studies evaluating the relationship between follower conscientiousness and transformational leadership and more active leadership styles have shown correlations ranging from $r = -.12$ to .17, while these relationships are consistently negative ($r = -.12$ and -.09) for passive leadership studies. Based on these results, it is expected:

Hypothesis 3e. Followers with higher levels of conscientiousness will have positive perceptions of the leader's identity leadership and negative perceptions of toxic leadership, and destructive leadership tendencies.

It has been stated in the previous literature review that followers can distinguish the differences between positive leadership styles and negative styles, but personality may play a part in the individual's assessment of these styles. Such a distinction is important for aggregating follower evaluations of leaders (Bono et al., 2012). In this section, we present an additional hypothesis to address the follower's assessment of the difference between identity leadership and toxic or destructive leadership and the role follower personality may have in this relationship.

Hypothesis 4. Follower personality affects the relationship between identity leadership and destructive leadership and identity leadership and toxic leadership.

Extraversion. Individuals higher on the assertiveness dimension of extraversion are more likely to challenge destructive leadership behaviours, suggesting extraversion is a likely moderator of the relationship between identity leadership and destructive or toxic leadership. As an example, Alford (2001) found factors such as fear of retaliation and fear of rejection by other members of the organization (Miceli & Near, 1998) are associated with inhibition of exposing destructive leadership behaviours (i.e., whistleblowing). Assertiveness is used to influence others and is associated with individuals who possess a higher degree of networking capabilities, such as alliances and building social capital (Tepper, 2007). Therefore, it is argued individuals high in extraversion will feel more comfortable when challenging destructive leadership behaviors because of their enhanced social support and ability to influence others to stand by their decision to challenge the leader.

4a. The negative relationship between identity leadership and destructive leadership and identity leadership and toxic leadership will be more evident for followers who are more introverted.

Conscientiousness. Conscientiousness is characterized by dependability, perseverance, organization, productivity, and responsibility (Costa & McCrae, 1992; Rammstedt & John, 2007). Subordinate exposure to abusive supervision results in resistance behaviour (i.e., refusal to perform supervisory requests) by the subordinate, but the effects are reduced when subordinates possess high conscientiousness and agreeableness (Bamberger & Bacharach, 2006; Tepper et al., 2001). More specifically, subordinate resistance behaviour, in response to abusive supervision depends on the subordinate's personality. Further, abusive supervision results in resistance behaviour by subordinates who scored low in conscientiousness (i.e., impulsive, passive-aggressive) and agreeableness (i.e., hostile and argumentative) (Bamberger & Bacharach, 2006; Tepper et al., 2001). Based on this, high agreeableness and conscientiousness may be associated with enhancing destructive or toxic leadership. As there is a dearth of research investigating the role follower characteristics play in the relationship between identity leadership and destructive and toxic leadership, there is a need for empirical research in this area. Thus, follower traits, such as personality, may play a key role in understanding variation in such relationships.

As personality impacts leader development (Judge & Bono, 2000; Ozer & Benet Martinez, 2006), it should influence negative leader behaviour development. For instance, follower aspects are shown to increase or decrease (depending on the trait) toxic leadership (Kellerman, 2004; Pelletier, 2012). Specific to personality, the Big Five Personality traits likely explain whether followers are likely to expose or excuse dark-side leaders (Miceli & Near, 1998; Thompson et al., 2005). Further, agreeableness traits, such as loyalty, may lead to enabling (Atherton et al., 2020), and neuroticism may be linked to targeting.

Given the widely accepted notion that leadership is an interactive process (Felfe & Schyns, 2010; Lipman-Blumen, 2005) and the direct impact that personality has on social relationship development (Neyer et al., 2014), we expect follower personality to moderate the relationship between perceived Identity Leadership and dark leadership characteristics. For instance, subordinates high in agreeableness are more trusting and forgiving (Ashton & Lee, 2009) and emphasise relationship development (Atherton et al., 2020). High agreeableness is also associated with cooperative behaviour (Witt et al., 2002), which, combined with a trusting nature, can lead to higher compliance toward a leader despite dark leadership characteristics. Accordingly, we expect individuals high in agreeableness to identify with their leaders and be less likely to perceive leaders as destructive or toxic more closely. Additionally, previous findings suggest that high subordinate conscientiousness (e.g., diligence and responsibility) and agreeableness (e.g., patience and forgiveness) reduce the effects of abusive supervision, a key component of toxic leadership (Ashton & Lee, 2009; Bamberger & Bacharach, 2006; Tepper et al., 2001). Thus,

highly conscientious, and agreeable subordinates may be less likely to view destructive and toxic leadership behaviours as harmful, particularly in the case of perceived high-identity leadership. For these reasons, we propose that follower personality moderates the relationship between identity leadership and toxic and destructive leadership, as stated in the following hypotheses.

