

**DARK TRIAD AND ITS IMPACT ON WORKPLACE ENGAGEMENT, TURNOVER
INTENTIONS, ORGANISATIONAL COMMITMENT USING WORKPLACE PERCEIVED
VICTIMIZATION AND MANAGER – EMPLOYEE TRUST AS MODERATOR**

BY

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ABSTRACT

Dark Triad and its impact on work workplace engagement, turnover intentions, organizational commitment using workplace perceived victimization and manager-employee trust as moderator. Couple of decades ago, the idea of Dark Triad emerged with inclusion of 3 traits namely Machiavellianism, Narcissism, Psychopathy. Although these are undesirable traits, research has found that in certain circumstances these could deliver positive outcomes as well. This study aims to understand the influence of dark triad on subordinates when the dark triad traits are demonstrated by manager. The primary objective of the research is to comprehend the influence of Dark triad on organizational commitment and turn over intentions with work workplace engagement, workplace perceived victimization and manager employee trust as moderator. This study is seen through the lens of the following theories Psychological Contract Theory, Job Demand Resource Theory, Conservation of Resources Theory, and Leader-Member Exchange Theory. The study has deployed Descriptive Statistics, Linear Regression, Structural Equation Modeling (SEM), Confirmatory Factor Analysis (CFA) and Response Surface Method to arrive at the findings.

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CHAPTER I: INTRODUCTION

The Dark Triad is gaining traction in the literature of dark leadership. This dark triad triangle consists of behaviors that serve the leader and is known to disrupt workplace efficient and performance of team members and co-workers. This personality and behavior trait consists of exploitation, sensitivity, and self-centeredness. While these behaviors are present on the whole personality spectrum and not many research studies have shown that exhibiting such extreme behaviors engage into organizational harm, but these types of employees who exhibit dark triad behaviors can be the source for high turnover directly linking it to business loss and change in organizational forces.

Understanding the dark triads and their application in the organizational helps us to predict negative behaviors such as deception, workplace bullying, exploitation and mitigate the same and thereby helps employees to have better mental health, work life balance and improve productivity.

Dark triad in organizational set up is unexplored area into research considering the sensitivity of the subject. This helps in improving recruitment process, enhancing leadership and management practices, promoting healthy working culture, mitigate organizational risk in terms of legal, employer branding, better employee wellbeing, optimizing the team balance and dynamics, and devising conflict resolution strategies. The outcome of this dark triad behavior is multifield.

Employees exhibiting this behavior pose severe risk to the organization. Behaviors like callousness, self-centric approach and creating a toxic work environment for other colleagues. Eventually, this will lead to a decrease in productivity, shared experiences, and culture of collaboration. Having dark triad leadership behavior can be termed as draconian for an organization.

Leaders possessing this behavior can lead their teams into delusion, authoritarian environment, severe sense of control and manipulative tactics to serve one's own selfish interests. Leaders with such behavior tend to classify their vested interests over other employees' welfare. They try to create an environment where fear and intimidation is rife and good ideas and creativity are not encouraged.

These traits have a harmful effect on subordinate's wellness and morale. Having subordinates who exhibit these toxic traits of dark leadership can manipulate organizational outcomes beyond any individual measure. Indulging in office politics, non-compliance and leading to events that promote more harm than good will promote dictatorship and unadhered ethical standards. As a result, high performing talent feels restricted in the organization and looks out for external opportunities leading to business, talent and productivity loss for all stakeholders involved. Many research papers have suggested that in addition to individual and organizational detrimental effects, these behaviors also have an influence on sustainability of the organization. Their brand image, culture, and presence in the outer world are at risk if such behaviors are not addressed internally. Companies face a grave risk of not getting the right talent from the marketplace, higher churn out rate, lower NPS and high exposure to unethical and non-compliant activities.

Overall, the dark leadership or dark triad is a significant and challenging situation for any organization. It not only hampers multiple principles and pillars of an organization's core but also spreads negativity and hostile working environments. The challenge in front of many management professionals is how to make the organization a bustling place of positive energy, leading to increased productivity and optimization. Promoting ethical leadership, creating a positive culture of transparency and ownership, fair and robust hiring, and selection process to drive the culture and providing avenues to hear employee feedback and then loop it in the organization culture would help reduce and further eliminate dark leadership employees.

In the last few decades, Dark Triad has caught the interest of researchers and practitioners. This was formulated by Paulhus, and Williams (2002) and it has been explored extensively by multiple academicians in their seminal work. People who have malignant characteristics of hostility, selfishness and who are exploitative in nature are often admired by people in some culture (Jonason et.al, 2012).

Jones & Figueredo (2013) proposed that Dark Triad comprises of three intersecting yet unique personality characteristics namely Machiavellianism, Narcissism, and Psychopathy. These characteristics have the essence of selfishness, manipulation, and insensitivity in common. Dark triad has negative consequences on people, if they are exposed to individuals who possess these traits. Specifically, under such circumstances where, when there's an opportunity to fulfil their selfish or vested interests, the dark triad leaders can become heroic personalities and saviors for their team members (Hart et.al, 2018)

1.1 Machiavellianism

Machiavellianism refers to strategic manipulation, emotionally insulated and involves exploiting others towards personal gains. Individuals high in Machiavellianism are often strategic and calculating in their interactions with others. They tend to be highly pragmatic, focusing on achieving their goals regardless of the impact on others or ethical considerations. Machiavellianism individuals are skilled at understanding social dynamics and are adept at using persuasion and manipulation to advance their own interests. The trait, Machiavellianism is an indicator of dynamic intelligence (Kowalski et al., 2018). It is a very skilled ability to understand a situation and navigate it to suit their own interests for personal gain. These people who exhibit a high emotion of Machiavellianism do show a keen interest in maintaining their close inner circle and always look out for newer avenues to fulfil their deepest personal desires in a professional setting, coupled with very little tolerance, patience and empathy towards colleagues or other team members.

The extreme side of the spectrum of the Machiavellianism trait is diabolic and swing between collaboration and rivalry between parties depending on which side they choose to be with (Czibor & Bereczkei, 2012). These people like to witness a riff depending on which side is winning, getting recognized and giving it back to place themselves in good thoughts of others and forcefully using mind tactics to make the opponent feel remorse (Austin, Farrelly, Black, & Moore, 2007).

1.2 Narcissism

Moving to the next trait of dark triad, Narcissism. This quality is characterized on assuming an individual is better than anyone else in their circle of influence and they deserve much more because they outplay everyone else and have a higher sense of prerogative. Like Machiavellianism, Narcissism has also been made up of two subparts: magnificence and unguardedness. They are described to be made of these subparts depending on the methods used to deploy and test them (Miller et al., 2011).

Narcissism refers to self-centeredness and self-prioritization. It involves people thinking about their own interests and having a thinking of superiority as compared to other people's opinions and issues. The core part of this personality trait emerges from the same root cause of disregard to others requirement and concentrating on personal gains. As Narcissism basks in the idea of self-fulfillment, this tendency is bound to increase when the participants are asked to think and elaborate about their own accomplishments (Sakellaropoulo & Baldwin, 2007).

Li (2016) researched people displaying such characteristics that think about themselves as the owner, the ruler, or the prime protagonist. In another research, Giacomini et.al (2016) identified a pattern when experimenting on a group of narcissists on a daily frequency. Their results match with another experiment carried out by Piff (2014), who insighted that people having access to wealth were more narcissistic in nature, but when given a situation to ponder upon a more equal and a just society, their narcissistic scores decreased.

1.3 Psychopathy

It is the most demonic trait of all the characteristics of the dark triad. It entails very strong connections with unempathetic behavior, thus resulting in turmoil in personal and professional relationships (Baughman et.al (2012). Instances like bullying to major criminal acts like unethical shoplifting have been characterized under this dark trait (Lyons & Jonason, 2015). Patric et.al (2009) stated that as per the three-pronged model, psychopathy consists of audacity, shrewdness, and bluntness.

The study of the Dark Triad in business environment is critical for recognizing, understanding, and controlling potentially destructive behaviors and traits. This learning helps in creating a healthy, fair, and constructive work culture, eventually contributing to the company's success and sustainability.

1.4 Research Problem

Employee turnover can adversely affect organizational performance. Numerous studies have indicated that if not adequately addressed, employee turnover can significantly impede an organization's productivity (Mohsin, Lengler, and Aguzzoli, 2015). In the event of employee turnover within an organization, the remaining employees may require additional skills. Consequently, organizations experience the challenge of losing skills that are not easily replaceable and incur costs associated with recruitment and maintaining appropriate staffing levels (Ogony, 2017).

Employee turnover intention and organizational commitment are burning issues for most organizations. There are multiple reasons that could lead to these concerns. Dark triads demonstrated by managers towards the employees in the organization set up causes significant issues like workplace bullying, toxic environment, and mental health concerns leading to dip in productivity. Dark triad behavior leads to

workplace perceived victimization, dip in employee workplace engagement, lack of trust between manager and employees. These may lead to employee turnover, lack of organizational commitment, and thereby impact employee performance.

1.5 Purpose of Research

This research seeks to identify any possible correlation between Dark Triad and employee turnover and organization commitment with moderators like perceived victimization, employee workplace engagement and manager-employee trust.

1.6 Significance of Dark Triad Study in organizational context

The research studies on Dark Triad have increased multi-fold and most of the literature is trying to understand personalities that are socially aversive. However, Dark Triad study on the organizational context is rare and has gathered significant attention in the field of business and in organizational set up.

In fact, a few studies have suggested that officials, who were psychopaths, greedy, holding higher positions in the financial organization were responsible for 2008 financial meltdown. (Boddy, 2011). Officials with higher need for status and power (Lee et al., 2013), with increased level of DT are naturally inclined to the occupational domain where they can realize their goals. Dark triad is generally inclined towards materialism rather than ethics or moral values (Lee et al., 2013). Therefore, organizational setup is the right atmosphere to realize these needs.

On contrary to this note, Dark triad could be beneficial under certain circumstances especially when there is high risk involved with large gains. Dark triads individual could be the best bet to tackle this. Judge (2018) deterred researchers against dividing employees into “dark” and “bright” and not to tag dark as bad and bright as good. In the corporate world where the dynamics of workplace politics, career progression, power and status where dark triad can act as moderators.

There have been multiple books written on dark traits like “psychopathic bosses” & “Snakes in suits” (Babiak & Hare, 2006), however as these works lack empirical literature, and hence its even more important to study under organizational context

1.1 Summary of the Significance of Dark Triad study in organizational context

Sl. No	Theme	Impact	Reference
1	Predicting Toxic Leadership Behavior	Leaders with Dark Triad traits may exploit power and foster toxicity.	Boddy, C. R. (2011)
2	Understanding Counterproductive Work Behaviors (CWB)	Dark Triad individuals may engage in sabotage, deceit, and workplace deviance.	Paulhus, D. L., & Williams, K. M. (2002).
3	Identifying Risk in Hiring and Promotions	They may interview well but show unethical behavior after selection.	Spain, S. M., Harms, P., & LeBreton, J. M. (2014).
4	Informing Ethical Decision-Making Frameworks	They are prone to unethical actions for personal benefit.	Kish-Gephart, J. J., Harrison, D. A., & Treviño, L. K. (2010).
5	Enhancing Team Dynamics Awareness	These traits disrupt collaboration via egotism and manipulation.	Babiak, P., & Hare, R. D. (2006).
6	Understanding Organizational Politics	Machiavellians manipulate political dynamics for gain.	Wilson, D. S., Near, D., & Miller, R. R. (1996)
7	Forecasting Burnout and Turnover in Teams	Toxic leadership traits increase emotional exhaustion and attrition.	Mathieu, C., Neumann, C. S., Babiak, P., & Hare, R. D. (2015).
8	Mapping Charisma vs. Competence Trap	Narcissists seem confident but may lack actual skill.	Judge, T. A., LePine, J. A., & Rich, B. L. (2006).
9	Improving Conflict Management Strategies	Dark Triad personalities escalate interpersonal tensions.	Jonason, P. K., & Webster, G. D. (2010).
10	Creating Safer Organizational Cultures	Managing these traits fosters ethics and well-being.	Boddy, C. R. (2015).

Sl. No	Theme	Impact	Reference
11	Insight into Manipulative Negotiation Tactics	Machiavellians use deception in negotiations.	Jonason, P. K., Li, N. P., & Teicher, E. A. (2010).
12	Assessing Leadership Selection Bias	Narcissistic traits are mistakenly rewarded in hiring.	Chamorro-Premuzic, T., & Furnham, A. (2010)..
13	Understanding Influence on Organizational Culture	Leaders with Dark Triad traits cultivate toxic cultures.	Padilla, A., Hogan, R., & Kaiser, R. B. (2007).
14	Linking to Innovation vs. Rule-Breaking	They promote boundary-pushing masked as innovation.	Galperin, B. L., & Burke, R. J. (2006).
15	Exploiting Remote Work Settings	They misuse unsupervised environments for manipulation.	IES Research Brief. (2021).
16	Evaluating Mentorship and Coaching Challenges	Narcissists avoid mentoring, Machiavellians exploit mentees.	Eby, L. T., McManus, S. E., Simon, S. A., & Russell, J. E. (2000)
17	Role in Gendered Power Dynamics	They exploit gender roles in hierarchical systems.	Jonason, P. K., & Davis, M. D. (2018).
18	Association with Cyberbullying	They engage in online aggression at work.	Goodboy, A. K., & Martin, M. M. (2015).
19	Opportunistic Ethics in Sales	They manipulate customers for unethical gains.	Kiazad, K., Restubog, S. L. D., Zagenczyk, T. J., & Bordia, P. (2010).
20	Building Intervention and Risk Programs	These insights inform HR screening and prevention strategies.	LeBreton, J. M., Barksdale, C. M., Robin, J., & James, L. R. (2007)

1.2 Summary of the Significance of Dark Triad study in Indian organizational context

Sl. No	Theme	Impact	Reference
1	High Power Distance Culture	Dark Triad individuals thrive in India's hierarchical culture, where subordinates rarely question authority.	Hofstede, G. (2010).
2	Growing Corporate and Startup Culture	India's high-stress, competitive work environments attract risk-taking, manipulative personalities.	Balasubramanian, S. (2020).
3	Limited HR Psychometric Screening	Lack of validated assessments during hiring increases the risk of selecting Dark Triad individuals.	Pandey, A., & Singh, M. (2016)
4	Culturally Ingrained Tolerance for Aggression or Manipulation	Tactics like 'jugaad' may blur the lines between innovation and manipulation.	Krishnan, R. (2012).
5	Political Behavior in Bureaucracies	Machiavellian employees exploit informal systems in bureaucratic and legacy organizations.	Chatterjee, S. R. (2007).
6	Psychological Safety Is Low	Fear of retaliation discourages reporting of toxic behaviors, empowering narcissistic leaders.	Kumar, R., & Sia, S. K. (2012).
7	Emphasis on Charisma Over Competence	Hiring decisions often favor confidence and connections over actual skills, aiding narcissists.	Agarwal, N. C. (2006)
8	Ethical Norms Are Evolving	Weak or evolving governance structures offer loopholes for manipulative behaviors.	Sengupta, S., & Sinha, A. (2005)
9	Influence of Globalization	Global performance pressures without matching support encourage justification of unethical acts.	Tripathi, R. C. (2010).
10	Hidden Cost to Talent Retention and Morale	Toxic personalities cause disengagement and attrition by undermining fairness and trust.	Sharma, R., & Sharma, R. (2014).

1.7 Hypothesis of the study

Based on the above objective, the following hypothesis may be formulated:

List of Hypothesis: <i>There is a curvilinear relationship between</i>			
Sl. No	Independent variable	Dependent Variable	Moderator by
1	Psychopathy	Affective Organizational Commitment	Manager – Employee trust
2	Psychopathy	Affective Organizational Commitment	Perceived Victimization
3	Psychopathy	Affective Organizational Commitment	Workplace Engagement
4	Psychopathy	Turnover Intentions	Manager – Employee trust
5	Psychopathy	Turnover Intentions	Perceived Victimization
6	Psychopathy	Turnover Intentions	Workplace Engagement
7	Machiavellianism	Affective Organizational Commitment	Manager – Employee trust
8	Machiavellianism	Affective Organizational Commitment	Perceived Victimization
9	Machiavellianism	Affective Organizational Commitment	Workplace Engagement
10	Machiavellianism	Turnover Intentions	Manager – Employee trust
11	Machiavellianism	Turnover Intentions	Perceived Victimization
12	Machiavellianism	Turnover Intentions	Workplace Engagement
13	Narcissism	Affective Organizational Commitment	Manager – Employee trust
14	Narcissism	Affective Organizational Commitment	Perceived Victimization
15	Narcissism	Affective Organizational Commitment	Workplace Engagement
16	Narcissism	Turnover Intentions	Manager – Employee trust
17	Narcissism	Turnover Intentions	Perceived Victimization
18	Narcissism	Turnover Intentions	Workplace Engagement
19	LMX	Affective Organizational Commitment	Manager – Employee trust
20	LMX	Affective Organizational Commitment	Perceived Victimization
21	LMX	Affective Organizational Commitment	Workplace Engagement
22	LMX	Turnover Intentions	Manager – Employee trust
23	LMX	Turnover Intentions	Perceived Victimization
24	LMX	Turnover Intentions	Workplace Engagement

Most of the times dark triad traits are considered as virtue in organizational set up to drive and achieve organizational target. This study could reveal possible correlation between dark triad traits and employee turnover and organizational commitment. This could help the organization take the right decisions.

Chapter II:

LITERATURE REVIEW & THEORETICAL PERSPECTIVES

2.0 THEORETICAL PERSPECTIVES

2.1 Leader Member Exchange theory (LMX)

LMX is an association-based method which entails the working connection with managers and their direct reports (Graen & Uhl-Bien, 1995). This theory has been researched, and the results indicate positive impact on employee morale, overall job gratification, work related performance and professional working behavior in a corporate. In one of the researchers, Breevaart et al. (2015) linked the LMX theory to another theory, called JDR and tried to analyze the relationship between the two in relation to the corporate work arrangement.

There have been studies which indicate behaviors and processes to increase LMX in organizations. Breevaart et al. (2015) stated that LMX is factor of supervisor behavior and demeanor. The supervisors if trained in traits like active communication, clarity of thought, spending time to understand and clarify employee queries and sharing clear opportunities and work-related prospects could help increase LMX. A Supervisor's positive workplace engagement impacted employee's motivation and fulfillment at the workplace (Gutermann et al. (2017)).

Workplace engagement is a key to retaining talent and studies have more emphasized on manager's role in establishing connection, making the employee comfortable and engaged with the organization. Hence, LMX plays an integral role in building key relationships between employees and supervisors (Macey and Schneider, 2008).

The fundamental of LMX theory is leader's behavior and attitude affect the relationship or association between them and in turn impacts organization performance and workplace engagement. Different leaders develop different relationships with their direct reportees (Liden et al., 2006). This association often and majorly determines demeanors and opinions which impacts working relationship between colleagues and their supervisors (Bhal et al., 2009)

LMX theory emphasizes the strength of relationship between supervisors and their direct reports. If these relationships are characterized as high, which entails high loyalty, mutual respect and trust, rich quality relationships or on the other hand, if these are characterized as low, which entails low or no trust, no mutual respect and low loyalty: both have an impact on the organizational and employee performance (Morrow et al., 2005). When the relationship is good and is high on LMX, the reportees get more clarity, direction and support from the supervisor. They also get more recognition and opportunities to advance in their career as the supervisor uses his or her connections to help the employees grow with resources, connections, and influence (Sparrowe and Liden, 1997).

Another important aspect of having a high LMX relationship with their supervisor is emotional safety and wellbeing. The employees feel they can take more risks and move ahead on unconventional paths (Spreitzer et al., 2010). Having an emotional and psychologically safe environment to work in is an important aspect of employee workplace engagement. This trait helps enforce a safe setting atmosphere in which employees can bring their ideas without hesitation, leading them to focus on their professional job without mental disturbances. In many instances, leaders with high LMX often coach and mentor direct reportees (Scandura and Schriesheim, 1994).

