Employees Working Psychology from the Dark Triad Personality Traits

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Abstract

The performance of Turkish employees in private sector businesses is problematic. Personality determines the work behavior and organizational performance of these individuals. The objective of this research is to examine the influence of the dark triad personality traits (Machiavellianism, narcissism, and psychopathy) on the working behavior of employees. In addition, this study investigates the moderating effect of emotional intelligence on the relationship

between Machiavellianism and employee work behavior. In addition, this study investigates the moderating effect of perceived behavior on the relationship between psychopathy and the working behavior of employees. The replies of 505 Turkish employees of private sector organizations are collected. The findings indicate that the influence of dark triad personality on employee work performance is significant, with emotional intelligence and perceived behavior playing a moderating role. This research model significantly contributes to our understanding of dark triad personality and employee work behavior. Based on the relationship developed by this research within the body of literature, the study has important theoretical implications. In addition, the practical implications of this research for enhancing the working behavior of dark triad personality employees with emotional intelligence and perceived behavior are remarkable. The limitations of this research are highlighted, along with potential future directions, to provide scholars with a path forward for their research contribution.

Keywords: Employees working psychology, employee behavior, emotional intelligence, perceived behavior, dark triad personality.

1. Introduction

There are numerous active firms in the Turkish region, many of which are recently created and contributing to economic sustainability. These firms' operation relies on personnel, constituting a substantial portion of every corporation (Cohen & Özsoy, 2021). The upper management is responsible for enhancing the employees' work performance (Schade, Voracek, & Tran, 2021). Meanwhile, employees are viewed as the essential stakeholder in society, and it is expected that their performance should be enhanced constructively (Ying & Cohen, 2018). Employees with a positive outlook and outlook on their work are innovating to improve their performance since they believe that their reasonable performance can support their improved output. In the meantime, there are also employees with a negative attitude toward their work, whose intention to leave is adversely affected by their work performance (Syed, Raja, & Naseer, 2022). Employees' work performance can be enhanced through the availability of possibilities for improved work (Mahmood et al., 2021). It has become essential for Turkish firms to enhance their employees' productivity. Meanwhile, many firms are selecting employees based on their personality qualities, as these traits substantially impact employee performance (Schade et al., 2021). Negative personality employees are not offered employment (Karim, 2022).

The unfavorable work conduct of the employees has become a hindrance to business performance (Cohen, 2016). Employees actively interested in organizational politics do not contribute to the organization's productivity. This employee's behavior has shifted from working to knowledge concealment due to their involvement in organizational politics (Akhlaghimofrad & Farmanesh, 2021). Multinational firms with personnel from many parts of the globe have serious employee performance issues since many employees engage in unproductive organizational politics (Shi, Lu, & Du, 2022). The employees of Turkish organizations are either increasing or decreasing their organization's performance since, based on their performance, effective actions can be implemented to increase their productivity (Rodrigues et al., 2019). In the meantime, the industrial management in the Turkish regain is also involved in employee conduct issues (Miao, Humphrey, & Qian, 2018). There are numerous causes for this conduct, and some individuals who are not skilled at working are not provided with the resources necessary to improve their performance. Tian et al. (2021) showed that the organizational working behavior of employees could be collectively improved if the proper actions were implemented for individuals with dark triad personalities. Schade et al. (2021) state that personnel with dark triad personalities challenge the organization's functioning.

Indeed, the corpus of knowledge contains research that discusses various facets of the dark triad personality and its relationship with employees. According to the findings, the dark triad personality of employees causes them to conceal vital facts during teamwork. In addition, Cohen (2016) asserted that the dark triad personality of employees diminishes the quality of their relationships with other firm employees. In the meantime, Elsawy et al. (2022) stated that the dark triad personality of employees is unsuitable for the organization's sustainable operation since it affects employee performance. Also, Palmer, Holmes Jr, and Perrewé (2020) reported that the dark triad personality of employees is a negative psychology that negatively affects employee performance when large tasks are assigned. According to Furtner, Furtner, Maran, and Rauthmann (2017), the dark triad personality of employees is crucial to their success, even in the healthcare industry, because employees should not conceal vital information from one another. Moreover, Syed et al. (2022) said that the dark

triad personality of employees does not amuse consumers since they want the firm to produce superior results. In addition, Szabó et al. (2018) concluded that the dark triad personality of employees is not suitable for large enterprises because this personality feature hinders the organization's manufacturing performance.

The study revealed a large vacuum in the literature about the relationship between workers' workplace conduct and dark triad personality. Based on this research gap, the study's theoretical model is constructed to provide substantial discoveries to the literature. This research aims to examine the influence of the dark triad personality traits (Machiavellianism, narcissism, and psychopathy) on the working behavior of workers. In addition, this study analyzes the moderating effect of emotional intelligence on the relationship between Machiavellianism and employee work behavior. In addition, this study analyzes the moderating effect of perceived behavior on the relationship between psychopathy and the working behavior of workers. This study's model is based on an original concept that has not previously been examined in the literature. In addition, this research's model substantially contributes to our understanding of dark triad personality and employee work behavior. Based on the relationship discovered by this research within the body of literature, the study has important theoretical implications. In addition, the practical implications of this research for enhancing the working behavior of dark triad-type personnel with emotional intelligence and perceived behavior are outstanding. Finally, this research's limitations and future directions are outlined to provide scholars with a path forward for their research contribution.

2. Review Of Literature

2.1 Dark Triad Personality

The dark triad personality comprises three dimensions: Machiavellianism, narcissism, and psychopathy (Szabó et al., 2018). Those who adhere to Machiavellianism are crafty and have no regard for morality; they only seek their benefit. Similarly, individuals with narcissistic working behavior are ignorant and do not have positive feelings toward their coworkers. Lastly, psychopaths are impolite

and devoid of any emotions in their working behavior based on their observations and evaluations. These characteristics are frequently observed among various members of society. Due to their working behavior, people with dark triad personalities are typically viewed as ignorant and unimportant. However, these personality traits are viewed as a negative reflection of society. As a result, organizations avoid recruiting individuals with these negative characteristics, as they believe it may affect the work behavior of other employees.