4b. The negative relationship between identity leadership and destructive leadership and identity leadership and toxic leadership will be more evident for followers who are more conscientious.

Open-mindedness or Openness to Experience. The act or virtue of forgiveness is associated with agreeableness and openness (Thompson et al., 2005), suggesting that individuals higher in these traits are more likely to excuse the behaviour of a toxic or destructive leader.

4c. The negative relationship between identity leadership and destructive leadership and identity leadership and toxic leadership will be less evident for followers who are more open to experience.

Agreeableness*.* This relationship suggests that follower personality traits, such as agreeableness, have an impact on leadership style, such that followers who socially identify more closely with a leader are more likely to remain loyal and comply with the leader's demands, thus reinforcing a destructive or toxic leadership style (Lipman-Blumen, 2005; Pelletier, 2012).

4d. The negative relationship between identity leadership and destructive leadership and identity leadership and toxic leadership will be less evident for followers who are more agreeable.

Neuroticism (Emotional Stability). Neuroticism, or negative emotionality, is conceptualized by experiences of anxiety, depression, anger, insecurity, and emotional volatility (Costa & McCrae, 1992; Rammstedt & John, 2007). Past research on the relationship between follower characteristics and destructive leadership found that these two dimensions interact, such that individuals low in agreeableness and high in neuroticism are more likely to become targets of destructive leadership (Aquino & Byron, 2002; Costa & McCrae, 1992; Tepper, 2007).

4e. The negative relationship between identity leadership and destructive leadership and identity leadership and toxic leadership will be more evident for followers who less emotionally stable.

Methods

Open Science Practices. The study materials (e.g., surveys, speeches, and videos) and the data and analytic code are available here [Open Science Framework link].

Participants. Participants were obtained online using Amazon Mechanical Turk and data collection used a survey created using Qualtrics (available from authors by request). In Amazon Mechanical Turk, participants identified as college students were asked to complete a Qualtrics survey. An initial sample of 30 respondents showed some issues with reliability for the original scale (Rammstedt & Johns, 2007) and we consequently used the scale described below. The final sample included 289 respondents. Three of these respondents did not complete the survey resulting in 286 responses. Only respondents over the age of 18 could complete the survey. The average age of our sample was 33.6 years old. Our sample was 71% male and 64% Caucasian.

To assess the variables in this study, the respondents watched an approximately four-minute-long video of a leader giving a speech about why students should vote for him for SGA president. After watching the video, students were given the Qualtrics survey. The actor in the video was chosen because his ethnicity was not easily detectable from his physical appearance. An original script for the video was created and then modified using words associated with the four dimensions of identity leadership. Respondents were randomly assigned to one of the five possible videos. Each video received between 59 and 66 views and completed surveys. Each respondent that completed the study received a $5 Amazon gift card for completing the survey.

Measures

Identity Leadership. We used the ILI to measure identity leadership (Steffans et al., 2014). This 15-item scale (α = 0.97) included four subscales scale: 4-item leader prototypicality (α = 0.93), 4-item identity advancement (α = 0.92), 4-item identity entrepreneurship (α = 0.92), and the 3-item measure of identity impresarioship (α = 0.93).

Destructive Leadership. We used the Shaw et al. (2011) scale to measure destructive leadership and its subscales. We used the personality-focused scale questions instead of behaviour-focused questions because the respondents watched a video of the leader. Thus, they could only make judgments about personality but could not judge behaviour because they have not observed the leader's behaviour. The overall measure included 19 items and had an alpha of 0.97. It included the subscales of tyrannical destructive leadership (6-items, $\alpha = 0.93$), lazy, destructive leadership (4-items, $\alpha = 0.89$), overly emotional destructive leadership (7-items, $\alpha = 0.94$), and carelessness destructive leadership (2-items, $\alpha = 0.80$).

Toxic Leadership. We used the scale created by Schmidt (2008) to measure toxic leadership. The toxic leadership scale included 30-items and had an alpha of 0.97. The scale included five subscales, including toxic self-promotion (5-items, $\alpha = 0.89$), toxic abusive supervision (7-items, $\alpha = 0.93$), toxic unpredictability (7-items, $\alpha = 0.88$), toxic narcissism (5-items, $\alpha = 0.88$), and toxic authoritarian (6-items, $\alpha = 0.89$).