Other researchers show that high LMX leaders have an overall positive impact on the individual, both personally and professionally (Bhatnagar 2007). While there is evidence and support of many theories and studies that support LMX and positive workplace engagement of the employee, this relationship is often not tested objectively (Macey, 2009).

LMX is unique as it is based on a mutual relationship between manager and employee (Graen and Cashman, 1975) This relationship determines how the employee performs on the job, his or her demeanor, which determines long term career path and progression in the organization. LMX traces its roots from social exchange theories back in time (Blau, 1964). The quality of the association between the supervisor and the direct reportee impacts the latter's work behaviors, which in turn impacts the outcome of professional working environments like job morale, gratification, role accountability and commitment (Dulebohn et al., 2012).

Supervisors with high LMX often give their employees decision-making processes, safety and empowerment (Keller and Dansereau, 1995). But these outcomes of LMX are generally presumed and accurately objectified. Hence, to understand and measure the job outcomes, the researchers try to gauge the impacts. They take important and regularly analyzed job sources, that is, empowerment, growth opportunities and psychological support and safety from colleagues (Halbesleben, 2010). The supervisor's involvement and workplace engagement are of utmost importance to create high LMX relationships and positively impact employee's job performance.

LMX hypothesis states that the supervisor's self-perception is hampered when the so-called prospects are not met and hence the supervisors reverse this accelerate performance. Studies have shown that leaders with high LMX create a good and conducive environment for people to perform, reduce role ambiguity, and increase chances of success for employees to excel in (Dunegan et al, 2002)

2.2 Job Demand Resource Theory of Work Workplace engagement

In recent decades, it has emerged as a prominent mediating variable (Rich et al., 2010). This has been backed strongly by Job Demand Resource Theory (Bakker and Demerouti, 2007). As per JDR framework, organizational and manager support consists of motivational qualities, which has a potential to enhance employee workplace engagement, which can lead to favorable employee outcomes benefiting the organization. The fundamental premise of JDR theory is that elements of job environment are divided into 2 categories:

- a) Job Demands consists of physical, emotional and social aspects of the job that needs efforts from employees. It could be work related pressure, psychological impact, demanding working conditions etc. Stronger the job demands higher the exhaustion (Bakker,2007)
- b) Job resources refer to those that reduce the work-related demands and ease the efforts of the employees. It can be a relief related to the physical or emotional aspect of the employees

Bakker and Demerouti (2007) in their study supported the fact that employees are well engaged if their resources are blended with challenging tasks. Studies have integrated JDR and LMX to illustrate its relationship with work workplace engagement (Breevaart et at, 2015). Therefore, it's most likely that better

quality of relationship with a supervisor leads to more work engagement, since there is an expectation from the manager for better outcome. The manager is the ideal representative of the company to the employee and imparts job resources to facilitate the requirements of job demands. The context of the job is created by the managers, and its their role that influences behavior of the team (Bhatnagar,2007).

One of the important assumptions of JDR theory is that favorable outcomes are achieved by job resources mediated by workplace engagement. LMX acts as an important element of job resources in this study. JDR indicates, employees who like their job have exhibited fewer turnover intentions (Saks, 2006). The study aims to integrate JDR and LMX into dark triad and understand employee related outcomes.

2.3 Conservation of Resources Theory

This theory is conceptualized by Hobfoll (1989), in which people have an innate desire to inspire, gather, preserve, save and nurture their resources. Managers who are in the position of authority and power are the single most important source of social support to the employees. Halbesleben (2010) in his study found that social support extended by the supervisor is positively related to work workplace engagement. Looking at the LMX from the lens of social exchange theory, strong LMX relationships enhance intrinsic motivation of the employees and thereby lead to higher commitment and better performance.

Epitropaki and Martin (2005) in their research suggested that robust LMX relationship encourages intrinsic and extrinsic rewards to subordinates leading to favorable attitudes towards work. Followers experiencing high standards of LMX demonstrate self-efficacy and optimism at the workplace (Vasudevan, 1993). This was supported by the study by Halbesleben (2010) where it was found that the above-mentioned qualities enhance workplace engagement at work. Social exchange theory explains the correlation between LMX and workplace engagement. Gouldner (1960) SET posits that the positive interaction between manager and subordinates evokes obligation by instigating reciprocation from both the parties.

When the line manager provides opportunities for growth, purposeful tasks, independence, and fair supervision, employees feel obliged to reciprocate the same by displaying increased level of commitment, dedication, going beyond the call of duty (Bhal,2006), creativity (Basu,1997), proficiency (Lee,2007). This has been backed by another study from Macey (2009) where the author has stated that employees pay back what they receive through workplace engagement. Saks (2006) analyzed the literature on work workplace

engagement and found that it has a negative relationship with turnover intention. This has been supported by the study by Halbesleben's (2010) found that turnover intentions had negative correlation with vigor and dedication. Robinsons & Morrison (1995) used SET to establish the correlation between turnover intention and workplace engagement.

2.4 Psychological contract theory

Psychological contract theory explains the reciprocity between employees and managers. The theory encapsulates the benefits that are promised to employees in exchange for their work and efforts (Rousseau, 2000). Employees perform to an extent which is proportionate to the benefits they perceive they are receiving. Managers adhere to the psychological agreements by ensuring the professional and personal needs are met and thereby establishes a sense of obligation in the employees (Macey,2009). Consequently, subordinates are induced to reciprocate this by increasing sense of vigor, dedication, and workplace engagement (Saks, 2006).

2.5 LITERATURE REVIEW

2.6 Introduction of Literature Review

DT is a famously held concept in the seminal works of dark leadership. This dark triad triangle consists of behaviors that serve the leader and is known to disrupt workplace efficiency and performance of team members and co-workers. This personality and behavior trait consists of exploitation, sensitivity, and self-centeredness. While these behaviors are present on the whole personality spectrum and not many research studies have shown that exhibiting such extreme behaviors engage into organizational harm, but these types of employees can be the source for high turnover directly linking it to business loss and change in organizational forces.

The outcome of this dark triad behavior is multifield. Employees exhibiting this behavior pose severe risk to the organization. Behaviors like callousness, self-centric approach and creating a toxic work environment for other colleagues. Eventually, this will lead to a decrease in productivity, shared experiences, and culture of collaboration.

Having dark triad leadership behavior can be termed as draconian for an organization. Leaders possessing this behavior can lead their teams into delusion, authoritarian environment, severe sense of control and manipulative tactics to serve one's own selfish interests. Leaders with such behavior tend to classify their vested interests over other employees' welfare. They try to create an environment where fear and intimidation is rife and good ideas and creativity are not encouraged.

These traits have a deleterious effect on employee satisfaction, morale, and overall job motivation. Having employees who exhibit these toxic traits of dark leadership can manipulate organizational outcomes beyond any individual measure. Indulging in office politics, noncompliance and leading to events that promote more harm than good will promote dictatorship and unadhered ethical standards. As a result, high performing talent feels restricted in the organization and looks out for external opportunities leading to business, talent and productivity loss for all stakeholders involved.

Many research papers have suggested that in addition to individual and organizational detrimental effects, these behaviors also have an impact on long term sustainability of the organization. The brand image, culture, and presence in the outer world are at risk too if such behaviors are not addressed internally.

Companies face a grave risk of not getting the right talent from the marketplace, higher churn out rate, lower NPS and high exposure to unethical and non-compliant activities.

Overall, the dark leadership or dark triad is a significant and challenging situation for any organization. It not only hampers multiple principles and pillars of an organization's core but also spreads negativity and hostile working environments. The challenge in front of many management professionals is how to make the organization a bustling place of positive energy, leading to increased productivity and optimization. Promoting ethical leadership, creating a positive culture of transparency and ownership, fair and robust hiring, and selection process to drive the culture and providing avenues to hear employee feedback and then loop it in the organization culture would help reduce and further eliminate dark leadership employees.

In the last few decades, Dark Triad has caught the interest of researchers and practitioners, its been explored extensively by multiple academicians in their seminal work. People who have malignant characteristics of hostility, selfishness and who are exploitative in nature are often admired by people in some cultures (Jonason et.al, 2012). Jones & Figueredo (2013) proposed that Dark Triad comprises of three intersecting yet unique personality characteristics namely Machiavellianism, Narcissism, and Psychopathy. These characteristics have the essence of selfishness, manipulation, and insensitivity in common.

Dark triad has negative consequences on people, if they are exposed to individuals who possess these traits specifically, under such circumstances where when there's an opportunity to fulfil their selfish or vested interests, the dark triad leaders can become heroic personalities and saviors for their team members (Hart et.al, 2018).

2.7 Machiavellianism

Individuals high in Machiavellianism are often strategic and calculating in their interactions with others. They tend to be highly pragmatic, focusing on achieving their goals regardless of the impact on others or ethical considerations. Machiavellianism individuals are skilled at understanding social dynamics and are adept at using persuasion and manipulation to advance their own interests.

The trait Machiavellianism is an indicator of dynamic intelligence (Kowalski et al., 2018). It is a very skilled ability to understand a situation and navigate it to suit their own interests for personal gain. These people who exhibit a high emotion of Machiavellianism do show a keen interest in maintaining their close inner circle and always look out for newer avenues to fulfil their deepest personal desires in a professional setting, coupled with very little tolerance, patience and empathy towards colleagues or other team members.

The extreme side of the spectrum of the Machiavellianism trait is diabolic and swings between collaboration and rivalry between parties depending on which side they choose to be with (Czibor & Bereczkei, 2012). These people like to witness a riff depending on which side is winning, getting recognized and giving it back to place themselves in good thoughts of others and forcefully using mind tactics to make the opponent feel remorse (Austin, Farrelly, Black, & Moore, 2007).

2.8 Narcissism

Moving to the next trait of dark triad, Narcissism is the quality characterized on assuming an individual is better than anyone else in their circle of influence and they deserve much more because they outplay everyone else and have a higher sense of prerogative. Like Machiavellianism, Narcissism has also been made up of two subparts: magnificence and unguardedness. They are described to be made of these subparts depending on the methods used to deploy and test them (Miller et al., 2011).

Narcissism is all about self-centeredness and self-prioritization. It involves people thinking about their own interests and having a thinking of superiority as compared to other people's opinions and issues. A Narcissistic individual basks in the idea of self-fulfillment. This tendency is bound to increase when the participants are asked to think and elaborate about their own accomplishments (Sakellaropoulo & Baldwin, 2007).

Li (2016) researched that people displaying such characteristics think about themselves as the owner, the ruler, or the prime protagonist. In another research, Giacomini et al (2016) identified a pattern when experimenting on a group of narcissists on a daily frequency. Their results match with another experiment carried out by Piff (2014), who insighted that people having access to wealth were more narcissistic by nature, but when given a situation to ponder upon a more equal and a just society, their narcissistic scores decreased.

2.9 Psychopathy

It is the most demonic trait of all the traits of the dark triad. It entails very strong connections with unempathetic behavior, thus resulting in turmoil in personal and professional relationships. Baughman (2012). Instances like bullying to major criminal acts like unethical shoplifting have been characterized under this dark trait (Lyons & Jonason, 2015). Patrick et al (2009) stated that as per the three-pronged model, psychopathy consists of audacity, shrewdness, and bluntness.

2.10 Summary of Literature Review

The dark triad philosophy has been studied and researched in various domains and behaviors. Different personas, inter and intra professional relationships, fraudulence, concepts like xenophobia, venturousness, tyranny, offence, violation etc. have been explored by variety of dark leadership studies. While the concepts and philosophy of the dark triad is same in psychiatry and psychology, but the clinical trials conducted have referred symptomatic definitions of individuals portraying DT behavior.

Different studies over the years have shown that Machiavellianism and Psychopathy are more closely associated with one another (Muris, Merckelbach, Otgaar, & Meijer, 2017). Finally, Bertl, Pietschnig, Tran, Stieger (2018) separated both above behaviors with Narcissism, hence, in research they called it as the Dark Dyad (Egan et al, 2014) & Rogoza et al, 2018).

Various studies over the years have found significant evidence of the deleterious effects these dark triad behaviors on employees, teams, and organizations in general. Researchers like Voracek (2017) insighted after targeting a large audience to 2000 eligible audience that this style of leadership should be taken in entirety to comprehend its effects and impacts on the populace.

All traits studied together help identify their own set of characteristics and nuances to deepen the understanding of the concept. While Machiavellianism and Psychopathy show a strong correlation, Machiavellianism and Narcissism show the least similarity or correlation among them (Furnham, Richards, & Paulhus, 2013).

We have already touched upon the topic of how Machiavellianism and Psychopathy are like each other, but the underlying principle of what Machiavellianism entails is still confusing to researchers (e.g., Rauthmann, 2013). In a couple of reports, researchers have challenged that Machiavellianism is a subset of Psychopathy varying in degree of intensity and depth (Mealey, 1995). Though less is uncovered about Machiavelli's roots, further research has shown that this trait is not a single dimension, unwavering personality trait but has a complex set of sub parts merged into it. Researchers Christie and Geis (1970) have brought forth two distinctive subparts of Machiavellianism behavior: Conceiving, deceitful tactics and a toxic view of human populace.

Over the years in various research papers, the relation between the three dark traits of leadership varies from one research to another. One of the prime reasons for that is the different questionnaires being used in all the studies (Vize et al., 2018). For instance, in some studies conducted, Machiavellianism, Narcissism and Psychopathy are found to be very low on mutual understanding and acknowledgement suggesting that people who show these traits are cold, rude, and unagreeable (Jakobwitz & Egan, 2006).

Lee & Ashton (2005) in their study found that Machiavellianism and Psychopathy identify themselves as to relate to low acknowledgement. A study from Muris (2017) suggested that all three behaviors were inversely related with acknowledgement however the intensity of Machiavellianism and Psychopathy was much stronger than for Narcissism.

Studies conducted found that, traits in dark triad are linked to lower levels of emotional stability, meaning that these individuals would not exhibit uneasiness, worry or impatience (Muris et al., 2017). The dark trait, Machiavellianism (Muris et al., 2017) and Psychopathy (Jakobwitz & Egan, 2006) were found to be strongly related with emotional stability.

While other studies suggested that peripheral psychopathy had more nuances of neuroticism than the primary psychopathy (Ross, Lutz, & Bailey, 2004). Being ethical and conscientious has been related to career growth and can help explain why peripheral psychopathy the least like Psychopathy is (Judge et.al 1999).

Research conducted and analyzed with over a hundred and fifty different studies (Vize et al., 2018) insighted that two of the traits are closely connected with low acknowledgement and low integrity i.e. Psychopathy and Machiavellianism. Petrides et.al (2011) found out the correlation between emotional quotient and these dark leadership behaviors by using an emotional quotient survey. The findings suggested that self-centeredness was positively correlated with stronger emotional quotient, while Machiavellianism and Psychopathy were positively correlated with lower emotional quotient. These findings also found truth in another study. Jonason (2013) concluded that Psychopathy is reversely associated with empathy and this trend was more aggressive in women than in men. This was again confirmed in other study (Jonason, Lyons, Bethell, & Ross, 2013).

Empathy is broadly categorized into cognitive and affective empathy. Wai and Tiliopoulos (2012) in their study revealed that the traits in dark leadership were negatively correlated to affective empathy but relation with cognitive empathy had to be established. The dark triad of dark leadership has been shown to possess dark emotional quotient that can be used to manipulate organizational outcomes, Furtner, and Rauthmann (2014). In another study, Malesza et.al (2016) analyzed that self-centeredness and psychopathy were directly and strongly related to self-disclosed and corporate setup risk behaviors. When it comes to instinctiveness, there is positive association between Psychopathy and Narcissism to inter and intra instinctiveness, while Machiavellianism was not at all related to either of them (Jones and Paulhus, 2011).

There has been a lot of historical context and literature on dark triad. Recently, researchers were coining another team to be added to the dark triad, that is sadism. Those who have a high intensity of sadism tend to get pleasure or joy by unnecessarily inflicting physical, financial, sexual, or psychological pain on the other person (O'meara et.al 2011). They do so to establish their control over weaker players in the team (p. 523). Does sadism fit in the DT philosophy? (Chabrol et.al (2015)) The researchers analyzed his question and suggested that people who scored higher on DT traits, also had a relevantly higher score on sadism (Mededovic and Petrovic (2015)).

People exhibiting dark triad behavior are drawn to prestige, reputation, and power (Lee et al.,2013). They would try to move into professional environments where these are served. Moreover, they will try to maximize their own measures and income sources at the cost of other weaker people in the organization. These people with dark human traits are attracted to money, capitalism, and consumerism. These behaviors and leaders in an organization impact employee morale, overall job satisfaction, and intrinsic behavior of the employee and have a higher impact on the organization's sustainability and vision.

While it's important to identify these individuals in organizations, (Smith et.al, 2018), it's also imperative to note that bifurcating subordinates into dark and bright, where dark means harmful & bright means altruistic doesn't work. There are multitude of parameters that include but not limited to workplace opportunities, freedom to execute and organizational dynamics to understand the different scenarios that can happen in a workplace.

Though there has been much talk about the dark triad in organizations, proportionately there has been very less research on apathetic personality traits in workplace (Smith & Lilienfeld, 2013). Many studies tend to prioritize employee's perception towards work dynamics, but less focus is on the actual trait in the workplace.

There's another ASA model studied in literature which states that people who are likely to see themselves and align with workplace dynamics and philosophy are likely to stay long term with the organization and less likely to leave and search for external opportunities. When this mindset sets in, the corporate would one day become similar across levels with very few diverse initiatives or ideas or people.

One of the researchers, Dutton (2012) collated an inventory of the most favorable careers and roles that people exhibiting an elevated degree of psychopathy would be involved in. The list consists of top-notch roles like CEOs, salespersons, media persons and lawyers. These roles would be a good match as these people are closer to the power center, thus laying evidence for the ASA model.

One interesting research found that domains where cutthroat competition and aggressiveness are rewarded and expected to possess to move up the vertical hierarchy like in business, law etc. People opting for these domains have low acknowledgement for things, people and processes as compared to people opting for other non-core domains like arts, humanities etc. (Vedel, 2016). This research conducted by Vedel and Thomsen (2017) analyzed the new batch of students opting for various disciplines. It was found that students who had opted for psychology etc. obtained lower scores in the dark triad behaviors as compared to students who had enrolled for business and other domains.

This is fascinating for the fact that these students were newly enrolled in the course and had not yet had any influence on the subject in their personal or professional life, Krick et al. (2016). After these studies, both the researchers concluded that Vedel et al. (2017) individuals who chose business disciplines do not essentially score higher on dark triad parameters because of the discipline, but they already possess these traits inherently and dark triad might just attract them to this profession.

In another student example, Litten, Roberts, Ladyshevsky, Castell, and Kane (2018) analyzed a bunch of students for empathy and psychopathy across various years. The research again proved the similar point that empathy scores were higher, and psychopathy scores were lower in psychology students as compared to business students.

Many studies have proven that organizations demand and need aggressive people having dark trait of Psychopathy (Babiak & Hare, 2006). This study of Psychopathy has become known very recently (Smith, Watts, & Lilienfeld, 2014), while historical context is available in media and other journals rather than academic literature (Smith & Lilienfeld, 2013).

Kevin Dutton has written in his book about the top professionals that psychopaths attract and are interested in working with. Moreover, these roles attract psychopaths and are well paying with performance and business outcomes related to financial gains. On the contrary, Dutton also listed roles which do not require psychopathic individuals or traits, and these were mainly providing support and care for other individuals like nurses, therapists etc.

When we compare all the three behaviors and their interest in professional roles, different interests play a role in all these behavior types (Jonason et.al, 2014). John Holland's career typology of RIASEC model, found below a variety of positive and negative correlations:

- Psychopathy was favorably correlated with pragmatic and resourceful roles,
- Machiavellianism was negatively correlated with creative, civil, and economical career journeys,
- Self-centeredness, on the other hand, was positively correlated for creative, civil, and economical career journeys.