2.2   *Employees Working Behavior*

The working behavior of employees in any organization reflects their system of operation. Indeed, any organization's employees represent various cultures and values influencing their workplace conduct. Performance is crucial for employees who exhibit positive behavior at work because they do not consider any obstacles to their work. Likewise, these employees are open to collaborating with anyone without prejudice. Furthermore, the performance of employees who exhibit negative work behavior in organizations is less entertaining because they do not wish to work in teams. Organizational politics and knowledge concealment are also crucial factors influencing workplace conduct. Additionally, employees are expected to have a positive attitude toward their work, as employees with a negative attitude are not welcome in their organization for teamwork.

2.3   *Perceived Behavior*

Perceived behavior is the employees' perception of their work. Employees with a positive attitude toward their work are highly motivated to complete their tasks in the best possible manner. Similarly, the performance of employees who take a less subjective approach to their work is significantly superior to that of others. Indeed, employees' perception of the workplace is normal, but they must be motivated critically to fulfill their responsibilities for a better working approach. The employees' behavior motivates their work because if they lack good behavior, it would be useless for them to achieve greater job satisfaction. Because the behavior of employees changed in response to this environment, many organizations are working to improve

employee conduct in the workplace. Less attention paid to employees may result in negative work behavior, which is detrimental to the long-term viability of an organization with a diverse workforce.

2.4   *Emotional Intelligence*

Emotional intelligence reflects the emotional health of any organization's employees who are not engaged in negative values. Indeed, people with emotional intelligence have strong justifications for their actions because they engage in critical thought before taking action. In addition, employees with emotional intelligence are required to work more effectively because their improved working style can help them advance in their learning and performance. Furthermore, employees whose judgment is sound and can adapt their perception and behavior to the circumstances are more productive in their organizational performance. Employees with emotional intelligence are diligent workers who think more clearly and work more efficiently. Employees' emotional intelligence enables them to reconsider their working behavior and focus on it appropriately to improve their work performance.

2.5   *Hypotheses Development*

Cohen (2016) concluded that the working styles of employees with Machiavellianism psychology differ from those with strong minds and reasoning. According to Elsawy et al. (2022), Machiavellian employees are intelligent and disrupt the working behavior of the organization's other employees. Similarly, Palmer et al. (2020) reported that employees' dark triad personality and Machiavellianism impact their organizational perception, which alters their working behavior within the organization. Furthermore, Furtner et al. (2017) concluded that employees' work performance is affected by their thinking and personality. Indeed, Furtner et al. (2017) demonstrated that the dark triad personality of employees is detrimental to the organization and that Machiavellianism is not an acceptable strategy for improving organizational working performance.

Moreover, Syed et al. (2022) reported that the Machiavellianism of employees isolates them within the organization and makes it uncomfortable for other employees

to collaborate with them. According to Szabó et al. (2018), employees should concentrate on their thinking because negative behavior and attitude can result in poor work performance. In addition, Schade et al. (2021) emphasized that employees with dark triad personalities should be highly motivated for their work performance to improve their organizational output.

Hypothesis 1: Machiavellianism has an impact on employees' working behavior.

According to Karim (2022), people with narcissistic personalities are not productive at work since they are impolite to their coworkers. Schade et al. (2021) observed that the narcissistic approach of employees makes them somewhat pessimistic in their work and unconcerned with management's priorities. In addition, Szabó et al. (2018) emphasized that narcissistic individuals' unfavorable perceptions and behavior should not be accepted in the workplace since it deviates from organizational performance. Furthermore, firms must demand their staff work more effectively to improve their performance and learning (Baloch et al., 2017). Ying and Cohen (2018) stated that efficient management of people at work could give them more significant opportunities and enable them to avoid ignorant teamwork behavior. LeBreton, Shiverdecker, and Grimaldi (2018) observed that employees with dark triad personalities are not produced until they are motivated to improve their performance by the organization's management. In a similar vein, Cohen and Özsoy (2021) observed that the narcissistic approach of employees makes them stand out in the workplace, and their coworkers are often uncomfortable working with them.

Hypothesis 2: Narcissism has an impact on employees' working behavior.

Choi (2019) found that individuals with psychological issues are less effective at work because they are not mentally healthy. Serenko and Choo (2020) determined that the psychopathic attitude of employees makes them less fit, and their performance in the organization is not commensurate with the performance of other employees. The study by Shah et al. (2020) indicated that employees with psychopathic attitudes are required to conduct their intended behaviors more effectively and avoid any negative influences on their learning and work performance. In addition, Baloch et al. (2017) observed that the psychopathic conduct of employees

affects their organizational success. In addition, Schade et al. (2021) observed that individuals with less productive behavior and a disrespectful attitude toward others are not accepted in firms.

Meanwhile, Karim (2022) indicated that individuals with a bad approach to teamwork should not be considered for employment in firms owing to their poor attitude and behavior, which negatively impacts their work performance. Moreover, LeBreton et al. (2018) emphasized that the top management should be comfortable with psychopathic personnel and consistently urge them to achieve an acceptable level of work performance. Ying and Cohen (2018) revealed that the working behavior of psychopathic employees could be improved if they are motivated and work in a team.

Hypothesis 3: Psychopathy has an impact on employees' working behavior.

Emotional intelligence is the most suitable strategy for working within an organization's culture. According to Akhlaghimofrad and Farmanesh (2021), employees with emotional intelligence engage in fewer negative workplace behaviors and strive to improve their performance. According to Shi et al. (2022), employees' emotional intelligence improves their performance at work because they have a more optimistic outlook. Moreover, Miao et al. (2018) reported that when employees are highly motivated to perform productively, their working behavior and organizational performance are enhanced. Jeong and Seo (2018) concluded that employees' organizational performance is necessary for their improved learning and performance because employees with low intelligence do not improve their work reasonably. According to Tian et al. (2021), employees with a negative working attitude motivated to perform well can be better learners. Their performance can be enhanced effectively if they are motivated to perform well. Schade et al. (2021) reported that the emotional intelligence of top management assists lower management and other employees in enhancing the quality of their work. Moreover, according to these studies, negative-thinking employees can be found in every large organization, and the top management should motivate these employees to improve their work performance.