Big Five Personality. Lastly, we used the Rammstedt and John (2007) personality scale. This scale includes 10-items for each of the big five personality dimensions, including agreeableness ($\alpha = 0.87$), conscientiousness ($\alpha = 0.83$), emotional stability ($\alpha = 0.92$), openness ($\alpha = 0.81$), and extraversion ($\alpha = 0.92$).

Analysis. The authors used SPSS to perform the Cronbach alpha's, correlations, and hierarchical regression models.

Results

The correlations, reliabilities, and descriptive statistics are found in Table 4 (see Appendix). In sum, we found partial support for hypothesis 1. The observed relations between identity leadership careless ($r = 0.25$, $p < 0.01$) and lazy ($r = 0.23$, $p < 0.01$) and subscales of destructive leadership are echoed with the subscales of identity leadership, which are weak to moderate in size. However, the other subscales of destructive leadership did not support hypothesis 1. Specifically, tyrannical destructive leadership had non-significant positive and negative relations with subscales of identity leadership. Overly emotional destructive leadership had significant positive relations with all subscales of identity leadership except for advancement ($r = 0.08$, $p = 0.15$), with relatively small effects. Specifically, the identity leadership subscale correlations with overly emotional destructive leadership included: prototypicality ($r = 0.18$, $p < 0.01$), entrepreneurship ($r = 0.13$, $p = 0.03$), impresarioship ($r = 0.15$, $p < 0.01$), and total identity leadership ($r = 0.14$, $p = 0.02$).

Concerning hypothesis 2, we again found partial support. In terms of toxic self-promotion, we found this facet of toxic leadership had significant negative relations with all the identity leadership subscales. Concerning abusive supervision, the only significant negative relation we found was with the advancement facet of identity leadership. However, all observed relations were negative, not at the 95% significance level. Contrary to our hypothesis, toxic unpredictability had a significant positive relation with prototypicality and non-significant positive relations with other subscales of identity leadership. In line with our hypothesis, narcissistic, toxic leadership had significant negative relations with all subscales of identity leadership. Lastly, we found negative relations between all identity leadership subscales and toxic authoritarian leadership except for a non-significant negative correlation between toxic authoritarian leadership and impresarioship facet of identity leadership.

H3 and H4 examined the interaction effects between identity leadership and the big five personality characteristics. The results of our moderator analyses are found in Table 3 and Table 4. Concerning hypothesis 3, concerning personality characteristics moderating the relation between identity leadership and destructive leadership, we found that the additional variance explained by including the interaction variable across all personality characteristics was significant, as was the interaction term. Interestingly, the interaction term differed for extraversion relative to the other personality characteristics. Specifically, the positive interaction term between extraversion and identity leadership suggests that as extraversion and identity leadership increase, they positively predict destructive leadership (i.e., are more likely to be destructive leaders) as opposed to predicting for the balance of the personality characteristics negatively. The implications for this are included in the discussion. To further explore our interactions, we employed the Hayes (2013) PROCESS macro to build interaction plots. The interaction plots are available in the Appendix.

Table 5. Standardized Regression Coefficients Predicting Destructive Leadership

	Conscientiousness	Emotional Stability	Openness	Extraversion	Agreeable
Gender[a]	0.11	0.11	0.11	0.11	0.11
Age	**-0.28**	**-0.28**	**-0.28**	**-0.28**	**-0.28**
Race[b]	**-0.41**	**-0.41**	**-0.41**	**-0.41**	**-0.41**
Gender[a]	0.09	0.19	0.11	0.10	0.04
Age	**-0.25**	**-0.21**	**-0.28**	**-0.29**	**-0.27**
Race[b]	**-0.39**	**-0.42**	**-0.43**	**-0.42**	**-0.37**
Identity Leadership	-0.08	**-0.17**	-0.10	-0.12	-0.05
Personality Factor	**-0.27**	**-0.39**	-0.04	0.08	**-0.26**
Gender[a]	0.15	0.22	0.13	0.08	0.04
Age	**-0.21**	**-0.22**	**-0.26**	**-0.28**	**-0.23**
Race[b]	**-0.35**	**-0.35**	**-0.41**	**-0.41**	**-0.27**
Identity Leadership	-0.10	**-0.16**	-0.10	-0.11	-0.04
Personality Factor	**-0.34**	**-0.34**	-0.07	0.10	**-0.37**
Interaction[c]	**-0.36**	**-0.41**	**-0.18**	**0.18**	**-0.30**
Model 1 - Adju. R-Squared	0.10	0.10	0.10	0.10	0.10
Model 2 - Adju. R-Squared	0.15	0.20	0.10	0.11	0.15
Model 3 - Adju. R-Squared	0.25	0.32	0.12	0.13	0.21
Sig. F Change (Model 1 to 2)	0.00	0.00	0.26	0.15	0.00
Sig. F Change (Model 2 to 3)	0.00	0.00	0.01	0.01	0.00