In yet another bunch of research, Kowalski, Vernon, and Schermer (2017) confirmed the results that self-centeredness was related to creative and civil careers. Machiavellianism or Manipulation has a negative relationship with support and care giving careers, whereas, Psychopathy has a positive relation with aggressive careers like business, engineering, sales, finance etc. while a negative relation with support and care giving careers. These results support that people choosing a career in social or arts have a strong trait of self-centeredness as these careers focus on getting validated by huge masses (Dufner et al., 2015)

In many studies, self-centeredness has been related positively to the first image created in any professional setup, (Back et.al, 2010), which leads to a successful conversion post the event. This behavior is very evident and understandable when people have an opportunity to win at any event, they will go the extra mile to indulge in self-appraisal and promotion to the extent that they convert the initiative even if it involves hurting others or lying.

In yet another experiment, Roulin and Bourdage (2017), conducted an interview with students with business studies as electives, who were pursuing three months internship in an organization. They analyzed and reported their conclusion as students who were freshers or had less experience, low in integrity were high in dark triad characteristics were positively related to exhibiting manipulation tactics including pretending to protect their reputation by limiting or deception of their weaknesses.

Some real-life case studies, the researchers gave a hint as to how to identify and navigate with Psychopaths. While many researchers are aware of this topic, it's interesting to see why very less pragmatic literature is present on the dark leadership. Though it's ubiquitous, it's a very sensitive area. Without the primary evidence and research in hand, it's difficult to fully comprehend the Psychopathic nature and labelling

people as Psychopaths without truly understanding their trait might be demeaning (Caponecchia, Sun, & Wyatt, 2012). While there is overall less evidence and literature on psychopaths, research (Babiak et al. 2010) suggests that this trait is generally present in the higher hierarchy of organizations. Studies have confirmed this behavior and existence of these people with high psychopathic traits in higher positions/roles of the organization using Psychopathy revised checklist (PCL-R) (Boddy et al., 2010).

While there have been many studies understandings where these dark triad behaviors are in the organization, there have been limiting research about the specific and preferred leadership/management styles of employees exhibiting these dark triad behaviors in organizations. Westerlaken and Woods (2013) analyzed a cohort of undergraduate students on the relation between management styles and psychopathic leaders. They found that people with high scores of psychopathy had a passive style of management, they like to delegate their work to their delegates, not interfering and lack of guidance in work related matters (Mathieu, Neumann, Babiak, & Hare, 2015).

The impact of Psychopathic leaders doesn't just end with the leadership style, rather it extends to the role, job satisfaction, overall employee productivity and business loss. Subordinates who are managed by psychopathic supervisors are more inclined towards attrition and are less motivated to perform their roles on duty, resulting in decreased efficiencies and productivity (Mathieu & Babiak, 2015).

In a very interesting study in UK with over 300 participants, Clive Boddy (2014) found correlations between dark triad behaviors and overall employee experience. He found that employees who had Psychopathic supervisors had experienced mental harassment including conflicts and workplace bullying. Also, mental health concerns like increased anxiety, anger, frustration, and depression employees had experienced, which indicates that psychopathic supervisors had an inverse relationship with the overall wellbeing of the team. There are also reports on increased absenteeism, decreased job satisfaction and intentional harm being caused to workplace resources and assets. This could also include self-sabotaging behavior of the employees. This behavior or trait can give a counterproductive environment which hampers productivity, creativity, and mental well-being.

There has been couple of studies in the West citing the traits of dark triad and their impact on the performance ratings in the organization. The reactions and impact found by this study are mixed (Babiak et al. (2010)). Toxic supervisors, as seen in studies, have been fast climbing up the ladder and achieved high status of money, fame, promotions, appraisals etc. by showing or fake promoting themselves. Self-promotion or manipulation goes rife to raise the vertical hierarchy in the organization. These are true and real behaviors observed in organizations and these dark leadership individuals accumulate wealth, status, and power in the longer run.

As far as performance of these dark triad leaders is concerned, all the subcomponents of psychopathy that is, affiliative, attitudinal, developmental, and unsocial, all had an inverse correlation with performance as per the data in organizations which indicates that a leader by mere displaying dark triad behaviors in workplace does not move ahead in performance, rather it is the reverse. When checked and verified with the team members and colleagues, again a mixed bag of reactions was witnessed. The team members rated speaking skills, strategic influence and freedom to execute thoughts and initiatives as strongly related to psychopathy scores including its subcomponents. Being an active team player, having good coordination and people skills and high achievements had a negative correlation with psychopathy scores. This is a very insightful study by Babiak, which shares that psychopathic supervisors are good with optics, knowing their way of navigating their superiors leading to positive impression. Creativity and influence are also viewed and correlated positively. They have an advantage of using their vernacular diction to impress and sway others in their favor. However, team members shared their comments that psychopathic supervisors were not good in collaboration and the quality of their work was sub-optimal.

When we try to look the other way round, how the dark triad employees experience their leader's innovation led ratings. They understood that managers rate high manipulation subordinates as low on innovative index while self-centered employees are ranked high on innovative index. (Wisse, et.al, 2015) analyzed 306 manager-subordinate relationships and found the above. Surprisingly, only non-self-centered individuals marked self-centered employees as more creative. One of the reasons cited by the researchers was that self-centered supervisors know the tactics of self-centered employees and do not fall for self-promotion and validation tactics. This results in self-centered individuals thinking they are liberal and innovative, but they were different (Jonason et.al 2017).

Machiavellianism or manipulation in common terms could be circumstance driven. These people might prefer to work in ways and that makes them competitive and more successful in corporate setups. Smith and Webster (2017) did some research and found that people high on the Machiavellianism trait are often overlooked or underestimated in professional settings. As a result, their situation gets activated, and they use political traits and behaviors to manipulate supervisors. This helps them to set up connections to gain personal advantage. These political skills can also be used as a strategic lever to make them move ahead in their career and gain tangible corporate rewards.

People who are low on honesty are high on the reverse. They are aggressive, self-fulfilling and two-faced. Templer (2018) researched this aspect and utilized various competencies in a teamwork setting. There have been various studies to understand how the dark triad philosophy is interrelated to one's career journey. Eisenbarth, Hart, and Sedikides (2018) and (Spurk, Keller, & Hirschi, 2016) conducted a study with over 800 participants early in career employees in Germany.

The researchers were also trying to understand whether tangible success is impacted, or it can also bring in softer aspects of a successful career. They recommended self-centeredness has a strong and positive correlation with higher salary increases and Manipulation on the other hand has a stronger correlation with overall job satisfaction and role in the organization. The third trait, Psychopathy, was negatively correlated with all three above. Hence, this suggests that self-centeredness and manipulation have an approving and a commendable relationship with professional outcomes, while psychopathy does not have a commending relationship with professional outcomes.

Annual earnings were also analyzed in the dark triad study to identify some pattern. Jonason, Koehn, Okan, and O'Connor (2018) conducted this study with 500 people in Australia. Germany also did the same in the same strength. But there was one bunch of researchers which had shown different findings. People in Australia had a slight correlation with pay and it was relevant in women population.

Jonason and colleagues analyzed the influence of the DT with success in job using 27- line-item dark triad survey. Over various studies, it was found that self-centeredness was positive and strongly correlated to higher earnings and role elevations. The fact behind this correlation is self-promotion, validation and high assertiveness can be used as influencing tools to superiors, resulting in higher pay packages.

A study conducted in London by Ullrich, Farrington, and Coid (2008) with 300+ British people found that psychopathy had no correlation with organization outcomes and higher monetary incentive. When we speak of entrepreneurship and starting one's own business, self-centered people have shown higher intentions to start something of their own (Hmieleski & Lerner, 2016). They also analyzed that psychopathy had a relation with useless intentions and self-centeredness with useful intentions though it might be smaller in size and impact.

Researchers have also tried to comprehend the linkage between the dark triad and counter productive workplace behavior (CWB). It comes out that this association is complex, depending on the specific dark trait being questioned and the circumstances involved (O'Boyle, 2012).

2.11 Dark Triad and other personality traits

Multiple research projects have tried to draw comparisons between dark triad and other personality model namely big 5, 5 factor model (FFM), Big 6 or HEXACO model. They try to understand whether dark triad was distinctly different from already established personality types.

FFM consists of 5 personality traits such as:

- Openness (open for new experiences, curious, Inventive)
- Conscientiousness, (organized, reliable, disciplined)
- Extraversion, (Energetic, Talkative, upbeat)
- Agreeableness (Kind, Warm, compassionate, helpful)
- Neuroticism (Anxious, inclined towards negative emotions)

The HEXACO model is an extension of FFM with another trait of honesty, which is humility. A summary of the comparison between HEXACO and Dark triad is below:

Trait	Nomological Network Zero-Order Correlations
Machiavellianism	Low agreeableness ^{a-d} High neuroticism ^{aa,b} Low Conscientiousness ^{a-d}
Psychopathy	Low Agreeableness ^a High neuroticism ^a Low conscientiousness ^{b,d}
Narcissism	High openness ^b Low agreeableness ^{a,b,d} High encrensionses ^a High openness ^b

^aJakobwitz and Egan (2006).

^bPaulhus & Williams (2002).

^cLee and Ashton (2005).

^dVernon et al. (2008).

Adopted from "The Dark Triad of Personality"
- Minna Lyons, Academic Press, 2019

2.12 Dark Triad and Counter Productive Work Behaviors

Researchers understand counterproductive workplace behavior (CWB) from the reference of Social Exchange Theory. As per the theory, employees display traits in the workplace in accordance with the perceived allowances one gets, or an organization tries to give. These allowances may include monetary rewards, emotional wellbeing, role elevations, authority and being closer to the power center etc. If these perceived allowances are high and employees value them, they'll be happy to support the company in their vision and purpose and would not portray themselves or their behaviors in such a way that disrupts workplace resources and assets. If the reverse is present, employees are more likely to indulge in CWBs.

When we compare the same theory to an employee circumstances relationship, an employee will react to a circumstance depending upon his approach towards life in general and their reactions may vary from one situation to another. We conclude that people high on dark triad behaviors will work in diligent atmospheres if they perceive there are some personal gains to achieve with the employer. While it is generally observed and socially accepted that dark triad behaviors will engage in CWBs to some extent, it has been noticed that those high on psychopathy and self-centeredness have lower intensity and perception for engaging in CWBs (Palmer, Komarraju, Carter, & Karau, 2017).

A parallel study found that Manipulation and sensing competition in workspace individuals tend to undermine and underplay their colleagues (Castille, Kuyumcu, & Bennett, 2017). These employees are highly skilled, frequently engage in political behaviors, and have a very clear sense of people. This way they use their manipulative skills to engage in CWBs to direct or misguide competitors out of the winning pool. In yet another study conducted by, Blickle and Scheutte (2017), they tried to examine psychopathic subcomponents including impatience and courageousness in relation to CWBs, combined with metrics such as educational background and influencing others. They concluded that narcissistic spontaneousness was strongly correlated to team member's rating of CWBs. Strong intensity of courageousness witnessed high levels of CWBs in subordinates who were with lower education background and poor influencing skills. Whereas courageousness was not related to CWBs at strong levels of education and influence. Hence, this research proves that individual circumstances and employee's reaction do have an impact on employees exhibiting CWBs.

2.13 Various types of CWBs

Robinson and Bennett (1995) analyzed and bifurcated CWBs into various types depending upon how small, or complex they are and if they are guided to the employee's self-behavior or towards the organization.

Basis this guidance, CWBs can be classified as:

- (i) individual aggressiveness
- (ii) political nepotism,
- (iii) loss of productivity
- (iv) sabotage of company assets

Various studies over the years have concluded that these dark triad behaviors are associated with CWBs. For instance, those people ranking high on Psychopathy and Manipulation will have more absenteeism, intentionally sabotaging company assets, abusing and bullying people and/or doing suboptimal work. (Jonason et.al,2017)

Jones (2009) in his studies suggested a concept of balancing behaviors. Subordinates may feel intentions of revenge if they perceive they are subjugated to unfair treatment. Understanding revenge is different for everyone. It might start with doing work sub optimally and might disrupt company assets for personal gains. Depending upon the source of the revenge, these behaviors are directed to its origin.

Moreover, since the dark traits in these types of people are strong, they are more drawn to injustice and wanting revenge than people having no dark trait symptoms. Giammarco and Vernon (2014) shared that people high on Manipulation and Psychopathy are more revenge driven than other people having no such behaviors. However, this needs to be substantiated.

Studies also state that people having strong traits of Psychopathy and Manipulation will lie (Jonason et al., 2014) and steal (Lyons et.al 2015). These actions are undertaken to increase their resources and capabilities. DT behaviors correlate with the heightened rate of harassment or bullying. Psychopathy and Machiavellism are strongly associated with bullying in that sequence (Baughman,2012). Another study confirms the same observation (Goodboy et, al,2015). Bullying often comes from perceived victimization. Cases may be abuse or underestimating work-related chores (Lee &Brotheridge, 2006).

The association of the perpetrator and the prey in a professional setup would share similar behaviors. Linton and Power (2013) in their study showed that both victims and perpetrators had elements of dark triad. However, the same cannot be generalized given the nature of the population. Pilch and Turska (2015) in their study from Poland confirmed that both perpetrator and target were high on Manipulation comparative to those who were only the target. It is quite understandable that individuals who score high on DT behaviors are or have been offensive targets: cruel, irritating, abrasive, and revengeful. These traits would have severe consequences for people who get involved in bullying.

Organizational Citizenship Behaviors (OCB) are social initiatives which are conducted by employees in good faith without the pressure and burden from the organization. These are not mandated behaviors but are practiced by employees to nurture a good working environment. Instances can be guiding a new team member, sharing important information to make work easier, volunteering to attend workshops, seminars etc., to learn something new. While these gestures are not tracked anywhere, it does create a huge difference and results in how the organization wants to function.

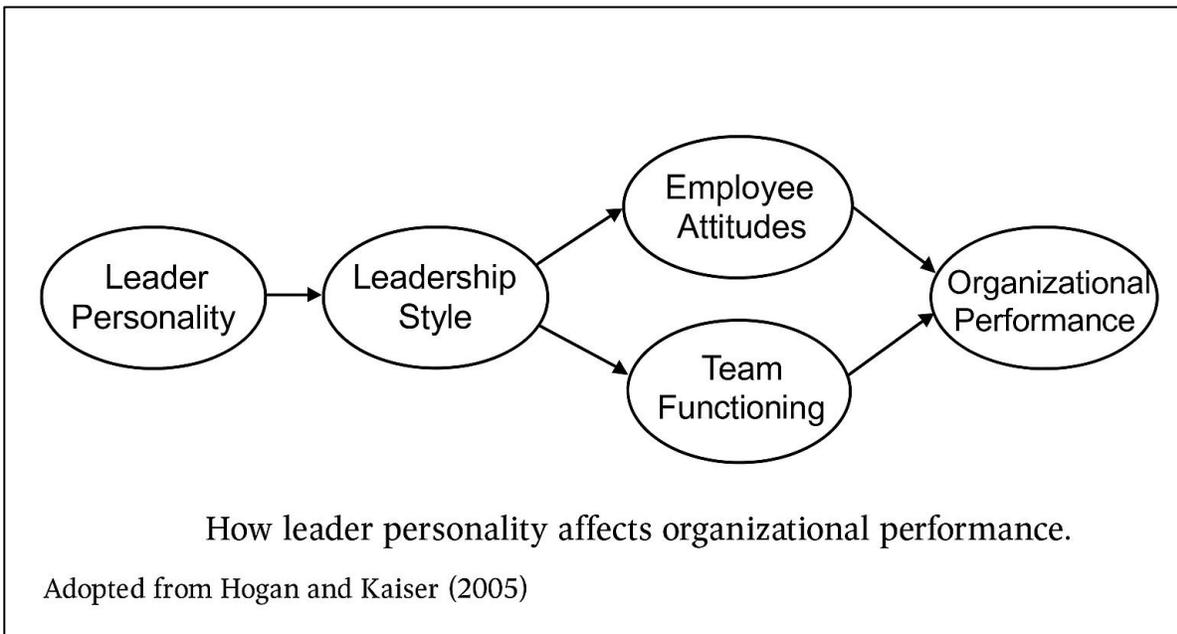
Differences are evident between organizations who practice and do not practice OCBs. Organizations who practice OCBs are willing to extend a helping hand to people, align with the organization's goals and vision and fostering a good working culture. Organizations which do not practice OCBs are more likely to engage in dark triad tendencies.

There's a lot of scope in future research to study dark triad and OCBs. One of the studies that did try to explore the relation between the two, Szabo (2018) in a sample of over 250 professionals reported that only Psychopathy had inverse correlation with employees, organizations, and OCBs. This research states that psychopathic individuals are not willing to help the employees and the corporation as an entity. However, there is more scope for further research on this topic to understand it in its entirety.

2.14 Dark Triad and Employee Work Workplace engagement

Organizations expect their workforce to be highly focused and performance oriented by displaying proactiveness and accountability. Organizations need employees to be dedicated and feel energetic (Bakker & Schaufeli, 2008). Ulrich (1997) in his seminal work stated organization needs to focus on body, mind, and soul of every employee to be successful.

Hogan and Kaiser (2005) stated employees' satisfaction is essentially the satisfaction with the manager. Leadership personality affects employee attitudes with the leadership styles adopted by the manager.



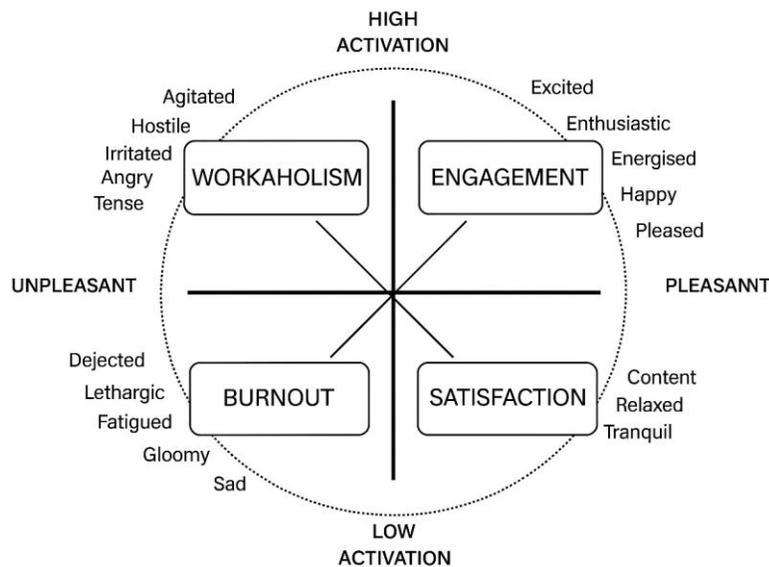
2.2 Leadership personality affects organizational performance

Influence of manager’s dark triad on subordinates’ attitude is under researched and there is scope to address this gap Smith et.al (2018). Employee workplace engagement is a highly researched topic in OBHR and has been of interest for practitioners as well. There has been discussion among researchers to understand and capture the element of the employee as part of employee workplace engagement.

Bakker and Leiter (2010) stated work related workplace engagement is a state of wellbeing, wherein employees feel positive and fulfillment in the work they do. There are three elements of work workplace engagement:

- Vigor (Energetic, Mental resilience)
- Absorption (Engrossed in one’s work)
- Dedication (work involvement, diligence and accountability)

Schaufeli (2012) in his seminal work stated that organization can benefit from effective workplace engagement in terms of performance, employee health and wellbeing and job crafting. The affective state of employee workplace engagement is well explained by Russel (1980,2003) when he proposed the model on affect. This model has pleasure and displeasure in one spectrum and activation / arousal on the second one. The model targets cognitive (activation) and effective (pleasant) levels of employee workplace engagement.



A 2D view of work related subjective well being (Adapted from Russell, 1980,2003)

2.3 Cognitive vs Affective levels of employee workplace engagement

Employee state	Pleasant	Activation
Engagement	High	High
Workaholism	Low	High
Satisfaction	High	Low
Burnout	Low	Low

Table 2.1 Cognitive vs Affective Employee state

The ideal state of employee should be at high pleasantness and high activation. Employees at this stage are highly engaged and productive.