Hypothesis 4: Emotional intelligence moderates the relationship between Machiavellianism and employees' working behavior.

According to Szabó et al. (2018), competent management improves both the organizational performance and the performance of the employees. Indeed, management plays a crucial role in the organizational performance of employees in any firm (Baloch et al., 2017). Moreover, LeBreton et al. (2018) stated that the managers' job is to motivate the employees to improve their working approach if they notice the dark triad personality in their employees. Similarly, Miao et al. (2018) revealed that employees who are less effective on the job are expected to attend additional workshops for training. Marinova, Cao, and Park (2019) concluded that the employees' perceived behavior enables them to think critically while working in any firm. Jehanzeb (2020) said that employees must be trained for their better-perceived conduct since, based on these behavioral features, their reasoning would be more discerning, and their organizational performance would be enhanced. The motivation of employees is vital and should be applied practically to enhance their market understanding and organizational effectiveness (Zonghua et al., 2022). In the meantime, Purwanto (2020) emphasized that personnel with psychopathic conduct and attitude require additional encouragement from upper management to execute structured work. This study's Figure 1 provides a visual representation of the derived hypotheses.

Hypothesis 5: Perceived behavior moderates the relationship between psychopathy and employees' working behavior.
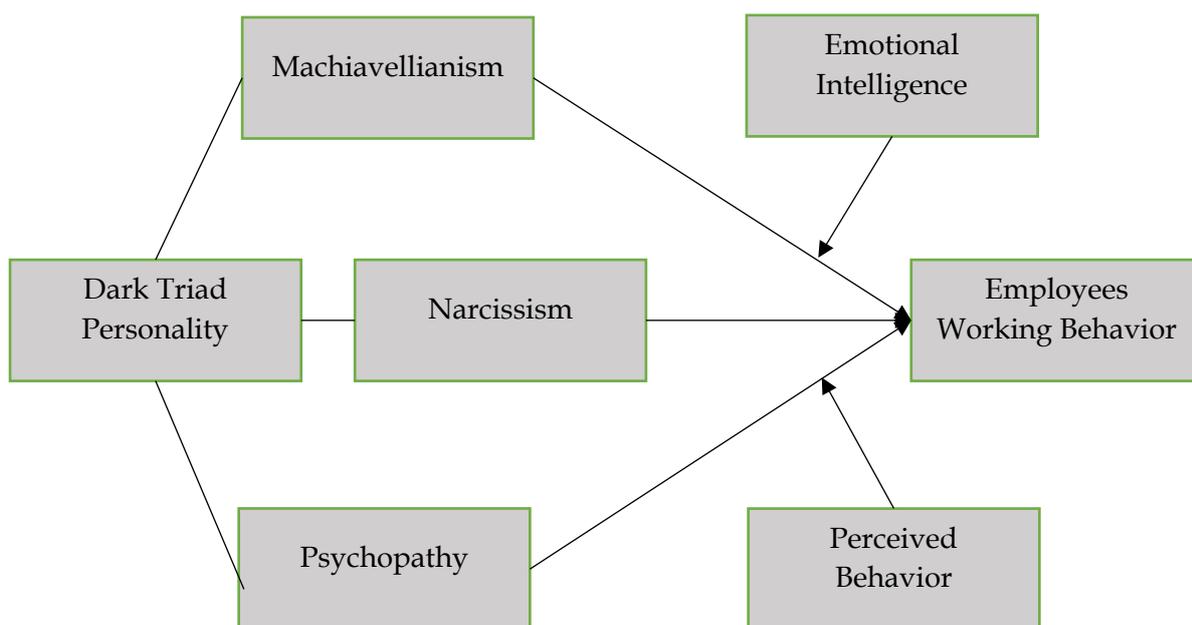

Figure 1. Theoretical Model

3. Methodology

3.1   Measurement

This research is centered on the employee's working behavior in consideration of the dark triad personality; thus, the target audience for this study consists of employees of various Turkish firms. The employees of private sector organizations are the focus of this study. For data collection, the study utilized a seven-point Likert scale questionnaire. Earlier research on employee behavior also collected data from primary sources. In this manner, a questionnaire was produced by adopting the "measuring scale" from past studies that developed these scale items with great scrutiny. However, the "reliability and validity" of the scale items are deemed essential because they must be established before data collection. The source studies were evaluated, and factor loadings and Cronbach's Alpha were used to assess "reliability and validity." For the validity of a scale item, "factor loadings > 0.60" and "Cronbach's Alpha > 0.70" are evaluated.

In this model, the researchers confirmed the "validity." They updated the scale for Machiavellianism from the study by Jones and Paulhus (2014) to determine the direct effect of Machiavellianism on employee work behavior. In addition, this study used the narcissism scale developed by Jones and Paulhus (2014) to investigate the direct influence of narcissism on the working behavior of employees in this model. This study also adopted the psychopathy scale developed by Jones and Paulhus (2014) to investigate the direct influence of psychopathy on the working behavior of employees in this model. In addition, this study adopted the scale for workers' working behavior from Szostek (2017) to assess the function of employees' working behavior in this model about other factors. This study also adopted the emotional intelligence measure developed by Akhlaghimofrad and Farmanesh (2021) to assess the moderating effect of emotional intelligence on the relationship between Machiavellianism and workers' working behavior. This study updated the scale for perceived behavior from Szostek (2017) to examine the moderating effect of perceived behavior between psychopathy and the working conduct of workers. The modified items are shown in Table 1.