[a]*Coding Male = 1*
[b]*White = 1*
[c]*Personality & Identity Leadership Interaction*
Bold values indicate p-value < 0.05

Source: Compiled by the authors

Table 6. Standardized Regression Coefficients Predicting Toxic Leadership

	Conscientiousness	**Emotional Stability**	**Openness**	**Extraversion**	**Agreeable**
Gender[a]	0.11	0.11	0.11	0.11	0.11
Age	**-0.16**	**-0.16**	**-0.16**	**-0.16**	**-0.16**
Race[b]	**-0.28**	**-0.28**	**-0.28**	**-0.28**	**-0.28**
Gender[a]	0.10	0.17	0.10	0.11	0.05
Age	**-0.14**	**-0.11**	**-0.15**	**-0.16**	**-0.15**
Race[b]	**-0.28**	**-0.30**	**-0.30**	**-0.30**	**-0.25**
Identity Leadership	**-0.12**	**-0.17**	**-0.12**	**-0.14**	-0.08
Personality Factor	**-0.15**	**-0.24**	**-0.12**	0.02	**-0.23**
Gender[a]	0.14	0.18	0.11	0.10	0.05
Age	**-0.12**	**-0.12**	**-0.14**	**-0.16**	**-0.13**
Race[b]	**-0.26**	**-0.26**	**-0.29**	**-0.30**	**-0.19**
Identity Leadership	**-0.13**	**-0.16**	**-0.12**	**-0.13**	-0.08
Personality Factor	**-0.19**	**-0.22**	**-0.13**	0.03	**-0.29**
Interaction[c]	**-0.19**	**-0.19**	**-0.11**	**0.11**	**-0.18**
Model 1 - Adju. R-Squared	0.08	0.08	0.08	0.08	0.08
Model 2 - Adju. R-Squared	0.13	0.18	0.12	0.10	0.17
Model 3 - Adju. R-Squared	0.20	0.24	0.14	0.12	0.22
Sig. F Change (Model 1 to 2)	0.00	0.00	0.00	0.02	0.00
Sig. F Change (Model 2 to 3)	0.00	0.00	0.02	0.02	0.00

[a]*Coding Male = 1*
[b]*White = 1*
[c]*Personality & Identity Leadership Interaction*
Bold values indicate p-value < 0.05

Source: Compiled by the authors

Concerning hypothesis 4 concerning personality characteristics, we again found that the additional variance explained by including the interaction variable across all personality characteristics was significant, as was the interaction term. Similarly to hypothesis 3, we again found that the interaction term between identity leadership and extroversion was positive, suggesting that toxic leadership is more likely at higher levels of extroversion and identity leadership. Openness, conscientiousness, emotional stability, and agreeableness all had negative interaction terms. Again, to further explore our interactions, we used the Hayes (2013) PROCESS macro to build interaction plots. The interaction plots are available in the Appendix.

Discussion

The current research advances our theoretical and practical understanding of dark leadership in several ways. First, this study demonstrates followers can easily assess the potential leadership capabilities of others. Results show that even a short four-minute video reveals characteristics of a leader that potential followers can interpret positive (i.e., identity leadership) leadership qualities and contrast them to negative (i.e., toxic or destructive) leadership qualities. Although the correlation between total identity leadership and total destructive leadership was weak ($r = -.04$, $p = 0.50$), and similarly between total identity leadership and total toxic leadership ($r = -.11$, $p = 0.06$), followers were able to differentiate between the characteristics of positive and negative leadership qualities. More precisely, even short exposure between the follower and leader created an impression of the leader's self-promotion, narcissism, authoritarianism, carelessness, and laziness. The stronger negative correlations with identity leadership witness these. On the other hand, followers may need more time to evaluate a leader's abusive supervision, unpredictable emotions, and tyrannical behaviours to make stronger differentiating judgments. It is supported by empirical research showing significantly weaker relationships between leadership style differentiation in studies involving short interactions and those involving actual leader-follower relationships at work (Bono et al., 2012).