2.15 Workplace perceived victimization

According to Aquino & Lamertz (2004), perceived victimization is when an employee perceives themselves as the recipient of toxic behavior at the workplace, whether it's emotional, psychological, or physical, either for a short duration or over an extended period. This behavior is experienced with anyone working in the same organization and are mutual stakeholders.

According to theory, directing CWB towards fellow colleagues which is perceived as a threat or target is called perceived victimization. Employees should perceive this act as harmful, and they are specifically targeted and consider themselves as victims or employees must perceive that the action from the perpetrator is planned to cause them damage, this may not include accidental harmful actions by anyone (Aquino & Lamertz, 2004).

Aquino and Lamertz (2004) proposed a Relational Model of Workplace Perceived victimization, suggesting that employees become victims of workplace mistreatment because of fulfilling specific roles within the organizational environment. According to Aquino and Lamertz (2004), in their model, a victim is defined as someone who perceives experiencing loss due to an action initiated by another individual. Conversely, a perpetrator is identified as the individual held responsible by the victim for initiating the event. The model makes a distinction between episodic and institutionalized perceived victimization.

Episodic perceived victimization comprises isolated, unrelated events, such as an unprovoked push in the hallway. In contrast, institutionalized perceived victimization encompasses long-term, repetitive incidents that may become defining features of the relationship, such as continually gossiping about the victim. The model also makes a distinction between two categories of victims: submissive and provocative. Submissive victims are characterized by poor self-esteem, introversion, avoiding socializing, often perceived as easy targets due to their quiet demeanor in the office. Provocative victims, on the other hand, are individuals who have previously displayed aggressive behavior and subsequently become targets for retaliation. Furthermore, the model demarcates amid 2 kinds of perpetrators, namely domineering and reactive. Domineering perpetrators exhibit arbitrary, punitive, uncaring, and authoritarian behaviors toward their victims, embodying the archetype of the workplace bully. In contrast, reactive perpetrators engage in aggressive retaliation against norm violations and only assume the role of perpetrator once incited.

Depending on the characteristics of the victim and offender and the cultural nuances considered, the model predicts the type of perceived victimization likely to occur (Aquino & Lamertz, 2004). For instance, consider an employee who consistently displays unpleasant behavior at work. A reactive perpetrator, frustrated by this individual, may respond with derogatory remarks. Subsequently, the initially unpleasant employee, feeling offended, transitions into the role of provocative victim.

2.16 Dark Triad and Turnover

When an employee departs from the organization, the remaining employees frequently take on extra duties until a replacement is hired, leading to a notable impact on workload and performance (Ongony, 2017). Another adverse consequence of employee turnover pertains to operational expenses and skill retention, ultimately detrimentally impacting companies in the long term (Long and Perumal, 2014).

Employee turnover can adversely affect organizational performance. Numerous studies have indicated that if not adequately addressed, employee turnover can significantly impede an organization's productivity (Mohsin, Lengler, and Aguzzoli, 2015). In the event of employee turnover within an organization, the remaining employees may require additional skills. Consequently, organizations experience the challenge of losing skills that are not easily replaceable and incur costs associated with recruitment and maintaining appropriate staffing levels (Ogony, 2017).

In the ongoing decision-making process, employee turnover impacts the performance of remaining employees within the organization by escalating their workload. As per Butali, Wesang'ula, and Mamuli's (2013) research findings, employee turnover not only affects those who stay but also increases the likelihood of critical errors due to heightened workload. These insights draw from Becker, Huselid, Pickus, and Spratt's (1997) argument, suggesting that employee turnover can result in operational errors within the business process.

Employee turnover poses a significant challenge for numerous organizations worldwide. The examination of employee turnover intentions has indeed been a pivotal focus within organizational management (Belete, 2018). In today's highly competitive global landscape, turnover represents a substantial obstacle for organizations (N. E. Alias, 2018). Recent studies have highlighted turnover as an enduring issue for organizations (JD Smith,2018) potentially impairing organizational performance and profitability. Conversely, employee turnover heightens the risk of losing talented personnel (Hussein Alkahtani, 2015).

Consequently, retaining highly skilled employees holds paramount importance for employers, as they are integral to an organization's performance and prosperity (AL Mamum,2017). Moreover, managing employee turnover has consistently been a significant concern for organizations. The costs stemming from turnover include recruitment expenses incurred during the search for a replacement, the loss of labor during the transition period between the departing individual and their replacement, diminished productivity during the departing employees' exit, and reduced efficiency as the new hire learns the job (A. F. Schlechter,2016).

2.17 Organizational commitment

Organizational commitment from Mayer and Allen (Natalie J. Allen, 1990) refers to three types:

- Affective
- Continuance
- Normative

2.17.1 Affective commitment

Referring to emotional attachment to organization, employees identify themselves with organization and cherish their association with them. (Natalie J. Allen, 1990). This was first emphasized by (Kanter, 1968) when he described it as “cohesion commitment” it is the attachment of an individual in terms of affection and emotion towards a group or association. (Buchanan, 1974) suggested that commitment is an effective inclination towards organization’s goals and values and an individual’s alignment with the organization’s goals and their role towards achieving the same. (Mowday, 1982) defined organization commitment as relative intensity of an individual’s involvement and identification towards an organization.

2.17.2 Continuance commitment

It taps the cognitive commitment of an individual, in this dimension an individual weighs the pros and cons of being associated with the organization. (Becker, 1960) defined commitment as a person’s inclination to continue in the unswerving line of pursuit. In this case an individual would analyze the cost and benefit of him/her to be associated with organization. If an individual perceives personal loss by switching the organization, this will deter them from doing so. (Kanter, 1968) defined “cognitive-continuance commitment” for benefits associated with the organization and cost of leaving the same. Individuals would take decision based on these.

2.17.3 Normative commitment

It is the obligation one perceives he / she owes to the organization. (Wiener, 1982) conceptualized commitment as normative pressure an individual faces to meet an organization’s interest and goals. In this case an individual thinks it’s moral obligation to work for the organization.

2.18 Measurement of Dark Triad

2.18.1 Measuring Machiavellianism

To study Machiavellianism behavior in detail, there's a 20-line-item weight, MACH-IV, designed by Richard Christie and team to comprehend the nature and traits of the individuals high on Machiavellianism behavior (Christie & Geis, 1970). Though the studies on Mach's are individualistic in nature, Rauthmann (2013) in his study suggested that Machiavellianism may have multiple intertwined elements. While the researchers have found a tool to measure Machiavellianism, it comes with its own set of concerns, especially on MACH-IV on the trait accuracy. While we have a measure or scale to quantify Machiavellianism, the concern that this trait has the scarcity of a defined theoretical context of this behavior (Fehr et al., 1992), which is a major criticism on its measurements.

2.18.2 Measuring Narcissism

There has been constant debate on the best tool to measure Narcissism especially for non-clinical samples / population, though it has been derived out of DSM for NPD and the theoretical construction of Narcissism. To measure Narcissism, there's a 40 line-item mandatory and objective choice NPI (Raskin & Hall, 1981), which is applied in majority of studies used to study personality types and psychology (Cain, Pincus, & Ansell, 2008).

Initially a 7-factor model was proposed, however this has been shortened with 2-3-4-5 factors (Wetzel et.al 2016). Other measures of Narcissism have been proposed by Ashby (1978) – NPDS scale, Multiphasic Narcissism Inventory (O'Brien, 1987), Hendin & Cheek's (1997) Hypersensitive Narcissism Scale. Morey, Waugh, & Blashfield (1985) developed Minnesota Multiphasic Personality Inventory.

The above measures are not widely used in empirical studies.

2.18.3 Measuring Psychopathy

To measure Psychopathy, the researchers have devised Robert Hare's Psychopathy revised specification. This metric has been used for quite some time to measure psychopathic personalities; however, PCL-R is used for clinical populations and not suitable for self-rating.

2.19 Composite Measure of Dark Triad:

Jones & Paulhus (2014) developed a metric to measure Dirty Dozen, any study is conducted based on the components it is supposed to measure, and the type of measures/ instruments used to deliver the results if the study is done. Some studies use shorter instruments if other parameters in the research, like getting input from the target audience, becomes time consuming. On the other hand, the concern about using the shorter instruments is that they might not measure what they were intended to measure when used in the first place. Hence, using shorter instruments may fall less than expected and might result in erroneous results. These outcomes might pose a challenge in Psychopathy and Narcissism behavioral traits where the nuances of both are multifold. Integrities are imperative to capture; otherwise, this can result in an outdated and superficial comprehension of the mentioned behavioral traits. While understanding the dark triad is one thing, measuring and infighting them with the tools available in market, is a separate thing altogether. The measures DD and SD3 have been used for ages but the efficiency of these tools has been carefully studied by Maples et.al (2014).

A summary comparison of DD and SD3 reveals that DD is a short instrument tool with 12 measures consisting of four questions for a particular behavioral trait. Short-term reliability is shown to be good in studies, but the relations with longer instruments are comparatively weak. SD3 on the other hand, is a bit longer and comprehensive measure. It has 27 measures consisting of nine questions for a particular behavior trait. SD3 is highly reliable in studies and hence is a better measure than DD to be used in future research.

It's imperative to measure the behavior trait and to measure it right; different instruments are used. The tools used in the research are critically important to get the right results from the study. DD instruments have not been widely accepted within the research community because of their inability to set a clear differentiation between self-centeredness and Machiavellianism (0.57), the score for SD3 being (0.26) (Muris et al., 2017). This is because the type of questions asked for both traits, self-centeredness and Machiavellianism, are similar. Muris et al. (2017) gives examples of the questionnaire asked for both the traits in his research. He analyzed those questions and found that the specific overlap between Narcissism and Machiavellianism might have resulted in increased correlation measures when measuring these traits. Though a bit stretched, the short-term instruments can be used when there is a long-time consuming facet to be incorporated in the research.

Below is the snapshot of commonly used instruments:

Sl.No	Questionnaire	Developed by	Number of Items	Trait Measured
1	Dirty Dozen	Jonason & Webster, 2010	12	Dark Triad
2	MACH-IV Levenson's self-report	Christie & Geis (1970)	20	Machiavellinism
3	Narcissistic personan- hiventoryy (NPI)	Levenson, Kiehl, & Fitzpatrick,	26	Psychopathy
4	Self-report psychopath, (SRP-III)	Raskin & Terry, (1988)	40	Narcissism
5	Self-report psychopat- hy (SRP-III)	Jones & Paulhus, 2014	64	Dark Triad
6	The Short Dark Tiad questionnaire		27	Dark Triad

Table 2.2 Snapshot of commonly used instruments

2.20 Conclusion on Literature Review

Having understood and explored the multifaceted traits of the dark triad, it becomes imperative for organizations to comprehend these behaviors and identify these employees to take investigative actions. These employees and their respective dark triad behaviors damaging to the employees, teams and cultures of organizations, hence timely intervention is needed. While organizations have a lot to do identify these traits and then take corrective actions, these behaviors do present an opportunity to organizations to understand and then promote the right people in the upward vertical hierarchy of the organization. By following meritocracy along with the identification matrix of these traits, management can promote manager employee trust, transparency, foster a positive working environment, attract & retain top talent from the market and venture on the path of sustainability. The possession of the right and ethical leader at the top would help discourage and limit these behaviors in the organization.

Research suggests that training, learning, and development combined with a robust selection process accompanied by a strong background verification process does help to curtail this behavior, but organizations need to be proactive in this regard. Anonymous employee surveys and regular monitoring of leaders who have high churn rates in their teams should be also built in the process. This would also help build trust in employees to share their views freely and without the fear of retaliation. This step also enhances employee wellbeing and overall job satisfaction. Employees tend to stay longer and are more productive when toxic culture does not breed in the organization. The organization also benefits in maintaining their external brand image and reputation.

CHAPTER III: METHODOLOGY

3.1 Overview – Research Problem

DARK TRIAD AND ITS IMPACT ON WORKPLACE ENGAGEMENT, TURNOVER INTENTIONS, ORGANISATIONAL COMMITMENT USING WORKPLACE PERCEIVED VICTIMIZATION AND MANAGER – EMPLOYEE TRUST AS MODERATOR

3.2 Operationalization of Theoretical Constructs

This study is seen through the lens of the following theories Leader-Member Exchange Theory, Job Demand Resource Theory, Conservation of Resources Theory and Psychological Contract Theory and. The below variables are studied using the above theory as base:

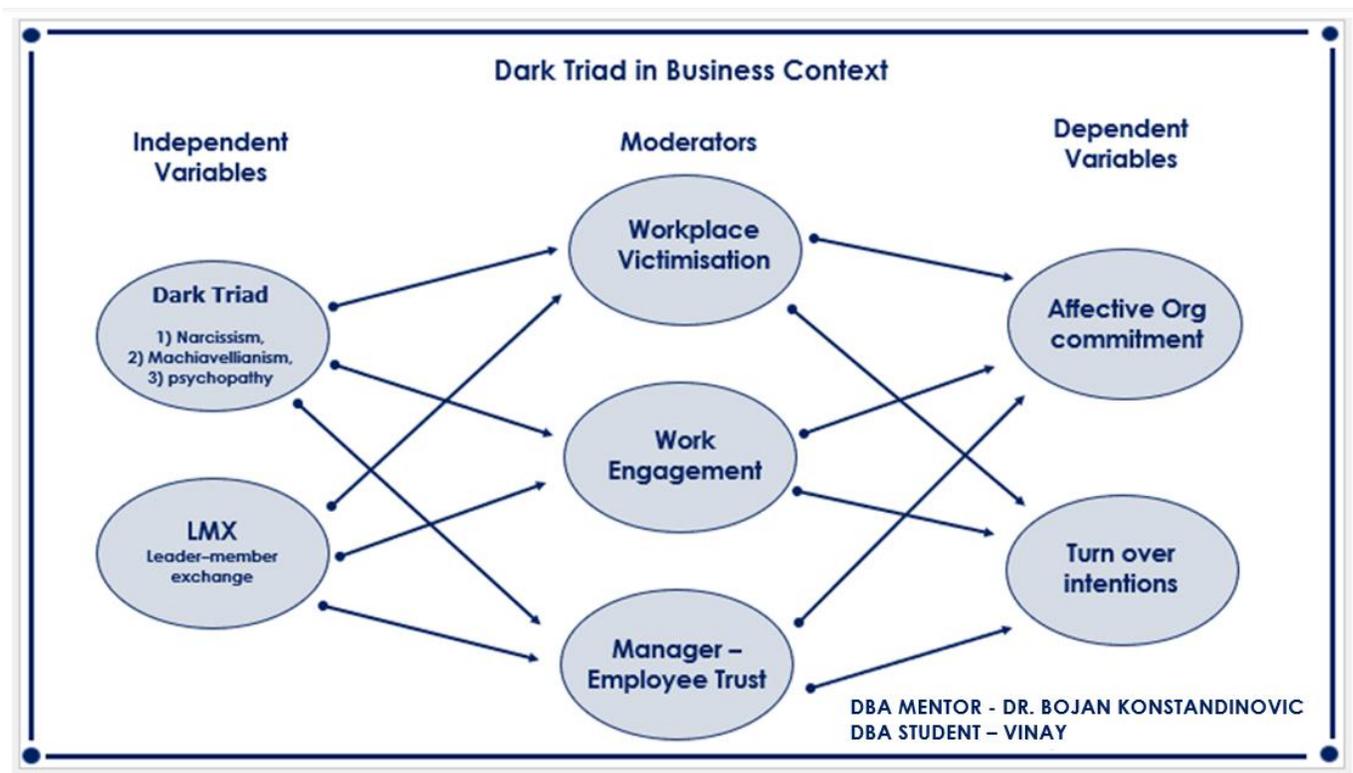
- Psychopathy
- Narcissism
- Machiavellianism
- LMX (Leader-Member Exchange),
- Manager – Employee trust
- Affective Commitment
- Workplace engagement
- Turnover intention (s)
- Perceived victimization

3.3 Research Purpose and Questions

Objective: to identify any possible correlation between Dark Triad and employee turnover and organization commitment with perceived victimization, employee workplace engagement and manager-employee trust as moderators.

3.4 Research Design

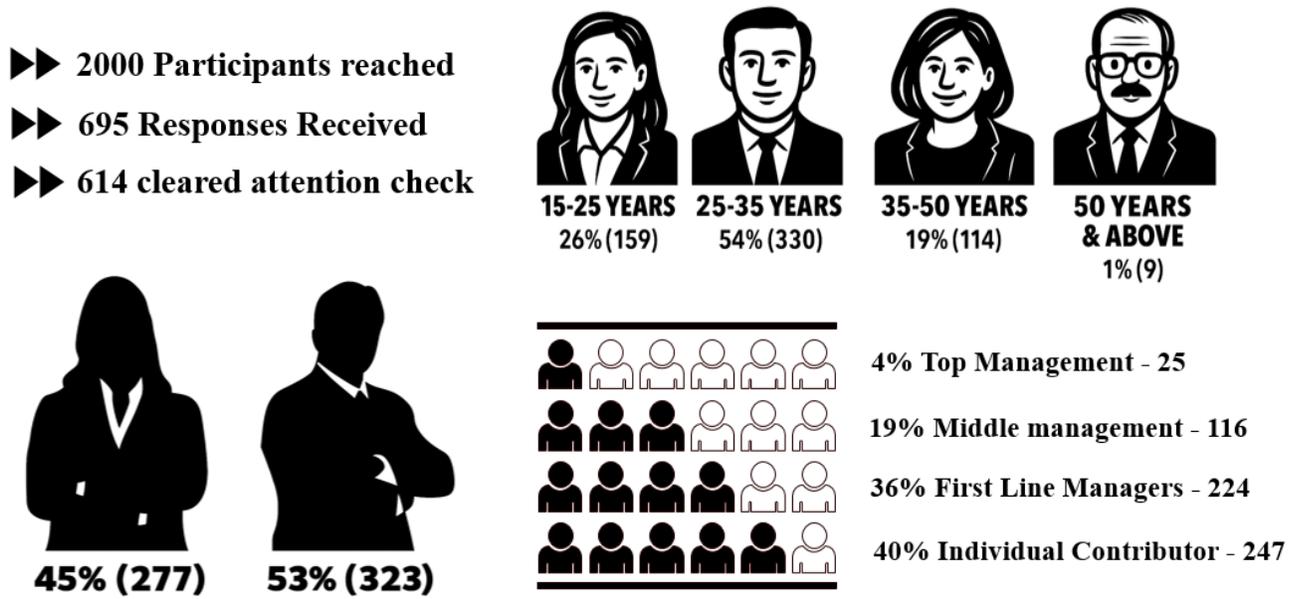
The following model is developed based on the theoretical constructs and the variables that are studied with dark triad and LMX as independent variables with workplace perceived victimization, work workplace engagement and manager – employee trust as moderator



3.1 Dark Triad in business context based on theoretical constructs and variables

3.5 Population and Sample

The survey questionnaire was sent to over 2000 participants with their consent. We have received 695 responses, however only 614 responses cleared the attention check survey by Oppenheimer, D. M., Meyvis, T., & Davidenko, N. (2009).



3.6 Instrumentation - Scale Measurements:

- Dirty Dozen (2010) is used to capture dark triad traits from the respondents. It will be a total of 12 items capturing 3 traits with 4 questions each rated on the 5-point Likert scale. This scale is created by Jonason and Webster
- Turnover intentions: responses on turnover intentions will be captured on 6 item scale named TIS-6 (turnover intention scale) developed by Bothma & RooDark Triad (2013)
- Leader-Member-Exchange (LMX): Scale consisting of 7 questions on a 5-point Likert scale is used. The scale was developed by Graen & Uhl-Bien (1995)
- Affective commitment scale developed by Allen and Mayer (1990), it's a 5-item scale which uses 7- point Likert scale to capture affective organizational commitment
- Workplace Perceived victimization: to measure perceived victimization on an 8 item 7-point scale developed by Sasso, T. (2013) is being proposed to deploy into capturing negative feelings at the workplace

- Workplace engagement: To capture workplace engagement a 17 item-5 point Likert scale developed by Schaufeli and Bakker (2004) is proposed along with other variables.
- Manager – employee trust: to capture the trust between supervisor and employee “trust-me” scaled developed by Shay Tzafrir and Simon L. Dolan (2004), a 16 item 5-point scale is being used.
- Attention check: A 4-item attention check survey by Oppenheimer (2009) was introduced for better quality of response.