Table 1. Scale Items

Variables	Scale Items
Machiavellianism	"It's not wise to tell your secrets.
	Most people who get ahead in the world lead clean moral lives.
	Generally speaking, people won't work hard unless they have to.
	There's a sucker born every minute.
	Most people are good and kind.
	It's better to be honest than to be successful.
	Whatever it takes, you must get the essential people on your side.
	Avoid direct conflict with others because they may be helpful in the future.
	It's wise to keep track of information you can use against people later.
	There are things you should hide from other people to preserve your reputation.
	It would help if you waited for the right time to get back at people.
	Make sure your plans benefit you, not others.
	Most people deserve respect."
Narcissism	"People see me as a natural leader.
	I hate being the center of attention.
	I am an average person.
	I get bored hanging around with ordinary people.
	Many group activities tend to be dull without me.
	I know that I am special because everyone keeps telling me so.
	People often think my stories are boring.
	Those with talent and good looks should not hide them.
	I like to get acquainted with important people.
	I feel embarrassed if someone compliments me.
	I insist on getting the respect that I deserve.
	I have been compared to famous people.
	I am likely to show off if I get the chance."
Psychopathy	"I like to get revenge on authorities.
	I avoid dangerous situations.
	I am a thrill seeker.
	Payback needs to be quick and nasty.
	People often say I'm out of control.
	My family is proud of everything I do.
	You have to grab things while the opportunity is there.

Variables	Scale Items
	I can indeed be nasty.
	I get angry if someone turns down having sex with me.
	I hate movies where they show blood and guts.
	People who mess with me always regret it.
	I have never gotten into trouble with the law.
	I'll say anything to get what I want.
	I'm constantly feeling guilty.
	I like to pick on losers."
Emotional Intelligence	"I have a good sense of why I have certain feelings most of the time.
	I have a good understanding of my own emotions.
	I understand what I feel.
	I always know whether or not I am happy.
	I can control my temper and handle difficulties rationally.
	I am quite capable of controlling my own emotions.
	I can always calm down quickly when I am very angry.
	I have good control of my own emotions."
Perceived Behavior	"I am receiving positive feedback about my performance from all quarters.
	I am offered opportunities for further education by my employer.
	I have enough responsibilities at the job.
	I am fully backed by management in my work.
	I am in a job that offers me the chance to learn new skills.
	I am most happy when I am at work.
	I am dedicated to my work.
	I am in a position to do most work which I like."
Employees Working Behavior	"I started or continued a gossip that was destructive or detrimental to somebody at work.
	I ignored someone at work.
	I blamed someone at work for my own mistakes.
	I insulted someone verbally at work.
	I looked at somebody's private message/property at work without consent.
	I hit or pushed someone at work.
	I did my work incorrectly on purpose.
	I worked slowly on purpose when something had to be done.
	I did not act following instructions on purpose."

3.2   *Data Collection Procedure and Analysis Method*

This study used a "simple random sample methodology" to collect data from respondents since this method is appropriate when the "research population" is known. In addition, the researchers physically collected data by visiting public sector organizations in Istanbul. Respondents are provided information about the study so they may comprehend the goal of the research. Second, they are surveyed with a questionnaire to obtain relevant data for the study. In this regard, 700 questionnaires were distributed to employees of private sector businesses to collect data for this study. These employees' response was satisfactory because they were eager to engage in the survey. However, only 509 surveys were completed and returned by respondents. The researchers examined the responses, and the ultimate sample size for this study was 505 responses. The respondents' efforts and participation in this survey were acknowledged. In addition, they were assured that their personal information would not be exposed. This research employed "Smart PLS 3.0's" "measurement model" and "structural model" for data analysis. Furthermore, these findings were used to establish the acceptance or rejection of the hypotheses developed for this study.

4.   Findings and Results

The study initially determined the normality of the collected data. It takes into account "Kurtosis and Skewness" values. Field (2013) states that "skewness is a measure of symmetry, or more precisely the lack of symmetry, and kurtosis is a measure of whether the data have heavy or light tails relative to a normal distribution." In addition, "a general guideline for skewness states that if the number is greater than +1 or less than –1, this indicates a significantly skewed distribution, and for kurtosis if the number is greater than +1, the distribution is too peaked." The findings demonstrate the study's statistics are normal.

The "measuring model" computations have been determined using the "PLS Algorithm" technique. The study also examined the "reliability and validity" of the items based on "Cronbach's alpha > 0.70, factor loadings > 0.60, composite reliability (CR) > 0.70, and average variance extracted (AVE) > 0.50." Hair et al. (2007) suggest

these cutoffs for the significant validity of the items and results utilized in any study. Table 2's results demonstrate that the study's "reliability and validity" are substantial. Figure 2 of the study is a visual representation of the measuring model.
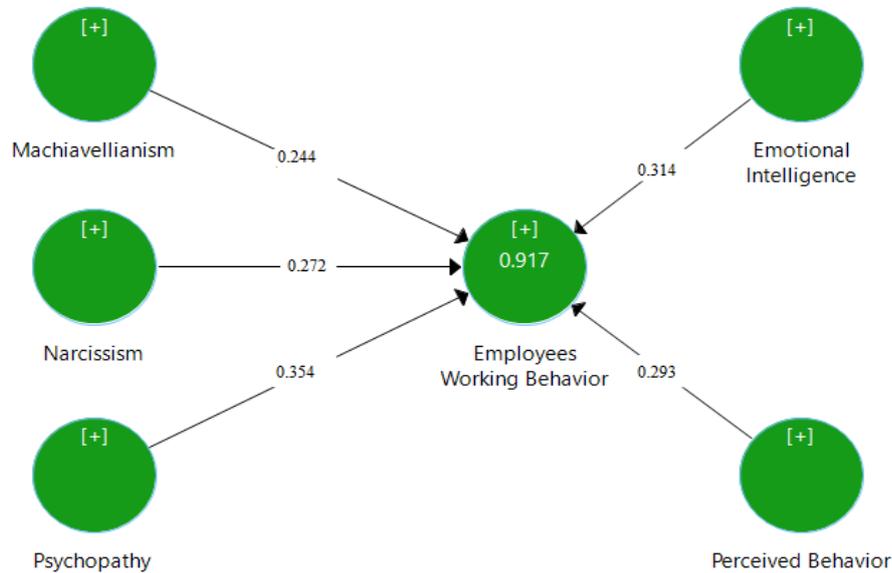