Another finding is that certain followers can differentiate between negative leadership behaviours (toxic versus destructive) in a short period. This study showed a correlation of .77 ($p < 0.01$) between total toxic and destructive leadership. Empirically, this suggests that the variance in destructive leadership explained 59% of the variance in toxic leadership. However, this was not the case with all subscale components, where total destructive leadership had the smallest correlation with narcissism ($r = .50$ $p < .01$) and with total toxic leadership having the smallest correlation with laziness ($r = .59$, $p < .01$). Follower personality affects followers' interpretations of positive and negative leadership attributes. Followers higher in agreeableness gave higher ratings of identity leadership ($r = .19$, $p < .01$) and lower ratings for destructive leadership ($r = -.27$, $p < .01$) and toxic leadership ($r = -.34$, $p < .01$) than those less agreeable. Similarly, the correlations between conscientiousness and identity leadership ($r = .08$, $p = .19$), destructive leadership ($r = -.28$, $p<.01$), and toxic leadership ($r = -.24$, $p < .01$) suggest those followers higher in conscientiousness are somewhat sensitive to negative leadership behaviours. This result contrasts with research that shows followers with higher agreeableness and conscientiousness are more forgiving and therefore excuse leader behaviours (Thompson et al., 2005). It may not be accurate, especially for followers' first perceptions of the leader, but it may result in these followers being less resistant, over time, to negative leadership behaviour (Tepper et al., 2001).

Emotional stability is negatively correlated to the evaluation of identity leadership ($r = -.17$). This indicates those followers who are less emotionally stable gave higher ratings of identity leadership to the leader than their more emotionally stable counterparts. It is also witnessed where emotional stability had negative correlations with destructive leadership ($r = -.34$, $p < .01$) and toxic leadership ($r = -.29$, $p < .01$). Thus, followers who are less emotionally stable are more likely to identify positive and negative leadership behaviours. Followers who rated themselves higher in extraversion did show a stronger rating for identity leadership constructs ($r = .16$, $p < .01$) but were not affected by destructive leadership ($r = .09$, $p = .15$), and toxic leadership ($r = .03$, $p = .57$). It was unusual that all three correlations between extraversion and leadership behaviours were positive, though not significant. It supports studies showing that extraverts are less affected by these negative leadership behaviours than introverts (Tepper, 2007).

Another interesting finding of this study is that gender was weakly related to total toxic leadership ($r = .13$, $p = .02$) but was not significantly related to identity leadership or destructive leadership. It was further evidenced that gender was not a significant predictor of toxic or destructive leadership in any regression analysis. Based on this study, gender appears to have little influence on the follower's interpretation of leadership style, at least on short-term evaluations. The other two variables, age and ethnicity, showed evidence as leadership predictors. Older respondents were less likely to rate a leader as having toxic or destructive leadership tendencies than younger respondents. It is supported by the correlation of -.25 ($p < .01$) with toxic leadership and $r = -.29$ ($p < .01$) for destructive leadership. Interestingly, age was not significantly correlated to identity leadership. Regression analysis of age showed the betas for the period were significant for all three models and across all three types of leadership. Ethnicity showed a similar pattern where non-Caucasian respondents rated leaders more harshly for destructive leadership ($r = -.22$, $p <.01$) and toxic leadership ($r = -.21$, $p < .01$). Multiple regression showed age and ethnicity to significantly predict 10 per cent of the variance with toxic leadership and destructive leadership.

It is an important finding for leaders since younger or minority followers can be more likely to judge leaders more negatively early in the leader-follower relationship. It is especially true for those followers who possess certain personality attributes. The multiple regression analysis included identity leadership, personality, and moderating effects of personality on identity leadership, age, gender, and ethnicity. It showed 25 per cent of the variance in destructive leadership was accounted for when considering conscientiousness. It could be explained by older respondents reporting to be more conscientious ($r = .17$, $p < .01$). Similar results were shown for emotional stability, which had an R-squared value of .32 for the multiple regression. Older students also rated themselves as more emotionally stable ($r = .21$, $p < .01$). These results suggest older followers are less sensitive to a leader's early signs of negative leadership due to the personality attributes. Similar results between toxic leadership and emotional stability, conscientiousness, and agreeableness were seen. Again, age plays a factor in this relationship as well.