3.7 Data Collection Procedures

Survey questionnaire were sent with the consent across google forms and the data were captured digitally. The survey questionnaire were sent through social media network like gmail, linkedin and over official whatsapp groups

3.8 Data Analysis

There are various tools used to analyze the data:

- **Descriptive statistics** are important for summarizing and interpreting the data, this may give insightful information about the data
- **Inferential statistics** help us to predict, generalize, and draw conclusions about the data. This is generally applied post descriptive statistics
- **Regression:** Linear regression is applied to understand the relationship between variables. Main objective is to recognize the influence of independent variables on independent variables
- **Multiple Linear regression:** MLR examines the association between 2 or more independent variables with respect to dependent variables
- **Polynomial regression:** This technique is helpful especially when multiple variables are involved which are not necessarily liner in nature. This will be deployed to see the complexity of the relationship
- **Structural Equation Modeling (SEM)** is deployed to understand complex relationship that are not straight forward. It’s a blend of multiple regression and factor analysis, which helps us to test data sets that include multiple independent and dependent variables. It also helps us to understand several variables and their relationships like observed and latent variables. Factor loadings help us to understand the strength of relationship between observed and latent variables

- **Confirmatory Factor Analysis (CFA)** is deployed to validate our model and understand how observed variables behave with latent variables. It can help us to confirm the theoretical constructions. CFA uses the following methods to understand the model fitment
- **Chi-Square test** is applied to assess differences between observed and hypothesized frequency of the data. It helps us to understand the association between observed data and anticipated data as per the model
- **Comparative Fit Index (CFI)** helps us to understand and assess how the theoretical data matches up with the data we have collected in the real world
- **RMSEA** is used in both SEM and CFA. It compares the fit of how the model fared in comparison to real life data, it has special focus on the error piece
- **SRMR** focus on average divergence between actual and estimated correlations
- **Tucker-Lewis Index (TLI)** is used along with SEM and CFA to understand the model fit and find out if the baseline model is better than the hypothesized model
- **Response Surface Method:** RSM is typically used during evaluating a model where the response is influenced by multiple variables. It helps in process optimization while evaluating the relationship between factors and outcomes. Considering dark triad has both positive and negative outcomes, we need to find optimum level of displayed behavior that can help us to understand the relationship.

3.9 Descriptive Statistics

Descriptive Statistics						
Sl.No	Survey Questions	N	Min	Max	Mean	Std. Dev
1	My manager tends to manipulate others to get his/her way	614	1	5	2.4	1.095
2	My manager tends to lack remorse	614	1	5	2.81	1.317
3	My manager tends to want others to admire him/her	614	1	5	2.53	1.168
4	My manager has used deceit or lied to get his/her way	614	1	5	2.5	1.056
5	My manager tends to be unconcerned with the morality of his/her actions	614	1	5	2.67	1.372
6	My manager tends to want others to pay attention to him/her	614	1	5	3.68	0.971
7	My manager has used flattery to get his/her way	614	1	5	2.91	1.323
8	My manager tends to be callous or insensitive	614	1	5	2.64	1.361
9	My manager tends to seek prestige or status	614	1	5	3.43	0.887
10	My manager tends to exploit others towards his/her own end	614	1	5	2.66	1.369
11	My manager tends to expect special favors from others	614	1	5	2.39	1.099
12	My manager tends to be cynical	614	1	5	2.75	1.294
13	My manager usually lets me know how satisfied (s)he is with me	614	1	5	2.97	1.241
14	My manager understands my job problems and needs	614	1	5	3.21	1.206
15	My manager recognizes my potential	614	1	5	3.14	1.224
16	My manager uses his/her influence to help me solve problems in my work	614	1	5	3.28	1.298
17	My manager would bail me out at his/her expense if necessary	614	1	5	2.8	1.316
18	I have enough confidence in my manager that I would defend and justify his or her decision if he	614	1	5	3.1	1.23
19	I have an effective working relationship with my manager	614	1	5	3.15	1.182
20	I believe my manager has high integrity	614	1	5	3.49	1.113
21	I can expect my manager to treat me in a consistent and predictable fashion	614	1	5	3.01	1.422
22	My manager is always honest and truthful	614	1	5	3.18	1.219
23	In general, I believe my managers motives and intentions are good	614	1	5	3.05	1.479
24	I think my manager treats me fairly	614	1	5	3.58	0.938
25	My supervisor is open and upfront with me	614	1	5	3.68	1.175
26	I am sure I fully trust my manager	614	1	5	3.2	1.243
27	I was intentionally subjected to a hurtful experience	614	1	7	3.16	1.974
28	A conscious effort was made to make me feel mistreated	614	1	7	3.1	1.973
29	I was intentionally treated poorly	614	1	7	3.16	2.024
30	I was purposefully humiliated	614	1	7	3.1	2.036
31	I felt deliberately accosted	614	1	7	3.17	2.03
32	I was intentionally wounded by hostile behavior	614	1	7	3.12	2.043
33	My feelings were hurt by an antagonistic act direct against me	614	1	7	3.13	2.015
34	I was intentionally belittled	614	1	7	3.19	2.077
35	At work, I feel bursting with energy	614	1	7	3.88	1.601
36	At my job, I feel strong and vigorous	614	1	7	4.02	1.541
37	I am enthusiastic about my job	614	1	7	4.14	1.597
38	My job inspires me	614	1	7	4.09	1.657
39	When I get up in the morning, I feel like going to work	614	1	7	3.9	1.555
40	I feel happy when I am working intensely	614	1	7	4.23	1.309
41	I am proud on the work that I do	614	1	7	4.44	1.167
42	I am immersed in my work	614	1	7	4.06	1.377
43	I get carried away when I am working	614	1	7	3.97	1.339
44	I would be very happy to spend the rest of my career with this organization	614	1	7	3.54	1.611
45	I feel a strong sense of belonging to my organization	614	1	7	3.6	1.603
46	I really feel as if this organization's problems are my own	614	1	7	3.55	1.615
47	This organization has a great deal of personal meaning for me	614	1	7	3.6	1.578
48	I feel like 'part of the family' at my organization	614	1	7	3.86	1.485
49	I feel 'emotionally' attached to this organization	614	1	7	3.87	1.491
50	I often think of leaving the organization	614	1	5	3.18	1.207
51	It is very possible that I will look for a new job next year	614	1	5	3.3	1.242
52	If I may choose again, I will choose to work for the current organization	614	1	5	2.68	1.269
	Valid N (listwise)	614				

Table 3.1 Output of Descriptive Statistics

- Most mean scores for dark traits like manipulation, deceit, and exploitation ranged between 2.4 and 2.9, suggesting a **low to moderate** perception of toxic managerial behaviors.
- Trust, integrity, and leader-member exchange items had moderate to high means (around 3.0 to 3.7), indicating **relatively favorable** perceptions of managers' support and honesty.
- Perceived victimization experiences scored around 3.1, reflecting a **moderate level** of perceived mistreatment among employees.
- Workplace engagement and affective commitment scores were generally higher (meaning around 3.5 to 4.4), suggesting that despite **some negative traits** or experiences, employees showed good energy, enthusiasm, and emotional attachment to their organization.

3.10 Hypothesis Testing

Hypothesis 1		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: P	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.7301	0.5331	0.9863	232.13	3	610	0
Model						
	coeff	se	t	p	LLCI	ULCI
constant	5.8081	0.4045	14.3581	0	5.0137	6.6025
P	-1.3598	0.1415	-9.6067	0	-1.6378	-1.0818
T	-0.163	0.1122	-1.4529	0.1468	-0.3834	0.0573
Int_1	0.2511	0.0444	5.66	0	0.164	0.3382

Product terms key:

Int_1:	PxT
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Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.0245	32.036	1.00000	610.00000	0.00000

Focal predict: P (X)

Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.1429	-0.8218	0.0558	-14.7369	0	-0.9313	-0.7123
3.8571	-0.3913	0.0508	-7.7035	0	-0.4911	-0.2916
4	-0.3555	0.0553	-6.4274	0	-0.4641	-0.2469

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

1. Model Significance:

- The overall moderation model is **statistically significant**, $F(3, 610) = 232.13$, $p < .001$, with $R^2 = 0.5331$. This means that **53.31%** of the variance in Affective Commitment (AC) is explained by Psychopathy (P), Manager – Employee trust (T), and their interaction ($P \times T$).

2. Main Effects:

- Psychopathy (P) has a significant **negative** effect on affective commitment ($b = -1.3598$, $p < .001$), indicating psychopathy is inversely related affective organizational commitment.
- Manager – Employee trust (T) has a **non-significant** influence on affective commitment ($b = -0.1630$, $p = .1468$), suggesting Manager – Employee trust alone does not directly predict affective commitment in this model.

3. Interaction Effect (Moderation):

- The interaction term ($P \times T$) is **significant and positive** ($b = 0.2511$, $p < .001$), indicating that Manager – Employee trust **moderates** the relationship between psychopathy and affective commitment.
- Specifically, as Manager – Employee trust increases, the **negative impact of psychopathy on affective commitment becomes weaker**.

4. Conditional Effects:

- The effect of psychopathy on affective commitment is **negative** across all levels of Manager – Employee trust but **less negative at higher levels** of Manager – Employee trust:
 - At low Manager – Employee trust (16th percentile): $b = -0.8218$
 - At moderate Manager – Employee trust (50th percentile): $b = -0.3913$
 - At high Manager – Employee trust (84th percentile): $b = -0.3555$

This means that when Manager – Employee trust is low, psychopathy has a stronger negative effect on affective commitment. When Manager – Employee trust is high, the negative effect is weaker, suggesting a **buffering effect** of Manager – Employee trust. There is an inverse linear association between psychopathy and affective organizational commitment, and this relationship is moderated by Manager – Employee trust. Specifically, higher levels of Manager – Employee trust buffer the detrimental impact of psychopathy on commitment, weakening the strength of this negative relationship. No curvilinear effect is observed in this model.

Hypothesis 2		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Perceived Victimization

Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: P	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.7592	0.5764	0.8947	276.734	3	610	0

Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.7552	0.2047	23.2262	0	4.3532	5.1573
P	0.1709	0.0889	1.9231	0.0549	-0.0036	0.3454
V	-0.2033	0.0731	-2.7828	0.0056	-0.3468	-0.0598
Int_1	-0.0865	0.0199	-4.338	0	-0.1257	-0.0473

Product terms key:

Int_1:	PxV
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Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.0131	18.819	1.00000	610.00000	0.00000

Focal predict: P (X)

Mod var: V (W)

Conditional effects of the focal predictor at values of the moderator(s):						
V	Effect	se	t	p	LLCI	ULCI
1.0000	0.0844	0.0743	1.1361	0.2564	-0.0615	0.2302
3.0000	-0.0886	0.0561	-1.5807	0.1145	-0.1987	0.0215
6.0000	-0.3481	0.0745	-4.6736	0	-0.4944	-0.2018

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

The hypothesis proposed that there is a **curvilinear relationship** between psychopathy (P) and affective organizational commitment (AC), moderated by perceived victimization (V). However, the results do not support a curvilinear relationship (no quadratic term was modeled) but instead indicate a **moderated linear relationship** between psychopathy and affective commitment.

Model Summary: The overall model is **statistically significant** ($F(3, 610) = 276.73, p < .001$), with $R^2 = 0.5764$, indicating that approximately **57.64%** variance in affective commitment is described by psychopathy, perceived victimization, and their interaction.

Main Effects:

Psychopathy (P) has a marginally significant **positive** effect on affective commitment ($\beta = 0.1709, p = 0.0549$), suggesting that as psychopathy increases, affective commitment slightly increases, but this is not statistically robust.

- Perceived victimization (V) has a **significant negative** effect on affective commitment ($\beta = -0.2033, p = 0.0056$), indicating that individuals who report higher levels of perceived victimization tend to show lower affective commitment.

Interaction Effect (Moderation):

- The interaction between psychopathy and perceived victimization ($P \times V$) is **negative** and **statistically significant** ($\beta = -0.0865, p < .001$).
- This confirms that **perceived victimization moderates** the relationship between **psychopathy** and **affective commitment**.

Conditional Effects:

At different levels of perceived victimization (V), the effect of psychopathy on affective commitment (AC) changes:

- Low perceived victimization ($V = 1.00$): The relationship is **positive but non-significant** ($\beta = 0.0844, p = 0.2564$).

- Medium perceived victimization ($V = 3.00$): The relationship is **slightly negative and non-significant** ($\beta = -0.0886, p = 0.1145$).
- High perceived victimization ($V = 6.00$): The relationship is **significantly negative** ($\beta = -0.3481, p < .001$).

This pattern indicates that as perceived victimization increases, the effect of psychopathy on affective commitment shifts from slightly positive to strongly negative. In contexts of high perceived victimization, higher levels of psychopathy is inversely proportional to affective commitment.

Findings reveal a **moderate relationship** between psychopathy and affective commitment. Specifically, **perceived victimization** acts as a **moderator**, reversing the direction of the relationship. When perceived victimization is low, psychopathy is not significantly related to affective commitment. However, under **high perceived victimization**, individuals with higher psychopathic traits tend to exhibit **lower affective commitment**, possibly due to reduced emotional attachment under threat or conflict.

Thus, the hypothesis is **supported** moderation is **confirmed**.

Hypothesis 3		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Workplace Engagement
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: P	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.87870	0.77210	0.48130	689.01670	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	0.65510	0.33760	1.94070	0.05280	-0.00780	1.31800
P	-0.20650	0.08980	-2.29950	0.02180	-0.38290	-0.03010
E	0.90450	0.07640	11.84110	0.00000	0.75450	1.05450
Int_1	-0.01140	0.02290	-0.49670	0.61950	-0.05630	0.03360

Product terms key:

Int 1:	PxE
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Test(s) of highest order unconditional interaction(s):

X*W	R2-chng	F	df1	df2	p
	0.0001	0.2468	1.00000	610.00000	0.6195

Level of confidence for all confidence intervals in output: 95.0000

The hypothesis proposed that there is a **curvilinear relationship** between **psychopathy** and **affective org. commitment, moderated by workplace engagement**. However, the results from the PROCESS Procedure (Model 1) do **not support** this hypothesis.

The overall regression model is statistically significant, with $R^2 = 0.7721$ (indicating that approximately **77.2%** variance in affective org. commitment is explicated by psychopathy, workplace engagement, and their interaction), $F(3, 610) = 689.02$, $p < .001$, suggesting strong model fit.

Main Effects:

- Psychopathy (P) has a significant **negative** effect on affective organizational commitment ($\beta = -0.2065$, $p = .0218$)
- Workplace engagement (E) has a significant **positive** effect on affective commitment ($\beta = 0.9045$, $p < .001$), suggesting that greater workplace engagement predicts higher affective commitment.

Interaction Effect:

The interaction between psychopathy and workplace engagement ($P \times E$) is **not significant** ($\beta = -0.0114$, $p = .6195$), as observed in both the coefficient table and the non-significant change in R^2 for the interaction term ($\Delta R^2 = 0.0001$, $p = .6195$).

There is **no evidence** that **workplace engagement moderates** the association between **psychopathy** and **affective org. commitment**, as interaction effect is not statistically significant.

Hypothesis 4		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: P	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.6894	0.4753	0.518	184.1552	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.46130	0.29310	11.80740	0.00000	2.88560	4.03700
P	0.25870	0.10260	2.52250	0.01190	0.05730	0.46020
T	-0.40220	0.08130	-4.94630	0.00000	-0.56190	-0.24250
Int_1	0.02640	0.03210	0.82090	0.41200	-0.03670	0.08950

Product terms key:	
Int_1:	PxT

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df1	p
X*W	0.0006	0.6739	1.00000	610.00000	0.412

- The overall model is **statistically significant** ($F(3, 610) = 184.16, p < .001$), with an R^2 of 0.4753, indicating that psychopathy (P), Manager – Employee trust (T), and their interaction explain about **47.5%** of the variance in turnover intention (A)
- Psychopathy has a significant **positive** main effect on turnover intention ($b = 0.2587, p = .0119$). Manager – Employee trust also has a significant **negative** main effect ($b = -0.4022, p < .001$), meaning that greater Manager – Employee trust is linked to lower turnover intention.
- The interaction term (Psychopathy \times Manager – Employee trust) is **not significant** ($b = 0.0264, p = .4120$), and the change in R^2 due to the interaction is negligible ($\Delta R^2 = 0.0006$), indicating that Manager – Employee trust does **not** moderate the relationship between psychopathy and turnover intention.
- Because no quadratic term was included and the interaction is non-significant, there is **no evidence** of a **curvilinear relationship** or moderated effect involving Manager – Employee trust.

While psychopathy and Manager – Employee trust independently predict turnover intention, Manager – Employee trust does not change the strength or direction of the psychopathy–turnover intention relationship, and the hypothesis of a curvilinear, moderated effect is **not supported** by these data.

Hypothesis 5		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Perceived Victimization
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: P	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.6450	0.4160	0.5764	144.8605	3.0000	610.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.12730	0.16430	6.85950	0.00000	0.80450	1.45000
P	0.53360	0.07130	7.48110	0.00000	0.39350	0.67360
T	0.39990	0.05870	6.81800	0.00000	0.28470	0.51510
Int_1	-0.07410	0.01600	-4.63240	0.00000	-0.10560	-0.04270

Product terms key:	
Int_1:	PxV

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	0.0205	21.459	1.00000	610.00000	0.0000

Focal predict: P (X)
Mod var: V (W)

Conditional effects of the focal predictor at values of the moderator(s):						
V	Effect	se	t	p	LLCI	ULCI
1.0000	0.4594	0.0596	7.7065	0.0000	0.3424	0.5765
3.0000	0.3111	0.0450	6.9137	0.0000	0.2228	0.3995
6.0000	0.0887	0.0598	1.4836	0.1384	-0.0287	0.2061

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

The overall model is **statistically significant** ($R^2 = 0.4160$, $F = 144.86$, $p < .001$), indicating that psychopathy, perceived victimization, and their interaction collectively explain about 42% of the variance in turnover intention.

- The main effect of psychopathy (P) is **significant** ($\beta = 0.5336$, $p < .001$), suggesting that psychopathy is directly associated with higher levels of turnover intentions when perceived victimization is held constant.
- The main effect of perceived victimization (V) is also **significant** ($\beta = 0.3999$, $p < .001$), indicating that higher perceived victimization is associated with increased turnover intention.
- The interaction between psychopathy and perceived victimization ($P \times V$) is **statistically significant** ($\beta = -0.0741$, $p < .001$), confirming a moderation effect—specifically, the relationship between psychopathy and turnover intention is moderated by perceived victimization.
- Change in R^2 due to the interaction term is **statistically significant** ($\Delta R^2 = 0.0205$, $F = 21.46$, $p < .001$), indicating that perceived victimization significantly moderates the association between psychopathy and turnover intention.
- At low perceived victimization ($V = 1.0$): The effect of psychopathy on turnover intention is **strong and significant** ($\beta = 0.4594$, $p < .001$)
- At moderate perceived victimization ($V = 3.0$): The effect decreases but remains **significant** ($\beta = 0.3111$, $p < .001$)
- At high perceived victimization ($V = 6.0$): The effect is weakest and **not statistically significant** ($\beta = 0.0887$, $p = .1384$)

This pattern suggests that as perceived victimization **increases**, the impact of psychopathy on turnover intention **weakens**. The results support the hypothesis that perceived victimization **moderates** the relationship between psychopathy and turnover intention in a diminishing manner, i.e., the positive effect of psychopathy on turnover intention is strongest at lower levels of perceived victimization and weakens as perceived victimization increases.