Figure 2. Measurement Model

Table 2. Reliability and Validity

Variables	Items	Loadings	α	CR	AVE
Emotional Intelligence	EI1	0.886	0.971	0.975	0.829
	EI2	0.929			
	EI3	0.923			
	EI4	0.909			
	EI5	0.912			
	EI6	0.921			
	EI7	0.908			
	EI8	0.896			
Employees Working Behavior	EWB1	0.901	0.971	0.975	0.812
	EWB2	0.89			
	EWB3	0.885			
	EWB4	0.917			
	EWB5	0.9			
	EWB6	0.903			
	EWB7	0.928			
	EWB8	0.891			
	EWB9	0.893			
Machiavellianism	MAC1	0.874	0.977	0.979	0.781
	MAC2	0.879			
	MAC3	0.885			
	MAC4	0.879			

Variables	Items	Loadings	α	CR	AVE
	MAC5	0.88			
	MAC6	0.892			
	MAC7	0.874			
	MAC8	0.886			
	MAC9	0.891			
	MAC10	0.911			
	MAC11	0.897			
	MAC12	0.861			
	MAC13	0.877			
Narcissism	NAR1	0.718	0.96	0.965	0.679
	NAR2	0.765			
	NAR3	0.772			
	NAR4	0.768			
	NAR5	0.834			
	NAR6	0.86			
	NAR7	0.846			
	NAR8	0.853			
	NAR9	0.869			
	NAR10	0.869			
	NAR11	0.88			
	NAR12	0.84			
	NAR13	0.82			
Perceived Behavior	PB1	0.658	0.923	0.936	0.651
	PB2	0.651			
	PB3	0.686			
	PB4	0.881			
	PB5	0.915			
	PB6	0.889			
	PB7	0.906			
	PB8	0.885			
Psychopathy	PSY1	0.816	0.966	0.969	0.677
	PSY2	0.82			
	PSY3	0.844			
	PSY4	0.811			
	PSY5	0.821			
	PSY6	0.811			
	PSY7	0.836			
	PSY8	0.85			
	PSY9	0.847			
	PSY10	0.804			
	PSY11	0.813			
	PSY12	0.832			
	PSY13	0.792			
	PSY14	0.837			
	PSY15	0.81			

In addition, "PLS Algorithm" computations were utilized to determine "discriminant validity" in this study. In addition, "discriminant validity examines whether concepts or measurements that are not intended to be connected are unrelated." This study employed the discriminant validity method known as "Heteritrait-Monotrait" (HTMT). In addition, the proposed threshold "HTMT < 0.90" established by Gold, Malhotra, and Segars (2001) is verified using "PLS Algorithm computations." The results of the study in Table 3 indicate that the findings have sufficient 'discriminant validity with regard to HTMT.

Table 3. HTMT

	Emotional Intelligence	Employees Working Behavior	Machiavellianism	Narcissism	Perceived Behavior	Psychopathy
Emotional Intelligence						
Employees Working Behavior	0.493					
Machiavellianism	0.636	0.456				
Narcissism	0.725	0.496	0.864			
Perceived Behavior	0.798	0.444	0.612	0.68		
Psychopathy	0.887	0.52	0.717	0.541	0.77	

Finally, the study determined the findings of different paths developed by this research with the "PLS Bootstrapping" method (available in Figure 3). The research considered the threshold "p < 0.50 and t > 1.90" for acceptance of the hypotheses. The first hypothesis findings are tested "t = 5.545 and p = 0," and the impact of Machiavellianism on employees' working behavior is accepted. Furthermore, the second hypothesis findings are tested "t = 3.675 and p = 0," and the impact of narcissism on employees' working behavior is accepted. Also, the third hypothesis findings are tested "t = 4.657 and p = 0," and the impact of psychopathy on employees' working behavior is accepted. The findings of these tests are available in Table 4.
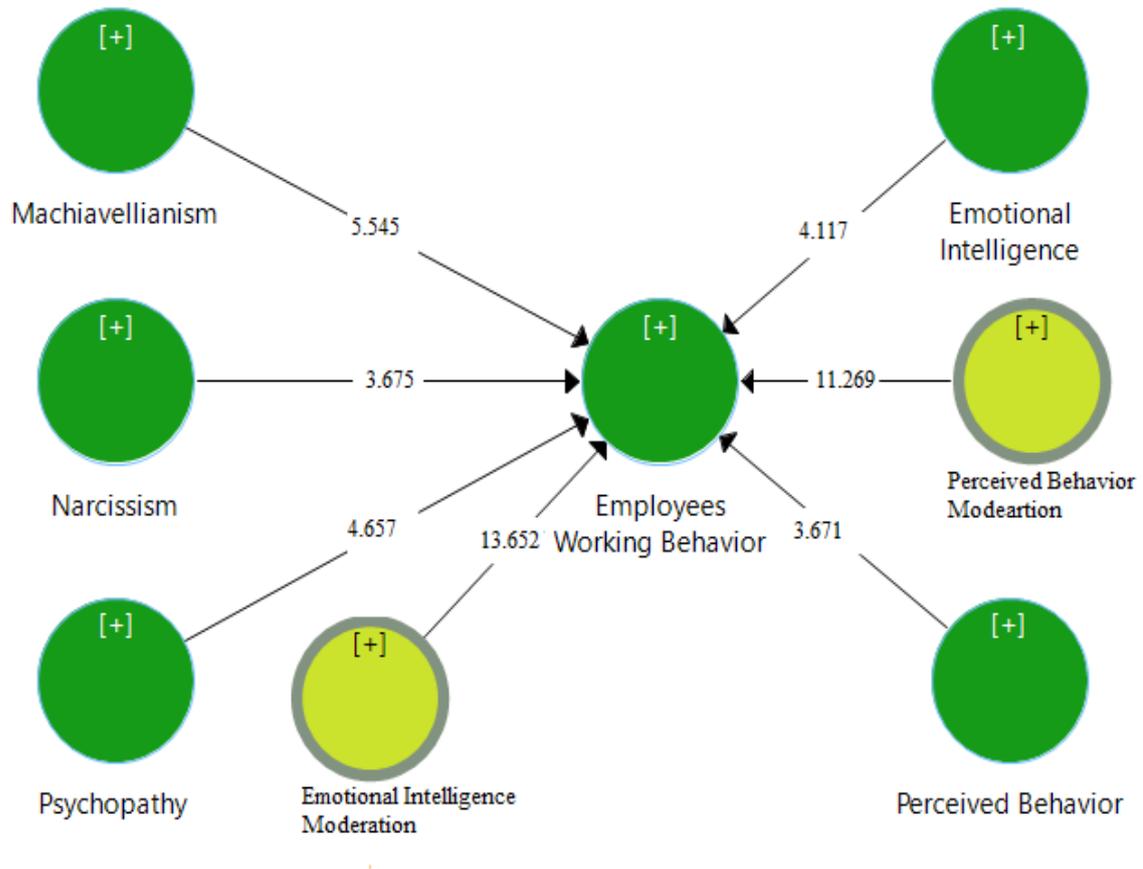
Figure 3. Structural Model