Practical Implications

These results support research from others showing that personality affects the interpretation of leadership actions (Bono et al., 2012). However, the current study extends this notion to show that even a short contact period with the leader allows followers to judge the leader. It is especially important for short-termed projects where the leader may not have time to develop stronger relationships. Leaders should be sensitive to these findings, significantly since the follower's age, ethnicity, and personality can affect these evaluations of the leader. When discussing the implications of toxic and destructive leadership, specifically about conscientiousness, it becomes important to recognise the suppression of conscientious behaviour, where toxic leaders may discourage or devalue conscientiousness among their subordinates. They may prioritise short-term results or personal interests over quality, thoroughness, and attention to detail. It can lead to declining conscientious behaviours among employees who feel their efforts are not valued or recognised. Regarding workplace stress and burnout, conscientious individuals typically have a strong sense of responsibility and strive for high standards. In a toxic environment, they may face excessive pressure, unrealistic expectations, or constant criticism. It can lead to heightened stress levels and an increased risk of burnout as they try to meet impossible demands.

Additionally, conscientious individuals often tend towards perfectionism. Toxic leaders who are critical, punitive, or unsupportive may exacerbate this perfectionistic mindset. Employees may become excessively fearful of making mistakes or taking risks, leading to declining organisational creativity, innovation, and learning. Finally, conscientious individuals are often reliable team players who contribute to the success of collaborative efforts. However, toxic leaders may foster competition, favouritism, or distrust, inhibiting effective teamwork and collaboration among conscientious employees. It can result in decreased synergy, communication breakdowns, and impaired collective problem-solving. Addressing toxic and destructive leadership behaviours is crucial to protect conscientious individuals and fostering a healthy work environment that encourages their strengths and contributions. By promoting positive leadership practices and a supportive culture, organizations can create an atmosphere that enables conscientious individuals to thrive and make valuable contributions.

Limitations

There are several limitations of this study. The first is standard method variance (Podsakoff & Todor, 1985; Podsakoff & Organ, 1985). It could be because this study used a survey measure for data collection at one point. Further, the effects reported in this study could be influenced by demand characteristics. The participants may be attempting to guess our hypothesis as they answer questions and respond accordingly. Finally, the results are cross-sectional and can differ if the study was conducted at multiple time points.

Future Research

The current study creates an opportunity for additional research in this area. Further examination of the identified relationships should be conducted to determine whether these results are consistent over longer termed evaluations. Future research might also examine the impact of dark leadership characteristics on employee outcomes, including psychological safety, engagement, job satisfaction, performance, and turnover/turnover intention and determine the role of follower personality in moderating these relationships. By continuing to develop knowledge and theory in dark leadership, researchers and practitioners will become better equipped to manage the impact of this complex phenomenon on employees, teams, and organizations.

Conclusion

This study shows that followers assess their leaders' behaviours concerning toxic and destructive leadership, even in short-term interactions. We did not find support for the strong negative relationship we proposed between

identity leadership and dark leadership forms (i.e., toxic and destructive). Yet, we did find support that followers differentiate between positive and negative leadership qualities at the construct level. Further, support was found that personality plays a role in how these leadership qualities are interpreted (i.e., negatively or positively). This evidence suggests the integration of leadership theories may be more complex than many have considered due to the potential relationship personality and other individual traits may have on the relationships, and perceived relationships, between the leaders and followers.

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Table 4. Correlation Matrix

		1	2	3	4	5	6	7	8	9	10	11	12
1	Toxic Self-Promotion	*0.89*											
2	Toxic Abusive Supervision	0.76**	*0.93*										
3	Toxic Unpredictability	0.67**	0.82**	*0.88*									
4	Toxic Narcissism	0.62**	0.56**	0.58**	*0.88*								
5	Toxic Authoritarian	0.71**	0.77**	0.75**	0.71**	*0.89*							
6	Toxic Total	0.86**	0.91**	0.89**	0.78**	0.91**	*0.97*						
7	Identity - Prototypical	-0.17**	-0.02	0.12*	-0.15**	-0.12*	-0.07	*0.93*					
8	Identity - Advancement	-0.25**	-0.15*	0.03	-0.20**	-0.20**	-0.17**	0.84**	*0.92*				
9	Identity - Entrepreneurship	-0.22**	-0.10	0.09	-0.16**	-0.14*	-0.11	0.84**	0.87**	*0.92*			
10	Identity-Impresarioship	-0.16**	-0.01	0.11	-0.12*	-0.05	-0.04	0.76**	0.76**	0.82**	*0.93*		
11	Identity - Total	-0.22**	-0.08	0.09	-0.17**	-0.14*	-0.11	0.92**	0.94**	0.96**	.89**	*0.97*	
12	Destructive Leadership - Tyrannical	0.62**	0.76**	0.72**	0.56**	0.72**	0.78**	0.05	-0.06	-0.02	0.05	0.00	*0.93*
13	Destructive Leadership - Lazy	0.53**	0.57**	0.50**	0.37**	0.57**	0.59**	-0.22**	-0.26**	-0.23**	-.13*	-0.23**	0.67**
14	Destructive Leadership - Overly Emotional	0.51**	0.72**	0.74**	0.38**	0.61**	0.69**	0.18**	0.08	0.13*	.15**	0.14*	0.85**
15	Destructive Leadership - Carelessness	0.54**	0.61**	0.53**	0.46**	0.62**	0.64**	-0.25**	-0.26**	-0.25**	-.17**	-0.25**	0.72**
16	Destructive Leadership - Total	0.61**	0.76**	0.73**	0.50**	0.70**	0.77**	0.00	-0.09	-0.05	0.02	-0.04	0.93**
17	Agreeableness	-0.33**	-0.31**	-0.28**	-0.18**	-0.36**	-0.34**	0.18**	0.20**	0.20**	0.11	0.19**	-0.25**
18	Conscientiousness	-0.27**	-0.26**	-0.22**	-0.04	-0.23**	-0.24**	0.05	0.09	0.10	0.03	0.08	-0.28**