Hypothesis 6		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Workplace Engagement

Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: P	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.62380	0.38920	0.60290	129.55580	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.18490	0.37780	8.43030	0.00000	2.44300	3.92690
P	0.22180	0.10050	2.20650	0.02770	0.02440	0.41920
E	-0.29660	0.08550	-3.46870	0.00060	-0.46440	-0.12870
Int 1	0.04670	0.02560	1.82360	0.06870	-0.00360	0.09700

Product terms key:

Int 1:	PxE
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Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df1	p
X*W	0.0033	3.3255	1.00000	610.00000	0.0687

Focal predict: P (X)

Mod var: E (W)

Conditional effects of the focal predictor at values of the moderator(s):						
E	Effect	se	t	p	LLCI	ULCI
2.55560	0.34110	0.04380	7.79370	0.00000	0.25520	0.42710
4.00000	0.40860	0.03280	12.46510	0.00000	0.34420	0.47290
5.00000	0.45530	0.04580	9.94830	0.00000	0.36540	0.54510

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles

Analysis examines whether the relationship between psychopathy and turnover intention is moderated by workplace engagement using PROCESS Model 1.

The overall model is **statistically significant**, explaining approximately **39%** of the variance in turnover intention, with an F-statistic (129.56) and p-value less than .001. Psychopathy has a **significant positive** effect on turnover intention. Workplace engagement shows a **significant negative** relationship with turnover intention, suggesting that greater workplace engagement corresponds with lower levels of turnover intention.

The interaction between psychopathy and workplace engagement is **marginally significant**, p-value of .0687. This advocates a possible moderation effect, however conventional threshold is not met. The alteration in R-squared owing to interaction is minimal, contributing only 0.3% additional variance to the model.

Examining the conditional effects of psychopathy on turnover intention at different levels of workplace engagement reveals that the effect becomes stronger as workplace engagement increases. When workplace engagement is low, the effect of psychopathy on turnover intention is **positive** and **significant**. This effect is even more pronounced at medium and high levels of workplace engagement, indicating that the positive relationship between psychopathy and turnover intention intensifies as workplace engagement increases.

Contrary to the original interpretation, workplace engagement **does not buffer** or **weaken** the relationship between psychopathy and turnover intention. Rather, the data suggests that workplace engagement amplifies the impact of psychopathy on turnover intention. There is also no evidence in this analysis of a curvilinear relationship, as the model used does not include a quadratic term. To assess curvilinearity, a model with a squared psychopathy term would be required.

In conclusion, while psychopathy and workplace engagement **significantly predict** turnover intention, the moderation effect of workplace engagement is **only marginal**, and higher workplace engagement appears to **strengthen** not weaken the influence of psychopathy on turnover intention.

Hypothesis 7		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Manager – Employee trust

Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: M	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.62960	0.39640	1.27500	133.53880	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-2.01730	0.72440	-2.78470	0.00550	-3.43990	-0.59460
M	1.18780	0.20930	5.67510	0.00000	0.77670	1.59880
T	1.80580	0.17920	10.07830	0.00000	1.45390	2.15770
Int_1	-0.43350	0.05700	-7.60560	0.00000	-0.54550	-0.32160

Product terms key:	
Int_1:	MxT

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df1	p
X*W	0.0572	57.845	1.00000	610.00000	0.0687

Focal predict: M (X)
Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.14290	0.25870	0.10220	2.53150	0.01160	0.05800	0.45950
3.85710	-0.48450	0.07240	-6.68780	0.00000	-0.62670	-0.34220
4.00000	-0.54640	0.07530	-7.25230	0.00000	-0.69440	-0.39840

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

The overall model is **statistically significant**, explaining approximately **39.6%** of the variance in affective commitment. Machiavellianism has a **strong positive effect** on affective commitment when examined independently, and Manager – Employee trust also shows a significant positive influence. However, the interaction between Machiavellianism and Manager – Employee trust is **negative and highly significant**, indicating that the relationship between Machiavellianism and affective commitment is conditional on levels of Manager – Employee trust.

The conditional effects reveal that when Manager – Employee trust is low, Machiavellianism is positively associated with affective commitment. As Manager – Employee trust increases to moderate and high levels, the relationship between Machiavellianism and affective commitment becomes negative and more pronounced. This suggests that individuals high in Machiavellianism traits tend to show **greater** affective commitment when Manager – Employee trust is **low**, but their commitment diminishes as the environment becomes more trusting.

These findings point to a **significant moderation effect**, where Manager – Employee trust influences the path and strength of the connection between Machiavellianism and affective commitment. While Machiavellianism individuals may appear more committed in low Manager – Employee trust contexts, they are less likely to remain emotionally attached to the organization when Manager – Employee trust is high. This highlights the **complex interaction** between personality characteristics and organizational climate in shaping employee attitudes.

Hypothesis 8		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Perceived Victimization
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: M	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.74890	0.56090	0.92750	259.73010	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	5.1450	0.2128	24.1778	0.0000	4.7271	5.5629
M	0.0998	0.0900	1.1099	0.2675	-0.0768	0.2765
V	-0.4425	0.0809	-5.4731	0.0000	-0.6013	-0.2837
Int_1	-0.0361	0.0256	-1.4112	0.1587	-0.0864	0.0142

Product terms key:

Int_1:	MxV
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Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
		0.0014	1.9914	1.00000	610.00000

Level of confidence for all confidence intervals in output: 95.0000

The analysis examined whether perceived victimization moderates the relationship between Machiavellianism and affective organizational commitment using PROCESS Model 1.

Although the overall model is **statistically significant** and explains **56.1%** of the variance in affective commitment, the hypothesized moderation effect is not supported. Specifically, There is no significant direct influence of Machiavellianism on affective commitment, while perceived victimization shows a significant negative effect, indicating that individuals who experience higher levels of perceived victimization tend to report lower affective commitment.

However, the interaction between Machiavellianism and perceived victimization is not statistically significant. This means that the relationship between Machiavellianism and affective commitment does not change meaningfully across different levels of perceived victimization. Despite the strong model fit and significant main effect of perceived victimization, the lack of interaction suggests that perceived victimization **does not condition or influence** the strength or direction of the relationship between Machiavellianism tendencies and affective commitment.

In summary, while perceived victimization independently predicts lower affective commitment, it **does not moderate** the association between Machiavellianism and commitment, contrary to the curvilinear moderation hypothesis.

Hypothesis 9		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Workplace Engagement
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: M	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.88350	0.78050	0.46360	723.01470	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	0.37420	0.35290	1.06030	0.28940	-0.31880	1.06720
M	-0.19490	0.10920	-1.78450	0.07480	-0.40930	0.01960
E	0.99660	0.07720	12.91440	0.00000	0.84510	1.14820
Int_1	-0.02570	0.02500	-1.02730	0.30470	-0.07480	0.02340

Product terms key:	
Int_1:	MxE

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.0004	1.0554	1.00000	610.00000	0.3047

Level of confidence for all confidence intervals in output: 95.0000

The analysis investigates whether workplace engagement moderates the curvilinear association between Machiavellianism and affective org. commitment. Although our overall model is **statistically significant** and captures **78.1%** of the variance in affective commitment, and interaction between Machiavellianism and workplace engagement is not statistically significant. This indicates that the relationship between Machiavellianism and affective commitment remains stable regardless of individuals' levels of workplace engagement. While workplace engagement itself exerts a strong and significant positive effect on affective commitment, Machiavellianism has only a marginal effect, and its influence does not significantly shift based on workplace engagement levels. Therefore, the hypothesized moderating role of workplace engagement in this relationship is **not supported** by the data.

Hypothesis 10		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: A	X: M	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.67670	0.45790	0.53510	171.72110	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.6930	0.4693	7.8689	0.0000	2.7714	4.6147
M	0.0797	0.1356	0.5880	0.5567	-0.1866	0.3460
T	-0.5418	0.1161	-4.6673	0.0000	-0.7697	-0.3138
Int_1	0.1205	0.0369	3.2620	0.0012	0.0479	0.1930

Product terms key:

Int_1:	MxT
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Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	0.00950	10.64060	1.00000	610.00000	0.00120

Focal predict: M (X)

Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.14290	0.33790	0.06620	5.10240	0.00000	0.20780	0.46790
3.85710	0.54440	0.04690	11.59980	0.00000	0.45220	0.63660
4.00000	0.56160	0.04880	11.50570	0.00000	0.46570	0.65750

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles

Above analysis tests whether Manager – Employee trust moderates the relationship between Machiavellianism and turnover intention. The overall model is **statistically significant** ($R^2 = 0.4579$, $p < .001$), clarifying approx. **46%** (variance) in turnover intention.

Key findings:

- Machiavellianism (M) alone **does not significantly predict** turnover intention ($b = 0.0797, p = .5567$).
- Manager – Employee trust (T) **significantly and negatively predicts** turnover intention ($b = -0.5418, p < .001$), indicating that higher Manager – Employee trust is associated with lower turnover intention.
- The interaction term ($M \times T$) is **significant** ($b = 0.1205, p = .0012$), confirming a moderation effect.

Conditional effects show that the impact of Machiavellianism on turnover intention **becomes stronger** at higher levels of Manager – Employee trust:

- At low Manager – Employee trust (16th percentile), the effect of Machiavellianism is $b = 0.3379, p < .001$
- At median Manager – Employee trust, the effect increases to $b = 0.5444, p < .001$
- At high Manager – Employee trust (84th percentile), the effect peaks at $b = 0.5616, p < .001$

These results indicate that Manager – Employee trust **amplifies** the positive relationship between Machiavellianism and turnover intention. This could be due to Machiavellianism individuals exploiting trusting environments until their goals are met, after which they are more prone to exist.

Hypothesis 11		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Perceived Victimization
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: A	X: M	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.6880	0.4733	0.5199	182.7323	3.0000	610.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.14740	0.15930	7.20230	0.00000	0.83460	1.46030
M	0.56220	0.06730	8.34810	0.00000	0.42990	0.69440
V	0.24920	0.06050	4.11670	0.00000	0.13030	0.36810
Int_1	-0.03640	0.01920	-1.90150	0.05770	-0.07410	0.00120

Product terms key:

Int_1:	MxV
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Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.0031	3.6156	1.00000	610.00000	0.0577

Focal predict: M (X)

Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
V	Effect	se	t	p	LLCI	ULCI
1.00000	0.52570	0.05330	9.86730	0.00000	0.42110	0.63040
3.00000	0.45280	0.04060	11.14510	0.00000	0.37300	0.53260
6.00000	0.34350	0.07330	4.68300	0.00000	0.19940	0.48750

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles

Above analysis examines whether perceived victimization moderates the relationship between Machiavellianism and turnover intention. The overall regression model is **statistically significant**, explaining approximately **47.3%** of the variance in turnover intention ($R^2 = .4733$, $F(3, 610) = 182.73$, $p < .001$), indicating a strong model fit.

Key Findings:

- Machiavellianism (M) **significantly and positively** predicts turnover intention ($b = 0.5622$, $p < .001$).
- Perceived victimization (V) also **positively** predicts turnover intention ($b = 0.2492$, $p < .001$).
- The interaction term ($M \times V$) is **marginally significant** ($b = -0.0364$, $p = .0577$), falling just outside the conventional significance threshold ($p < .05$). While not statistically conclusive, this suggests a **potential moderating effect** of perceived victimization.

Conditional Effects:

The relationship between Machiavellianism and turnover intention changes across levels of perceived victimization:

- Low perceived victimization (V = 1): Machiavellianism has a **strong positive** effect on turnover intention ($b = 0.5257, p < .001$).
- Moderate perceived victimization (V = 3): The effect remains **significant but slightly weaker** ($b = 0.4528, p < .001$).
- High perceived victimization (V = 6): The effect is still **significant but further diminished** ($b = 0.3435, p < .001$).

While the interaction effect is only marginally significant, the pattern of conditional effects **supports a buffering hypothesis**: as perceived victimization increases, the positive association between Machiavellianism and turnover intention weakens. This implies that in contexts where perceived victimization is high, Machiavellianism individuals may be less inclined to leave, possibly due to entrenched power struggles, perceived opportunities, or alignment with toxic dynamics.

Hypothesis 12		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Workplace Engagement
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: M	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.69960	0.48940	0.50400	194.92090	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.05270	0.36790	5.57920	0.00000	1.33010	2.77520
M	0.69190	0.11380	6.07760	0.00000	0.46830	0.91540
E	-0.11300	0.08050	-1.40440	0.16070	-0.27100	0.04500
Int_1	-0.03430	0.02610	-1.31430	0.18920	-0.08550	0.01690

Product terms key:	
Int_1:	MxE

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
		0.0014	1.7273	1.00000	610.00000

The analysis investigates whether workplace engagement moderates the curvilinear relationship between Machiavellianism and turnover intention. The overall model is **statistically significant**, explaining approximately **48.9%** (variance) in turnover intention ($R^2 = .4894$, $p < .001$), indicating right model fit

However, interaction term between Machiavellianism (M) and workplace engagement (E) is not statistically significant ($B = -0.0343$, $p = .1892$). This suggests that moderation effect of workplace engagement is not significant.

While Machiavellianism on its own is a considerable predictor of turnover intention ($B = 0.6919$, $p < .001$), workplace engagement itself doesn't have a substantial influence ($B = -0.1130$, $p = .1607$), nor does it significantly alter the strength or direction of Machiavellianism's impact on turnover intention.

Although Machiavellianism is positively and significantly related to turnover intention, **workplace engagement does not significantly moderate** this relationship based on the current findings.

Hypothesis 13		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: N	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.57640	0.33220	1.41060	101.14010	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.17350	0.57340	5.53420	0.00000	2.04730	4.29960
N	-0.69730	0.19810	-3.52070	0.00050	-1.08630	-0.30840
T	0.22290	0.15650	1.42480	0.15470	-0.08430	0.53020
Int_1	0.18440	0.05330	3.45790	0.00060	0.07970	0.28910

Product terms key:	
Int_1:	NxT

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.0131	11.9569	1.00000	610.00000	0.0006

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.14290	-0.30220	0.09570	-3.15840	0.00170	-0.49000	-0.11430
3.85710	0.01400	0.06240	0.22370	0.82300	-0.10860	0.13660
4.00000	0.04030	0.06490	0.62100	0.53480	-0.08720	0.16780

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Our analysis investigates the moderating role of Manager – Employee trust in the association between Narcissism & Affective organizational commitment. Overall model is **statistically significant**, with an R-square of 0.3322, indicating that approx. **33.22%** of the discrepancy in affective commitment is explained by the model.

Narcissism has a **significant negative effect** on affective organizational commitment, with a regression coefficient of -0.6973 ($p = .0005$). This suggests that people with higher degrees of narcissism tend to exhibit **lower** degrees of affective commitment to the organization. On the other hand, Manager – Employee trust on its own does not have a statistically significant effect on affective commitment ($B = 0.2229$, $p = .1547$).

However, the interaction term between narcissism and Manager – Employee trust is statistically significant ($B = 0.1844$, $p = .0006$), indicating that Manager – Employee trust moderates the association between narcissism and affective org. commitment. Conditional effects analysis further reveals that at low levels of Manager – Employee trust (16th percentile), narcissism has a significantly negative effect on affective commitment ($B = -0.3022$, $p = .0017$). In contrast, at moderate and high levels of Manager – Employee trust (50th and 84th percentiles), the effect of narcissism on affective commitment becomes nonsignificant.

This suggests that Manager – Employee trust plays a **buffering role** in the relationship. While narcissism is generally associated with reduced affective commitment, the presence of higher Manager – Employee trust in the organization can mitigate this negative effect. In other words, when Manager – Employee trust

is low, narcissism undermines affective commitment, but when Manager – Employee trust is high, this adverse impact diminishes.

Hypothesis 14		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Perceived Victimization
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: N	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.75540	0.57070	0.90680	270.28910	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	6.07970	0.28100	21.63550	0.00000	5.52780	6.63150
N	-0.21050	0.08660	-2.43100	0.01530	-0.38060	-0.04050
V	-0.89620	0.09370	-9.56570	0.00000	-1.08020	-0.71220
Int_1	0.11020	0.02920	3.77630	0.00020	0.05290	0.16750

Product terms key:	
Int_1:	NxV

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.010	14.2602	1.00000	610.00000	0.0002

Focal predict: N (X)
Mod var: V (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
1.00000	-0.10030	0.06430	-1.55990	0.11930	-0.22670	0.02600
3.00000	0.12000	0.05020	2.39020	0.01710	0.02140	0.21870
6.00000	0.45060	0.11350	3.97190	0.00010	0.22780	0.67340

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Analysis reveals the relationship between narcissism and affective organizational commitment is significantly moderated by perceived victimization. At low levels of perceived victimization, narcissism has a negative but non-significant effect on commitment. At moderate levels, narcissism significantly and positively predicts commitment, and this positive effect becomes even stronger at high levels of perceived victimization. The interaction term is **statistically significant**.

In conclusion, perceived victimization alters the influence of narcissism on commitment, suggesting that individuals high in narcissism may exhibit stronger organizational commitment when they perceive greater perceived victimization.

Hypothesis 15		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Workplace Engagement
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: N	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.86440	0.74720	0.53390	601.10360	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-1.71440	0.44440	-3.85780	0.00010	-2.58710	-0.84160
N	0.40810	0.14380	2.83890	0.00470	0.12580	0.69040
E	1.25690	0.09520	13.19800	0.00000	1.06990	1.44400
Int_1	-0.07910	0.03060	-2.59040	0.00980	-0.13910	-0.01910

Product terms key:	
Int_1:	NxE

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.0028	6.7099	1.00000	610.00000	0.0098

Focal predict: N (X)
Mod var: E (W)

Conditional effects of the focal predictor at values of the moderator(s):						
E	Effect	se	t	p	LLCI	ULCI
2.55560	0.20590	0.07110	2.89470	0.00390	0.06620	0.34550
4.00000	0.09160	0.04040	2.26860	0.02360	0.01230	0.17080
5.00000	0.01240	0.03920	0.31700	0.75140	-0.06460	0.08940

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

The interaction between narcissism and workplace engagement **significantly** predicts affective organizational commitment. Narcissism positively influences commitment at lower and moderate levels of workplace engagement, but this effect diminishes and becomes non-significant at higher levels. The negative interaction term indicates that the strength of narcissism’s impact weakens as workplace engagement increases. This moderation is **statistically significant**, as shown by the interaction and conditional effects.

In conclusion, workplace engagement **moderates** the curvilinear relationship between narcissism and organizational commitment, such that Narcissism has a stronger positive effect on commitment when workplace engagement is low to moderate, but the effect fades when workplace engagement is high.

Hypothesis 16		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: A	X: N	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.63030	0.39730	0.59500	134.01040	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.6710	0.3724	7.1724	0.0000	1.9397	3.4024
N	0.7586	0.1286	5.8979	0.0000	0.5060	1.0113
T	-0.1420	0.1016	-1.3979	0.1626	-0.3416	0.0575
Int 1	-0.1421	0.0346	-4.1036	0.0000	-0.2101	-0.0741

Product terms key:

Int 1:	NxT
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Test(s) of highest order unconditional interaction(s):

X*W	R2-chng	F	df1	df1	p
	0.01660	16.83920	1.00000	610.00000	0.00000

Focal predict: N (X)

Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):

T	Effect	se	t	p	LLCI	ULCI
2.14290	0.45410	0.06210	7.30870	0.00000	0.33210	0.57610
3.85710	0.21050	0.04050	5.19110	0.00000	0.13080	0.29010
4.00000	0.19020	0.04220	4.51070	0.00000	0.10740	0.27290

Level of confidence for all confidence intervals in output: 95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles

The analysis shows that narcissism **significantly predicts** turnover intention, and that this relationship is moderated by Manager – Employee trust. As Narcissism increases, turnover intention also increases, but the strength of this relationship weakens when Manager – Employee trust is higher. The negative interaction between narcissism and Manager – Employee trust indicates that higher Manager – Employee trust reduces the impact of narcissism on turnover intention. The moderation effect is **statistically significant**, with the strongest relationship when Manager – Employee trust is low.