Table 4. Direct and Moderating Hypotheses

No	Direct and Moderating Hypotheses	Original Sample	SD	t	p
1	Machiavellianism -> Employees' Working Behavior	0.244	0.044	5.545	0
2	Narcissism -> Employees' Working Behavior	0.272	0.074	3.675	0
3	Psychopathy -> Employees' Working Behavior	0.354	0.076	4.657	0
4	Moderating Effect 1 -> Employees' Working Behavior	0.314	0.023	13.652	0
5	Moderating Effect 2 -> Employees' Working Behavior	0.293	0.026	11.269	0

Moreover, the fourth hypothesis findings are tested "t = 13.652 and p = 0," and the moderating impact of emotional intelligence between Machiavellianism and employees' working behavior is accepted. In addition, this positive moderating relationship strengthens the relationship between Machiavellianism and employees' working performance (check Figure 4).
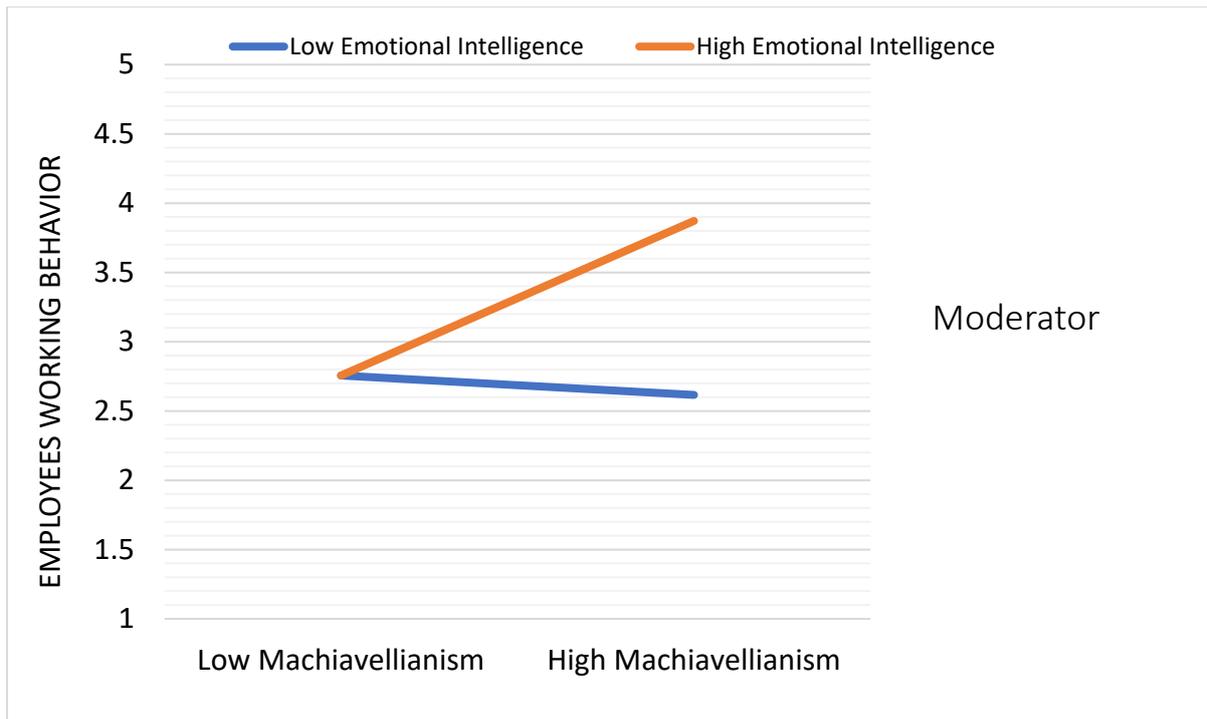
Figure 4. Moderation of Emotional Intelligence