Table 4 (cont.). Correlation Matrix

19	Emotional Stability	-0.30**	-0.30**	-0.31**	-0.14*	-0.19**	-0.29**	-0.19**	-0.14*	-0.13*	-.19**	-0.17**	-0.35**
20	Openness	-0.19**	-0.20**	-0.17**	-0.07	-0.20**	-0.20**	0.06	0.12*	0.12*	0.06	0.10	-0.09
21	Extraversion	-0.05	0.08	0.11	-0.04	0.01	0.03	0.16**	0.13*	0.16**	.15*	0.16**	0.08
22	Gender[a]	0.12*	0.11	0.16**	0.07	0.11	0.13*	0.06	0.07	0.04	0.03	0.06	0.04
23	Age	-0.25**	-0.27**	-0.29**	-0.08	-0.16**	-0.25**	-0.08	-0.03	-0.06	-0.11	-0.08	-0.25**
24	Race[b]	-0.17**	-0.26**	-0.23**	-0.07	-0.15*	-0.21**	-0.08	-0.02	-0.07	-0.10	-0.07	-0.20**
	M	2.66	2.18	2.37	3.09	2.54	2.53	4.20	4.69	4.35	4.42	4.43	2.74
	SD	0.99	0.94	0.87	0.96	0.95	0.82	1.51	1.46	1.52	1.57	1.40	1.32
		13	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**
1	Toxic Self-Promotion												
2	Toxic Abusive Supervision												
3	Toxic Unpredictability												
4	Toxic Narcissism												
5	Toxic Authoritarian												
6	Toxic Total												
7	Identity - Prototypical												
8	Identity - Advancement												
9	Identity - Entrepreneurship												
10	Identity-Impresarioship												
11	Identity - Total												
12	Destructive Leadership - Tyrannical												
13	Destructive Leadership - Lazy	0.89											
14	Destructive Leadership - Overly Emotional	0.68**	0.94										

Table 4 (cont.). Correlation Matrix

#	Variable												
15	Destructive Leadership - Carelessness	0.82**	0.70**	0.80									
16	Destructive Leadership - Total	0.85**	0.93**	0.85**	0.97								
17	Agreeableness	-0.27**	-0.21**	-0.27**	-0.27**	0.87							
18	Conscientiousness	-0.23**	-0.25**	-0.26**	-0.28**	0.41**	0'.83						
19	Emotional Stability	-0.23**	-0.37**	-0.22**	-0.34**	0.27**	0.46**	0'.92					
20	Openness	-0.04	-0.10	-0.03	-0.08	0.50**	0.35**	0.27**	0.81				
21	Extraversion	0.03	0.14*	0.00	0.09	0.33**	0.21**	0.38**	0.33**	0.92			
22	Gendera	0.13*	0.17**	0.10	0.12*	-0.15*	-0.08	0.04	-0.08	0.07	N/A		
23	Age	-0.21**	-0.33**	-0.19**	-0.29**	0.10	0.17**	0.21**	0.14*	-0.07	-0.21**	N/A	
24	Raceb	-0.11	-0.28**	-0.15*	-0.22**	0.13*	0.10	0.06	0.04	-0.09	-0.10	0.24**	N/A
	M	2.87	2.36	3.09	2.68	3.71	3.81	3.37	3.68	2.65	0.71	33.64	0.64
	SD	1.34	1.28	1.44	1.19	0.79	0.71	1.02	0.69	1.00	0.46	8.85	0.48

Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Cronbach's alpha coefficients are shown in italics along the diagonal

[a] Male = 1

[b] White = 1

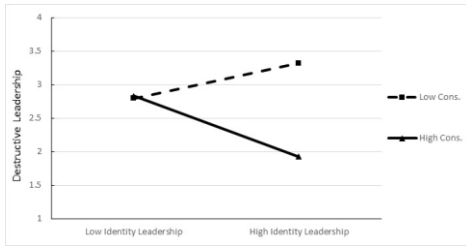*[c] Personality & Identity Leadership Interaction*

Source: Compiled by the authors
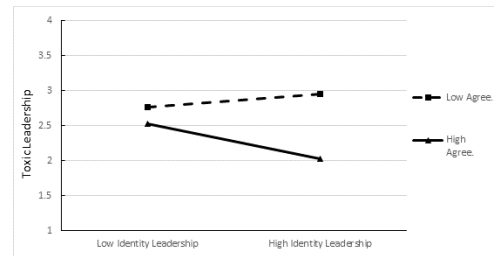
Destructive Leadeship – Interaction Plots

Consciousiousness

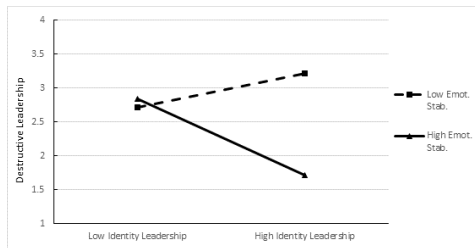**Toxic Leadership – Interaction Plots**
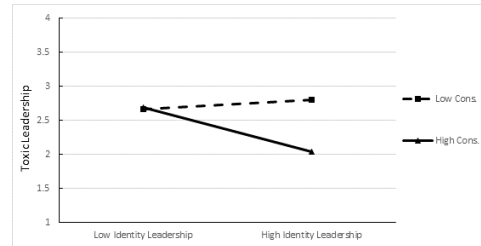
Conscientiousness

Agreeableness
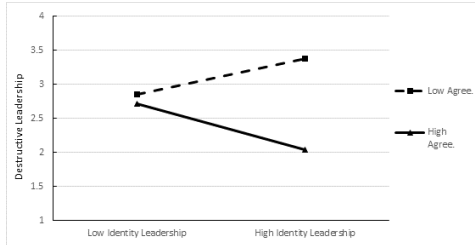
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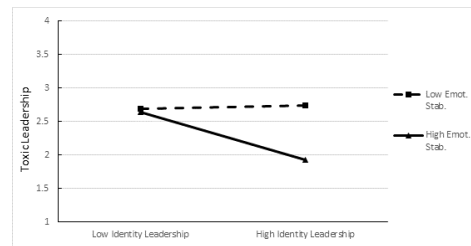
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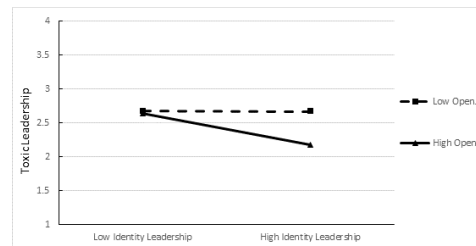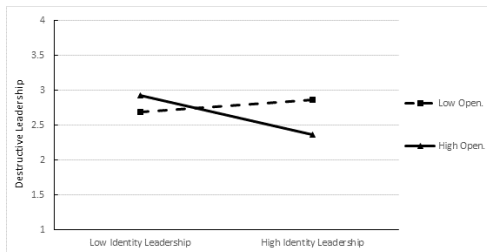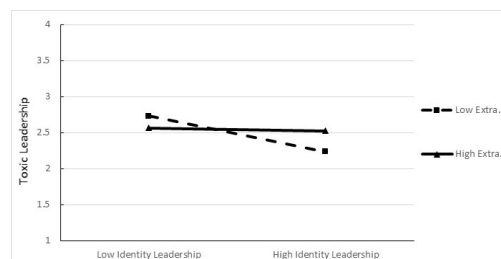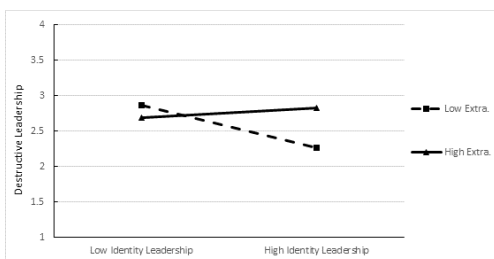

Extraversion

Source: Compiled by the authors