In conclusion, Manager – Employee trust **moderates** the curvilinear relationship between narcissism and turnover intention such that the positive effect of narcissism on turnover intention becomes weaker as Manager – Employee trust increases.

Hypothesis 17		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Perceived Victimization
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: A	X: N	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.61970	0.38410	0.60800	126.78240	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.14910	0.23010	4.99400	0.00000	0.69720	1.60090
N	0.30930	0.07090	4.36170	0.00000	0.17000	0.44860
V	0.47280	0.07670	6.16280	0.00000	0.32210	0.62350
Int_1	-0.05430	0.02390	-2.27450	0.02330	-0.10130	-0.00740

Product terms key:

Int_1:	NxV
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Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	0.0052	5.1732	1.00000	610.00000	0.0233

Focal predict: N (X)
Mod var: V (W)

Conditional effects of the focal predictor at values of the moderator(s):						
V	Effect	se	t	p	LLCI	ULCI
1.00000	0.25500	0.05270	4.84040	0.00000	0.15150	0.35840
3.00000	0.14630	0.04110	3.55670	0.00040	0.06550	0.22700
6.00000	-0.01680	0.09290	-0.18050	0.85680	-0.19920	0.16570

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Analysis states that narcissism **positively predicts** turnover intention, and this relationship is moderated by perceived victimization. As perceived victimization increases, the positive association between narcissism and turnover intention weakens. Specifically, when perceived victimization is low or moderate, narcissism significantly increases turnover intention, but this effect becomes non-significant at high levels of perceived victimization. The interaction between narcissism and perceived victimization is statistically significant.

In conclusion, perceived victimization moderates the curvilinear relationship between narcissism and turnover intention such that the influence of narcissism on turnover intention diminishes as perceived victimization increases.

Hypothesis 18		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Workplace Engagement
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: N	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.51580	0.26610	0.72440	73.71840	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.54480	0.51760	4.91620	0.00000	1.52820	3.56130
N	0.69970	0.16740	4.17880	0.00000	0.37090	1.02860
E	-0.04570	0.11090	-0.41240	0.68020	-0.26360	0.17210
Int 1	-0.11470	0.03560	-3.22440	0.00130	-0.18460	-0.04490

Product terms key:	
Int 1:	NxE

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.0125	10.3965	1.00000	610.00000	0.0013

Focal predict: N (X)
Mod var: E (W)

Conditional effects of the focal predictor at values of the moderator(s):						
E	Effect	se	t	p	LLCI	ULCI
2.55560	0.40650	0.08280	4.90710	0.00000	0.24380	0.56920
4.00000	0.24080	0.04700	5.12150	0.00000	0.14840	0.33310
5.00000	0.12600	0.04570	2.76030	0.00590	0.03640	0.21570

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Narcissism significantly **predicts higher** turnover intention, and this relationship is moderated by workplace engagement. As workplace engagement increases, the power of the positive association between narcissism and turnover intention decreases. The interaction between Narcissism and workplace engagement is **statistically significant**, indicating that workplace engagement plays a **buffering role**. At elevated degree of workplace engagement, the influence of narcissism on turnover intention becomes weaker but remains significant.

In conclusion, workplace engagement **moderates** the curvilinear relationship between narcissism and turnover intention such that higher workplace engagement mitigates the impact of narcissism on turnover intention.

Hypothesis 19		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: LMX	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.8230	0.6773	0.6817	426.7285	3.0000	610.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.63510	0.41040	3.98380	0.00010	0.82900	2.44110
LMX	0.55530	0.12880	4.31070	0.00000	0.30230	0.80830
T	-0.39330	0.14790	-2.65950	0.00800	-0.68370	-0.10290
Int_1	0.14690	0.04160	3.53330	0.00040	0.06520	0.22850

Product terms key:	
Int_1:	LMX x T

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.0066	12.4839	1.00000	610.00000	0.0004

Focal predict: LMX (X)
 Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.14290	0.870	0.051	16.993	0.000	0.770	0.971
3.85710	1.122	0.054	20.951	0.000	1.017	1.227
4.00000	1.143	0.058	19.756	0.000	1.029	1.256

Level of confidence for all confidence intervals in output: 95.0000
 W values in conditional tables are the 16th, 50th, and 84th percentiles

Analysis reveals that leader-member exchange (LMX) **significantly predicts** affective organizational commitment and that this relationship is moderated by Manager – Employee trust. The interaction between LMX and Manager – Employee trust is statistically significant.

Specifically, as Manager – Employee trust increases, the positive relationship between LMX and affective commitment becomes stronger. At lower levels of Manager – Employee trust, the effect of LMX on commitment is still positive but comparatively weaker. At higher Manager – Employee trust levels, LMX has a much stronger influence on organizational commitment.

In conclusion, Manager – Employee trust **moderates** the curvilinear relationship between leader-member exchange and affective organizational commitment such that higher Manager – Employee trust amplifies the positive effect of LMX on commitment.

Hypothesis 20		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Perceived Victimization
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: LMX	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.8210	0.6740	0.6885	420.4400	3.0000	610.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.69540	0.38560	4.39730	0.00000	0.93820	2.45260
LMX	0.76980	0.09770	7.88000	0.00000	0.57790	0.96160
V	-0.19820	0.06630	-2.98830	0.00290	-0.32840	-0.06790
Int_1	0.02760	0.02020	1.36280	0.17340	-0.01220	0.06730

Product terms key:	
Int_1:	LMX x V

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
		0.0010	1.85730	1.00000	610.00000

The results indicate that leader-member exchange (LMX) **significantly predicts** affective organizational commitment, and perceived victimization has a negative direct effect. However, the interaction between LMX and perceived victimization is not statistically significant. This suggests that perceived victimization does not meaningfully alter the relationship between LMX and commitment.

In conclusion, while LMX and perceived victimization individually influence affective organizational commitment, perceived victimization **does not moderate** their relationship.

Hypothesis 21		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Workplace Engagement
Model: 1	OUTCOME VARIABLE: AC	Sample Size: 614
Y: AC	X: LMX	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.90020	0.81030	0.40070	868.40000	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-0.37320	0.21040	-1.77400	0.07660	-0.78640	0.04000
LMX	0.40110	0.07970	5.02930	0.00000	0.24450	0.55770
E	0.59140	0.06710	8.81140	0.00000	0.45960	0.72320
Int_1	0.02850	0.02010	1.41880	0.15650	-0.01090	0.06780

Product terms key:	
Int_1:	LMX x E

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.0006	2.0131	1.00000	610.00000	0.1565

Level of confidence for all confidence intervals in output: 95.0000

Leader-member exchange (LMX) **significantly predicts** affective organizational commitment, and workplace engagement also has a strong positive effect. However, the interaction between LMX and workplace engagement is not statistically significant. This indicates that workplace engagement **does not moderate** the relationship between LMX and affective commitment.

In conclusion, while both LMX and workplace engagement are important predictors of affective organizational commitment, workplace engagement does not alter the effect of LMX.

Hypothesis 22		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Manager – Employee trust
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: LMX	W: T

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.66250	0.43890	0.55380	159.06410	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.62050	0.36990	9.78680	0.00000	2.89400	4.34710
LMX	0.13050	0.11610	1.12350	0.26170	-0.09760	0.35850
T	0.22670	0.13330	1.70100	0.08950	-0.03500	0.48850
Int 1	-0.15630	0.03750	-4.17120	0.00000	-0.22990	-0.08270

Product terms key:

Int_1:	LMX x T
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Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df2	p
	0.016	17.3986	1.00000	610.00000	0.00000

Focal predict: LMX (X)
Mod var: T (W)

Conditional effects of the focal predictor at values of the moderator(s):						
T	Effect	se	t	p	LLCI	ULCI
2.14290	-0.20440	0.04610	-4.42990	0.00000	-0.29510	-0.11380
3.85710	-0.47230	0.04830	-9.78680	0.00000	-0.56710	-0.37760
4.00000	-0.49470	0.05210	-9.48760	0.00000	-0.59710	-0.39230

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Leader-member exchange (LMX) alone does not significantly predict turnover intention, but Manager – Employee trust shows a marginally positive effect. The interaction between LMX and Manager – Employee trust is substantial and negative, signifying that higher Manager – Employee trust strengthens the negative relationship between LMX and turnover intention. Conditional effects show that at higher levels of Manager – Employee trust, LMX significantly reduces turnover intention.

In conclusion, Manager – Employee trust **significantly moderates** the curvilinear relationship between LMX and turnover intention, such that higher Manager – Employee trust enhances the negative impact of LMX on turnover intention.

Hypothesis 23		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Perceived Victimization
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: LMX	W: V

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.63760	0.40650	0.58580	139.26630	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.55530	0.35560	12.80900	0.00000	3.85690	5.25370
LMX	-0.62990	0.09010	-6.99060	0.00000	-0.80680	-0.45290
V	-0.09960	0.06120	-1.62860	0.10390	-0.21980	0.02050
Int_1	0.09710	0.01870	5.20580	0.00000	0.06050	0.13370

Product terms key:	
Int_1:	LMX x V

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.0264	27.1008	1.00000	610.00000	0.00000

Focal predict: LMX (X)
Mod var: V (W)

Conditional effects of the focal predictor at values of the moderator(s):						
V	Effect	se	t	p	LLCI	ULCI
1.00000	-0.53280	0.07630	-6.98720	0.00000	-0.68250	-0.38300
3.00000	-0.33860	0.05740	-5.90020	0.00000	-0.45130	-0.22590
6.00000	-0.04730	0.06880	-0.68720	0.49220	-0.18230	0.08780

Leader-member exchange (LMX) **significantly reduces** turnover intention, and the interaction with perceived victimization is also **significant and positive**. This indicates that higher perceived victimization **weakens** the negative effect of LMX on turnover intention. Conditional effects show that LMX strongly reduces turnover intention when perceived victimization is low, but the effect fades as perceived victimization increases.

In conclusion, perceived victimization **significantly moderates** the curvilinear relationship between LMX and turnover intention by reducing the protective effect of LMX against turnover intention.

Hypothesis 24		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Workplace Engagement
Model: 1	OUTCOME VARIABLE: A	Sample Size: 614
Y: A	X: LMX	W: E

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.61140	0.37380	0.61810	121.38310	3.00000	610.00000	0.00000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.74250	0.26130	14.32310	0.00000	3.22940	4.25570
LMX	-0.07200	0.09900	-0.72730	0.46730	-0.26650	0.12250
E	0.25340	0.08340	3.03960	0.00250	0.08970	0.41710
Int_1	-0.11000	0.02490	-4.41400	0.00000	-0.15890	-0.06100

Product terms key:
Int_1: LMX x E

Test(s) of highest order unconditional interaction(s):					
X*W	R2-chng	F	df1	df1	p
	0.02	19.483	1.00000	610.00000	0.00000

Focal predict: LMX (X)
Mod var: E(W)

Conditional effects of the focal predictor at values of the moderator(s):

E	Effect	se	t	p	LLCI	ULCI
2.55560	-0.35300	0.05000	-7.06470	0.00000	-0.45110	-0.25490
4.00000	-0.51180	0.04420	-11.59180	0.00000	-0.59850	-0.42510
5.00000	-0.62180	0.05560	-11.19010	0.00000	-0.73090	-0.51270

Level of confidence for all confidence intervals in output: 95.0000
W values in conditional tables are the 16th, 50th, and 84th percentiles

Results indicate a significant interaction between leader-member exchange (LMX) and workplace engagement in predicting turnover intention. While the main effect of LMX on turnover intention is not statistically significant, workplace engagement shows a significant positive association with turnover intention. More importantly, the interaction term between LMX and workplace engagement is statistically significant.

As workplace engagement increases, the negative relationship between LMX and turnover intention becomes stronger. At lower levels of workplace engagement, the effect of LMX on reducing turnover intention is weaker, but as workplace engagement rises, LMX has a progressively greater impact in lowering turnover intention. This means that subordinates who are exposed to high -quality relationships with their leaders are less likely to leave the organization.

There exists a curvilinear relationship between leader-member exchange and turnover intention, and this relationship is **significantly moderated** by workplace engagement. High workplace engagement amplifies the beneficial effect of LMX, leading to lower turnover intention rates

3.11 Multiple Linear regression

3.11.1 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Affective Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 ^a	0.668	0.666	0.83844
a. Predictors: (Constant), LMX, Narcissism, Machiavellianism, Psychopathy				
Table 3.2 Output MLR – Influence of predictors on Affective Commitment				

The table shows the strength and explanatory power of the regression model.

The multiple correlation coefficient (R) is 0.817, indicating a **strong positive** association between the combined predictors and affective commitment.

- The R Square value is 0.668, meaning that approx. **66.8%** of the variance in affective commitment is clarified by the predictors.
- The adjusted R Square, which adjusts for the number of predictors, is 0.666, suggesting the model maintains its explanatory power even after accounting for complexity.
- The standard error of the estimate is 0.838, reflecting the average distance between the actual and predicted values of affective commitment.

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	860.373	4	215.093	305.97	.000 ^b
	Residual	428.118	609	0.703		
	Total	1288.491	613			
a. Dependent Variable: Affective Commitment						
b. Predictors: (Constant), LMX, Narcissism, Machiavellianism, Psychopathy						
Table 3.3 Output ANOVA – Influence of predictors on Affective Commitment						

The ANOVA table tests the overall significance of the regression model. The F-value is 305.971 and is **statistically significant** with a p-value of .000, indicating that the combination of variables: LMX, Machiavellianism, Narcissism, and Psychopathy, significantly predicts affective commitment. The regression sum of squares is much larger than the residual sum of squares, reinforcing that the model explains a substantial portion of the variability in the dependent variable.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.711	0.263		2.706	0.007
	Machiavellianism	0.033	0.055	0.023	0.603	0.546
	Psychopathy	-0.099	0.068	-0.084	-1.462	0.144
	Narcissism	0.024	0.056	0.013	0.423	0.673
	LMX	0.992	0.059	0.765	16.74	0
<i>a. Dependent Variable: Affective Commitment</i>						
Table 3.4 Output Coefficients – Influence of predictors on Affective Commitment						

The regression model significantly predicts affective commitment ($F = 305.971$, $p < 0.001$) and explains **66.8%** of its variance, indicating a very good model fit. Among the four predictors, only LMX has a **statistically significant** and **positive** influence on affective commitment ($\beta = 0.992$, $p < 0.001$). The other three predictors: M-N-P of DT are **not statistically significant** and therefore do not meaningfully influence affective commitment in this model.

3.11.2 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Turnover intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	0.486	0.483	0.71256
<i>a. Predictors: (Constant), LMX, Narcissism, Machiavellianism, Psychopathy</i>				

The **Model Summary** table shows that the predictors **LMX (Leader-Member Exchange), Narcissism, Machiavellianism, and Psychopathy** explain **48.6%** of the variance in **Turnover intention** ($R^2 = 0.486$). This is a **moderately strong relationship**, indicating that nearly half of the variation in employee turnover intention can be accounted for by the combination of these psychological and leadership variables. The **adjusted R²** of 0.483 confirms the model's explanatory power remains stable even when adjusted for the number of predictors. The SE of the estimate is 0.71256, which suggests the average distance that the observed values fall from the regression line.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	292.895	4	73.224	144.21	.000 ^b
	Residual	309.215	609	0.508		
	Total	602.11	613			
<i>a. Dependent Variable: Turnover intention</i>						
<i>b. Predictors: (Constant), LMX, Narcissism, Machiavellianism, Psychopathy</i>						
Table 3.5 Output - ANOVA – Influence of predictors on Turnover Intentions						

The ANOVA table suggests the model is **statistically significant**: $F(4, 609) = 144.214, p < .001$. This means that the combined effect of LMX, Narcissism, Machiavellianism, and Psychopathy **significantly predicts** employee turnover intention. The regression model performs significantly better than a model with no predictors, affirming that these dark triad and LMX collectively have a meaningful impact on turnover intention.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.698	0.223		12.076	0
	Machiavellianism	0.466	0.047	0.468	9.895	0
	Psychopathy	-0.05	0.058	-0.062	-0.868	0.386
	Narcissism	0.079	0.048	0.064	1.67	0.095
	LMX	-0.313	0.05	-0.353	-6.206	0

Dependent Variable: Turnover intentions

Table 3.6 Results Coefficients – Influence of predictors on Turnover Intentions

The **Coefficients table** provides insight into the individual contributions of each predictor. **Machiavellianism** has the **strongest positive effect** on turnover intention ($\beta = .468, p < .001$), suggesting that employees exposed to managers with elevated degree of Machiavellism are have intentions to quit. **LMX** (Leader-Member Exchange) shows a **strong negative relationship** with turnover intention ($\beta = -.353, p < .001$), meaning that better leader-employee relationships are associated with lower turnover intention. **Narcissism** shows a **weak positive effect** ($\beta = .064$) but is **not statistically significant** ($p = .095$). Similarly, **Psychopathy** has a **small negative, non-significant effect** on turnover intention ($\beta = -.062, p = .386$). Thus, while the overall model is significant, only **LMX and Machiavellianism** significantly influence employee turnover intention individually.

3.11.3 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Affective Commitment and Turnover Intention

Multivariate Tests						
	Effect	Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	0.93	3374.829 ^b	2	506	0
	Wilks' Lambda	0.07	3374.829 ^b	2	506	0
	Hotelling's Trace	13.339	3374.829 ^b	2	506	0
	Roy's Largest Root	13.339	3374.829 ^b	2	506	0
M	Pillai's Trace	0.136	9.235	8	1014	0
	Wilks' Lambda	0.866	9.401 ^b	8	1012	0
	Hotelling's Trace	0.152	9.566	8	1010	0
	Roy's Largest Root	0.132	16.702 ^c	4	507	0
P	Pillai's Trace	0.16	11	8	1014	0
	Wilks' Lambda	0.842	11.358 ^b	8	1012	0
	Hotelling's Trace	0.186	11.716	8	1010	0
	Roy's Largest Root	0.174	22.039 ^c	4	507	0
N	Pillai's Trace	0.078	5.171	8	1014	0
	Wilks' Lambda	0.922	5.245 ^b	8	1012	0
	Hotelling's Trace	0.084	5.318	8	1010	0
	Roy's Largest Root	0.079	10.045 ^c	4	507	0
LMX	Pillai's Trace	0.026	2.257	6	1014	0.036
	Wilks' Lambda	0.974	2.256 ^b	6	1012	0.036
	Hotelling's Trace	0.027	2.255	6	1010	0.036
	Roy's Largest Root	0.02	3.364 ^c	3	507	0.019
M * P	Pillai's Trace	0.091	4.019	12	1014	0
	Wilks' Lambda	0.91	4.056 ^b	12	1012	0
	Hotelling's Trace	0.097	4.093	12	1010	0
	Roy's Largest Root	0.082	6.931 ^c	6	507	0
M * N	Pillai's Trace	0.091	3.013	16	1014	0
	Wilks' Lambda	0.911	3.010 ^b	16	1012	0
	Hotelling's Trace	0.095	3.007	16	1010	0
	Roy's Largest Root	0.057	3.635 ^c	8	507	0

Table 3.7 Output of Multivariate tests

Multivariate Tests						
Effect	Value	F	Hypothesis df	Error df	Sig.	
M * LMX	Pillai's Trace	0.048	1.783	14	1014	0.037
	Wilks' Lambda	0.952	1.791 ^b	14	1012	0.035
	Hotelling's Trace	0.05	1.8	14	1010	0.034
	Roy's Largest Root	0.043	3.131 ^c	7	507	0.003
P * N	Pillai's Trace	0.142	6.451	12	1014	0
	Wilks' Lambda	0.863	6.461 ^b	12	1012	0
	Hotelling's Trace	0.154	6.47	12	1010	0
	Roy's Largest Root	0.101	8.508 ^c	6	507	0
P * LMX	Pillai's Trace	0.077	2.549	16	1014	0.001
	Wilks' Lambda	0.923	2.571 ^b	16	1012	0.001
	Hotelling's Trace	0.082	2.594	16	1010	0.001
	Roy's Largest Root	0.071	4.515 ^c	8	507	0
N * LMX	Pillai's Trace	0.065	1.892	18	1014	0.013
	Wilks' Lambda	0.936	1.893 ^b	18	1012	0.013
	Hotelling's Trace	0.068	1.894	18	1010	0.013
	Roy's Largest Root	0.047	2.666 ^c	9	507	0.005
M * P * N	Pillai's Trace	0.019	2.43	4	1014	0.046
	Wilks' Lambda	0.981	2.428 ^b	4	1012	0.046
	Hotelling's Trace	0.019	2.427	4	1010	0.046
	Roy's Largest Root	0.015	3.686 ^c	2	507	0.026
M * P * LMX	Pillai's Trace	0.011	0.934	6	1014	0.469
	Wilks' Lambda	0.989	.932 ^b	6	1012	0.471
	Hotelling's Trace	0.011	0.931	6	1010	0.472
	Roy's Largest Root	0.007	1.132 ^c	3	507	0.336
M * N * LMX	Pillai's Trace	0.036	1.851	10	1014	0.048
	Wilks' Lambda	0.964	1.850 ^b	10	1012	0.048
	Hotelling's Trace	0.037	1.85	10	1010	0.049
	Roy's Largest Root	0.026	2.672 ^c	5	507	0.021
P * N * LMX	Pillai's Trace	0.068	3.578	10	1014	0
	Wilks' Lambda	0.933	3.597 ^b	10	1012	0
	Hotelling's Trace	0.072	3.615	10	1010	0
	Roy's Largest Root	0.059	5.946 ^c	5	507	0
M * P * N * LMX	Pillai's Trace	0.006	1.474 ^b	2	506	0.23
	Wilks' Lambda	0.994	1.474 ^b	2	506	0.23
	Hotelling's Trace	0.006	1.474 ^b	2	506	0.23
	Roy's Largest Root	0.006	1.474 ^b	2	506	0.23

Table 3.7 Output of Multivariate tests (Continued)

a) Design: Intercept + M + P + N + LMX + M * P + M * N + M * LMX + P * N + P * LMX + N * LMX + M * P * N + M * P * LMX + M * N * LMX + P * N * LMX + M * P * N * LMX

b) Exact statistic

c) The statistic is an upper bound on F that yields a lower bound on the significance level.