The moderating effect of perceived behavior between psychopathy and workers' working behavior is accepted based on the outcomes of the test of the fifth hypothesis (t = 11.268, p = 0). Moreover, this positive moderating link strengthens the association between psychopathy and employee work performance (check Figure 5).
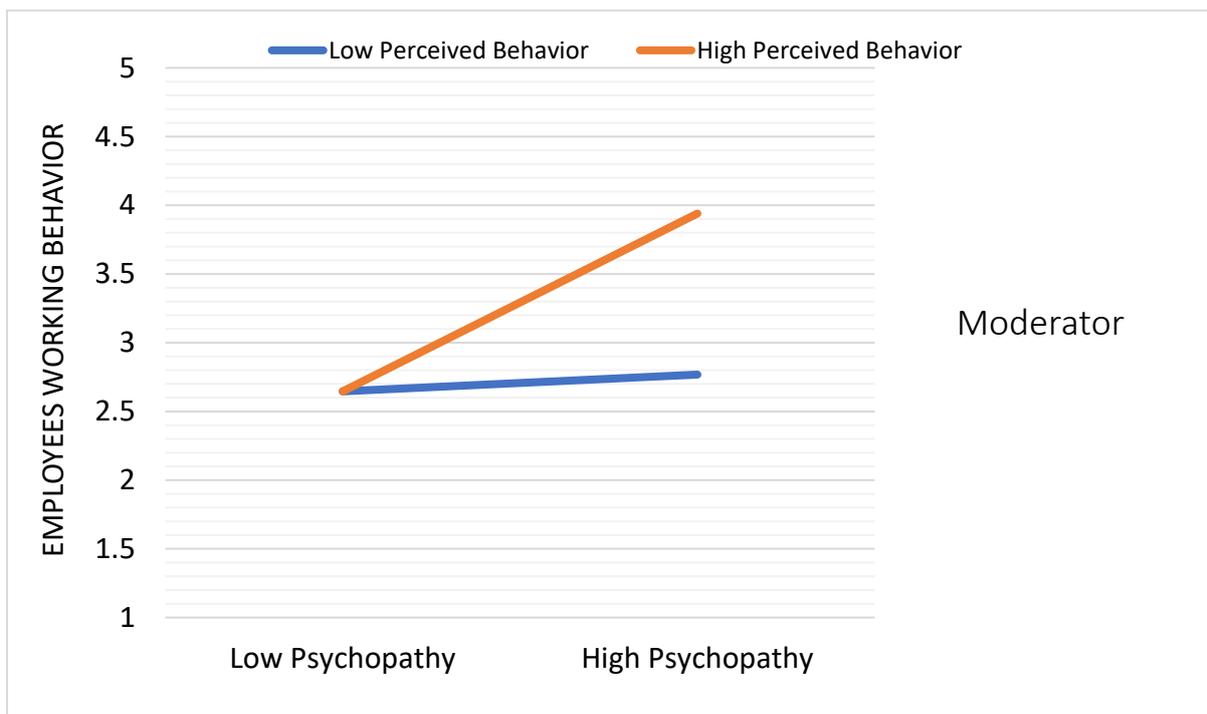

Figure 5. Moderation of Perceived Behavior

5. Discussion

The research findings are noteworthy, and the research model's hypotheses are accepted. Similarly, the conclusions of this study are validated by the findings of previous investigations. The connection between Machiavellianism and employee conduct in the workplace is widely acknowledged. This association is novel, yet it is supported by prior research. Schade et al. (2021) concluded that those with Machiavellianism psychology function differently than those with strong brains and logical reasoning. According to Szabó et al. (2018), Machiavellian personnel are clever and interfere with how other employees of the organization conduct themselves at work.

Similarly, Syed et al. (2022) found that the employees' dark triad personalities, particularly their Machiavellianism, affected how they saw the company and altered their behavior while working there. Moreover, Furtner et al. (2017) indicated that employees' thinking and personality influence their work performance. Palmer et al. (2020) showed that Machiavellianism is unacceptable for an organization's work efficiency to get better results and that the dark triad personality of the workers is detrimental to the organization. In addition, Elsawy et al. (2022) argued that the managers' Machiavellism isolates them from the organization and hinders other employees from feeling at ease working alongside them. Cohen (2016) recommends employees focus on their ideas because bad behavior and attitudes may hinder their business performance. Szabó et al. (2018) further highlighted the requirement for individuals with dark triad personalities to be highly motivated to deliver better service to the organization.

Second, the association between narcissism and the job behavior of employees is widely acknowledged. Indeed, this association is also novel, but it is supported by prior research. Schade et al. (2021) believe that individuals with narcissistic personalities are less effective at work because they are disagreeable to coworkers. Because of their selfish conduct, employees tend to be less enthusiastic about their work and do not respect management's opinion, according to Karim's research from (2022). Szabó et al. (2018) underlined further that the organization should not tolerate narcissistic personnel's negative attitudes and behaviors since they result in inconsistent organizational performance.

Additionally, if people want to improve their talents and learn more effectively, they must work more effectively. Baloch et al. (2017) concluded that effective management of employees at work might provide them with more significant opportunities and prevent them from engaging in ineffective cooperation. LeBreton et al. (2018) stated that employees with dark triad personalities are ineffective until the organization's structure motivates them to perform better. Syed et al. (2022) also stated that narcissistic conduct causes people to stand out in the workplace and frequently makes coworkers uncomfortable.

Thirdly, the association between psychopathy and employee conduct in the workplace is widely acknowledged. This association is undoubtedly novel, yet it is supported by prior research. According to the study conducted by Karim in 2022, employees with psychiatric disorders are less productive at work due to their poor mental health. According to Furtner et al. (2017), the employees' psychopathic views make them less fit for the organization, and their performance is inadequate compared to that of the other employees. Baloch et al. (2017) found that employees with narcissistic attitudes must execute their intended actions more efficiently and avoid any negativity that could impede their ability to learn and do their duties. In addition, Schade et al. (2021) discovered that employees' neurotic behavior influences their work performance. In addition, Mahmood et al. (2021) asserted that businesses do not want to hire unprofessional and disagreeable employees. According to Syed et al. (2022), organizations should not hire individuals with a negative attitude and poor behavior that hinders their capacity to work productively in a team. Additionally, Szabó et al. (2018) underlined that top executives should be at ease with psychopathic employees and continually push them to perform better, company-appropriate work. According to Baloch et al. (2017), the working behavior of psychopathic individuals can be altered if they are motivated and encouraged to interact with others.

The outcomes of this study substantiate the moderating relationship between emotional intelligence, Machiavellianism, and the working conduct of employees. This relationship is novel in the literature, yet it is supported by past research. Empathy is regarded as the most effective communication technique in organizational culture. Schade et al. (2021) believe that emotionally intelligent persons engage in fewer poor working practices and instead strive to enhance their performance.

According to Jeong and Seo (2018), the employees' emotional intelligence allows them to perform marginally better since they have a positive outlook on their work.

Additionally, Shi et al. (2022) found that working behavior and organizational performance are enhanced when individuals are highly motivated to accomplish their duties productively. Akhlaghimofrad and Farmanesh (2021) concluded that an employee's organizational performance is vital to their ability to learn and operate better, given that persons with low IQ levels do not continuously improve their work. Rodrigues et al. (2019) argue that when motivated individuals with a poor work ethic are let to function effectively, their performance can be improved. Schade et al. (2021) state that the self-awareness of senior executives lays the way for lower management and other employees to improve their work quality. Moreover, according to the results of the studies mentioned above, every large organization has individuals with a pessimistic view, and senior executives should encourage them to increase their job output.

The outcomes of this study substantiate the moderating association between perceived psychopathy behavior and the working conduct of workers. By its contribution, this relationship is novel in the literature and supported by previous research. According to Petrou et al. (2012), an effective management team boosts corporate performance and employee output. The management of a company has a significant impact on the performance of its employees. In addition, Miao et al. (2018) concluded that managers must motivate their employees to adopt a better working style after senior management identified the dark triad personality in the workforce.

Similarly, LeBreton et al. (2018) asserted that employees who are less effective at their jobs must attend additional training courses. Baloch et al. (2017) concluded that employees in any organization are capable of critical thinking due to how they are perceived to behave. Szabó et al. (2018) argued that employees must be prepared for better-perceived behavior because, as a result of these characteristics, their organizational performance will be improved, and their critical thinking will be sharper. Inspiration of the workforce is essential and should be appropriately implemented to increase employees' understanding and organizational effectiveness in the industry. Shah et al. (2020) emphasized further that management must encourage staff members exhibiting psychopathic behavior and attitude to complete their assigned tasks.

6. Conclusion

The results indicate that the dark triad personality significantly impacts an employee's capacity to perform job obligations, with emotional quotient and perceived conduct serving as moderators. The research model contributes significantly to our knowledge of dark triad personality and workplace behaviors. The study has significant theoretical implications based on the relationship discovered by this research within the body of literature. In addition, the practical applications of this study for enhancing the dark triad personality employees' working behavior with emotional intelligence and perceived behavior are noteworthy. Wellness in workplace therapy is also necessary to ensure that they learn everything more effectively and without obstacles. Individuals should be encouraged to carry out their obligations in a manner that is both effective and advantageous for their future success to improve how others perceive them. Material on mental health should be provided to employees so they are aware of their emotions and can manage them following the demands of their jobs. As a result, employees in these businesses would perform better and strive relentlessly to increase the company's efficiency. To provide researchers with a roadmap for their future research contributions, this study's limitations and potential future directions are mentioned.

7. Implications

7.1 Theoretical Implications

Theoretically, this study discovered links not previously identified in the literature on employees' working behavior. The study introduced the significant impact of Machiavellianism on the working behavior of employees and contributed to our understanding of this relationship. In addition, this study introduced the significant impact of narcissism on the working behavior of employees and contributed to the literature on this relationship. In addition, the study highlighted the significant impact of psychopathy on the working behavior of employees and contributed to the understanding of this link. In addition to these direct links, the

study has contributed two significant moderating relationships to the literature. The research has established and contributed to the role of emotional intelligence as a moderator between Machiavellianism and employee job behavior. Second, the research has established and contributed to the role of perceived behavior as a moderator between psychopathy and the working behavior of employees. These moderating relationships developed in the theoretical model of this research are a substantial contribution to the literature and body of knowledge because earlier studies neglected this relationship. Importantly, these relationships are valid, and scholars can gain a better understanding of them to explore additional literature involving other significant variables necessary to improve the working behavior of employees in any organization.

7.2   *Practical Implications*

Practically, the current study makes significant contributions necessary to improve employees' working behavior in all public and private organizations. Indeed, the study demonstrates that the dark triad personalities significantly impact employees' working behavior. Still, the organization's management can provide better working conditions for the employees. In this regard, it is the management of Turkish organizations' responsibility to develop their employees' emotional intelligence through training and a variety of workshops to ensure that they receive all the pertinent information to change their attitudes toward the positive working of their employees. In addition, the mental therapy of the employees is required to ensure that they learn everything more efficiently and without any obstacles. Employees' perception should be enhanced by placing a premium on perceived behavior, and they should be required to perform their duties efficiently, which could benefit their performance. Employees should be provided with literature on mental health to help them recognize their emotions and regulate them according to the nature of their work. Thus, the performance of the employees in these organizations would be enhanced, and they would work diligently to enhance the organization's performance as well.

8. Limitations and Future Directions

Undoubtedly, this research's model significantly contributes to our understanding of dark triad personality and employee work behavior. Based on the relationship discovered by this research within the body of literature, the study has important theoretical implications. Nonetheless, there are limitations to this study. The limitations of this research are highlighted, along with potential future directions, to present scholars with a path forward for their research contribution. This study's findings are based on data collected exclusively from Turkish private-sector organizations.

Consequently, these limitations should be addressed in future research, and data from public sector organizations should be gathered to validate the findings of this study. In addition, the study has identified the moderating role of emotional intelligence between Machiavellianism and employee work behavior, which is a limitation. Therefore, it is suggested that researchers investigate the moderating effect of emotional intelligence between each dimension of the dark triad personality (Machiavellianism, narcissism, and psychopathy) and employees' work behavior. Similarly, this study has additional limitations because it examined the moderating effect of perceived behavior on the relationship between psychopathy and employees' working behavior. Therefore, it is recommended that researchers determine the moderating effect of perceived behavior between each dimension of dark triad personality and employee work behavior. In light of these future directions, scholars should contribute significant findings and model knowledge.

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