Multivariate Tests examine the combined effect of Machiavellianism (M), Psychopathy (P), Narcissism (N), and Leader-Member Exchange (LMX), along with their interactions, on the two dependent variables: Affective Commitment and Turnover intention. Significant multivariate effects are observed for all main effects (M, P, N, and LMX), with Wilks' Lambda values and associated F-statistics indicating **statistically significant differences** in the multivariate means ($p < .05$ for all). Notably, interactions such as $M \times P$, $M \times N$, $P \times N$, and $P \times LMX$ also show **strong multivariate significance**, suggesting that the interplay of these personality traits and leadership qualities jointly influence both affective commitment and turnover intention. Some three-way interactions (e.g., $M \times P \times N$, $M \times N \times LMX$, $P \times N \times LMX$) are also **significant**, highlighting complex interdependence among these constructs. However, the four-way interaction ($M \times P \times N \times LMX$) is **not significant**, implying that the full combination of all four variables does not contribute uniquely to variation in the dependent variables beyond lower-order effects.

Tests of Between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Affective Commitment	1000.233 ^a	106	9.436	15.982	0
	Turnover intention	503.709 ^b	106	4.752	17.27	0
Intercept	Affective Commitment	1173.234	1	1173.234	1987.1	0
	Turnover intention	723.382	1	723.382	2629.01	0
M	Affective Commitment	15.615	4	3.904	6.612	0
	Turnover intention	17.477	4	4.369	15.88	0
P	Affective Commitment	44.221	4	11.055	18.724	0
	Turnover intention	11.875	4	2.969	10.79	0
N	Affective Commitment	13.739	4	3.435	5.817	0
	Turnover intention	2.34	4	0.585	2.126	0.076
LMX	Affective Commitment	5.958	3	1.986	3.364	0.019
	Turnover intention	1.154	3	0.385	1.398	0.243
M * P	Affective Commitment	21.876	6	3.646	6.175	0
	Turnover intention	5.986	6	0.998	3.626	0.002
M * N	Affective Commitment	15.97	8	1.996	3.381	0.001
	Turnover intention	6.674	8	0.834	3.032	0.002
M * LMX	Affective Commitment	12.904	7	1.843	3.122	0.003
	Turnover intention	1.287	7	0.184	0.668	0.699
P * N	Affective Commitment	25.861	6	4.31	7.3	0
	Turnover intention	11.508	6	1.918	6.971	0
P * LMX	Affective Commitment	19.502	8	2.438	4.129	0
	Turnover intention	4.593	8	0.574	2.087	0.036
N * LMX	Affective Commitment	13.785	9	1.532	2.594	0.006
	Turnover intention	3.829	9	0.425	1.546	0.129
M * P * N	Affective Commitment	4.336	2	2.168	3.672	0.026
	Turnover intention	0.737	2	0.369	1.34	0.263
M * P * LMX	Affective Commitment	1.417	3	0.472	0.8	0.494
	Turnover intention	0.788	3	0.263	0.954	0.414
M * N * LMX	Affective Commitment	3.127	5	0.625	1.059	0.382
	Turnover intention	3.568	5	0.714	2.594	0.025
P * N * LMX	Affective Commitment	17.423	5	3.485	5.902	0
	Turnover intention	2.13	5	0.426	1.548	0.173
M * P * N * LMX	Affective Commitment	0.855	1	0.855	1.448	0.229
	Turnover intention	0.167	1	0.167	0.607	0.436
Error	Affective Commitment	299.345	507	0.59		
	Turnover intention	139.503	507	0.275		
Total	Affective Commitment	9833	614			
	Turnover intention	6038	614			
Corrected Total	Affective Commitment	1299.578	613			
	Turnover intention	643.212	613			
a. R Squared = .770 (Adjusted R Squared = .722)						
b. R Squared = .783 (Adjusted R Squared = .738)						
<i>Table 3.8 Test of in-between subjects</i>						

The above table breaks down the impact of each independent variable and their interactions on Affective Commitment and Turnover intention individually. For Affective Commitment, all main effects: Machiavellianism, Psychopathy, Narcissism, and LMX are **statistically significant** ($p < .05$), indicating each variable contributes to differences in employee commitment levels. Similarly, multiple two-way interactions ($M \times P$, $M \times N$, $P \times N$, $P \times LMX$, and $N \times LMX$) are **significant**, along with select three-way interactions ($M \times P \times N$ and $P \times N \times LMX$), indicating that combinations of dark personality traits and leadership quality meaningfully influence commitment. For Turnover intention, Machiavellianism and Psychopathy are significant predictors, whereas Narcissism and LMX are not significant individually, though they do show influence through interaction terms such as $M \times N$, $P \times N$, and $M \times N \times LMX$. The overall model is robust, explaining **77.0%** of the variance in Affective Commitment and **78.3%** in Turnover intention, confirming that both individual traits and their dynamic interactions with leadership style are crucial factors influencing employees' emotional attachment to the organization and their likelihood of leaving.

The analysis reveals that Machiavellianism, Psychopathy, Narcissism, and Leader-Member Exchange (LMX) **significantly influence** both affective commitment and turnover intention among employees, either independently or through complex interactions. Specifically, Machiavellianism and Psychopathy emerge as the **strongest individual predictors**, particularly impacting turnover intention, while LMX shows a **stronger association** with affective commitment. Several two-way and three-way interactions among personality traits and LMX also contribute meaningfully, indicating that the effects of DT on organizational results are not isolated but are shaped by the **quality** of leader-member relationships. The multivariate and univariate tests confirm that these psychological and relational variables explain a substantial portion of variance in both commitment and turnover intention, with R^2 values exceeding **77%** in both cases.

3.12 Polynomial regression

Tests of Between-Subjects Effects

Dependent Variable: Affective Commitment

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1226.295 ^a	199	6.162	41.018	0
Intercept	1805.035	1	1805.035	12014.943	0
M	40.636	16	2.54	16.905	0
N	33.036	16	2.065	13.744	0
P	99.059	16	6.191	41.211	0
M * N	17.218	21	0.82	5.458	0
M * P	42.761	20	2.138	14.232	0
N * P	14.776	19	0.778	5.177	0
M * N * P	0	0	.	.	.
Error	62.196	414	0.15		
Total	9560.5	614			
Corrected Total	1288.491	613			

a. R Squared = .952 (Adjusted R Squared = .929)

Table 3.9 Output Polynomial regression - Tests of Between-Subjects Effects

The above table presents the results of a polynomial regression analysis predicting Affective Commitment from the three predictors—Machiavellianism (M), Narcissism (N), and Psychopathy (P), including their higher-order and interaction terms.

The corrected model is **statistically significant**, with an F- 41.018 and a p-.000. This indicates our model, including all linear, quadratic, and interaction terms, **significantly predicts** affective commitment. The R Squared value is .952, which means, the above model explains approx. **95.2%** of the discrepancy in affective commitment. Even after adjusting to the number of predictors, the Adjusted R Squared remains high at .929, suggesting a very good fit.

The Intercept is **significant**, showing the baseline level of affective commitment when all predictors are zero, though this is less critical for interpretation than the effects of the predictors.

Looking at the individual predictors and their polynomial and interaction effects:

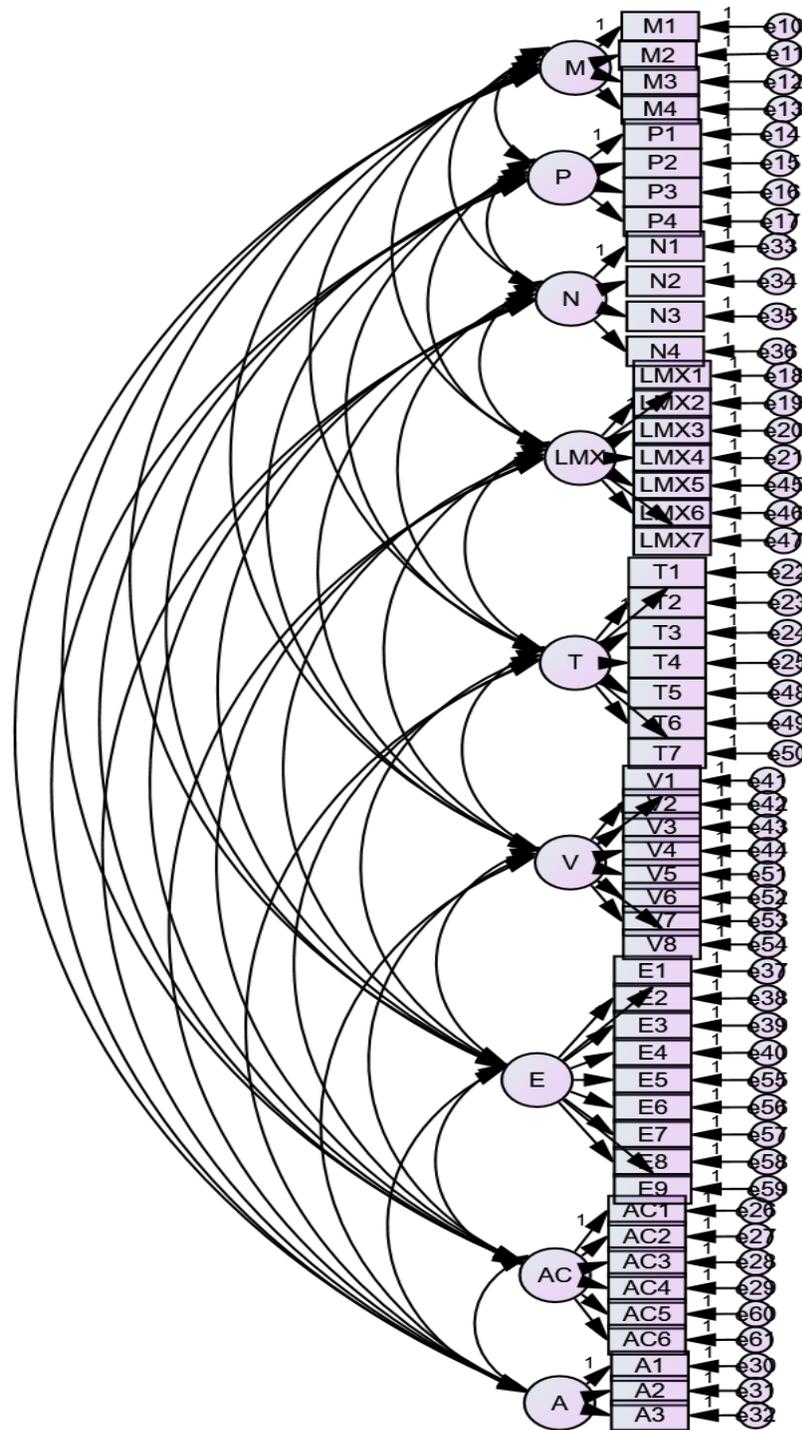
- Machiavellianism (M) **significantly** contributes to the model with a p-value of .000, suggesting that polynomial terms of Machiavellianism (e.g., squared or cubic terms) play a role in explaining affective commitment.
- Narcissism (N) is also **significant** with $p = .000$, indicating its higher-order effects are important.
- Psychopathy (P) reveals a **robust influence** with a significant ($p-.000$), highlighting its non-linear relationship with affective commitment.

The two-way interaction terms MN , MP , and $N*P$ are all **statistically significant** (all p-values = .000). This suggests that the relationships among these personality traits are **interdependent** and **interactively influence** affective commitment in complex, non-linear ways.

The three-way interaction term (MNP) shows **no value or significance** in the table, likely indicating it was not estimable or not included due to insufficient degrees of freedom. The Error value is relatively low compared to the total sum of squares, which reinforces that our model is right fit.

Polynomial regression model **significantly predicts** affective commitment, explaining over 95% of its variance. All three predictors Machiavellianism, Narcissism, and Psychopathy demonstrate significant non-linear effects on affective commitment. Moreover, the interactions among these traits further contribute to the model, indicating that the effect of one trait may depend on the levels of the others. This highlights the importance of considering complex, higher-order, and interaction effects when examining how dark personality traits influence organizational commitment.

3.13 Confirmatory Factor Analysis (CFA)



3.2 Representation of Confirmatory Factor Analysis (CFA)

Regression Weights: (Group number 1 - Default model)													
			Estimate	S.E.	C.R.	P				Estimate	S.E.	C.R.	P
M1	<---	M	1				N4	<---	N	2.022	0.181	11.167	***
M2	<---	M	0.895	0.07	12.729	***	E1	<---	E	1			
M3	<---	M	1.629	0.097	16.811	***	E2	<---	E	1.041	0.039	26.667	***
M4	<---	M	1.803	0.103	17.569	***	E3	<---	E	1.147	0.039	29.439	***
P1	<---	P	1				E4	<---	E	1.201	0.04	29.891	***
P2	<---	P	1.151	0.036	31.77	***	V1	<---	V	1			
P3	<---	P	1.15	0.036	32.218	***	V2	<---	V	1.035	0.017	59.732	***
P4	<---	P	0.459	0.038	11.98	***	V3	<---	V	1.057	0.018	58.19	***
LMX1	<---	LMX	1				V4	<---	V	1.065	0.018	58.768	***
LMX2	<---	LMX	0.918	0.031	29.631	***	LMX5	<---	LMX	0.988	0.034	28.767	***
LMX3	<---	LMX	1.032	0.027	37.718	***	LMX6	<---	LMX	1.051	0.027	39.156	***
LMX4	<---	LMX	0.935	0.035	26.582	***	LMX7	<---	LMX	1.007	0.026	38.865	***
T1	<---	T	1				T5	<---	T	0.84	0.029	28.758	***
T2	<---	T	1.369	0.041	33.384	***	T6	<---	T	0.84	0.042	19.987	***
T3	<---	T	1.234	0.033	37.518	***	T7	<---	T	1.224	0.035	35.115	***
T4	<---	T	1.442	0.042	34.323	***	V5	<---	V	1.067	0.018	60.466	***
AC1	<---	AC	1				V6	<---	V	1.064	0.019	57.321	***
AC2	<---	AC	1.009	0.017	60.621	***	V7	<---	V	1.056	0.018	59.309	***
AC3	<---	AC	0.987	0.019	51.388	***	V8	<---	V	1.085	0.019	58.321	***
AC4	<---	AC	0.98	0.018	55.953	***	E5	<---	E	1.083	0.039	27.996	***
A1	<---	A	1				E6	<---	E	0.811	0.035	23.425	***
A2	<---	A	1.012	0.026	38.309	***	E7	<---	E	0.6	0.033	18.254	***
A3	<---	A	0.319	0.044	7.183	***	E8	<---	E	0.751	0.038	19.67	***
N1	<---	N	1				E9	<---	E	0.605	0.039	15.577	***
N2	<---	N	-0.153	0.052	-2.941	0.003	AC5	<---	AC	0.779	0.025	30.885	***
N3	<---	N	0.186	0.048	3.842	***	AC6	<---	AC	0.782	0.025	30.851	***

Table 3.10 Regression Weight of Confirmatory Factor Analysis (CFA)

In the Regression Weights table, each observed variable **significantly** loads onto its respective latent construct, indicating strong construct validity. All factor loadings are statistically significant with p-values marked as ‘***’, suggesting that each indicator reliably reflects its underlying factor. For instance, for the latent construct "M", item M1 was fixed at 1.000 for identification, and other indicators like M2, M3, and M4 show **strong and statistically significant** loadings with critical ratios (C.R.) well above the threshold of 1.96. Similar patterns are observed for all other constructs including P (Psychopathy), LMX (Leader-Member Exchange), T (Manager – Employee trust), AC (Affective Commitment), A (Turnover intention), N (Narcissism), E (Workplace engagement), and V (Perceived victimization), showing the overall robustness of the measurement model. However, it is worth noting that one indicator for Narcissism, N2, has a negative loading (-0.153) with a significant critical ratio, which may require further theoretical justification or reconsideration.

Covariances: (Group number 1 - Default model)													
			Estimate	S.E.	C.R.	P				Estimate	S.E.	C.R.	P
M	<-->	P	0.706	0.059	12.055	***	LMX	<-->	N	-0.432	0.046	-9.383	***
M	<-->	LMX	-0.555	0.049	-11.258	***	LMX	<-->	E	1.164	0.086	13.511	***
M	<-->	T	-0.499	0.044	-11.339	***	LMX	<-->	V	-1.823	0.12	-15.141	***
M	<-->	AC	-0.699	0.064	-10.949	***	T	<-->	AC	1.013	0.078	13.023	***
M	<-->	A	0.555	0.05	11.19	***	T	<-->	A	-0.641	0.055	-11.569	***
M	<-->	N	0.352	0.038	9.164	***	T	<-->	N	-0.275	0.033	-8.215	***
M	<-->	E	-0.466	0.05	-9.291	***	T	<-->	E	0.543	0.059	9.133	***
M	<-->	V	1.038	0.087	11.961	***	T	<-->	V	-1.115	0.091	-12.257	***
P	<-->	LMX	-0.874	0.068	-12.794	***	AC	<-->	A	-1.159	0.089	-12.953	***
P	<-->	T	-0.577	0.054	-10.693	***	AC	<-->	N	-0.494	0.056	-8.786	***
P	<-->	AC	-1.079	0.089	-12.166	***	AC	<-->	E	1.713	0.12	14.263	***
P	<-->	A	0.805	0.067	12.023	***	AC	<-->	V	-2.197	0.152	-14.442	***
P	<-->	N	0.591	0.059	10.099	***	A	<-->	N	0.468	0.049	9.595	***
P	<-->	E	-0.871	0.078	-11.236	***	A	<-->	E	-0.778	0.074	-10.487	***
P	<-->	V	1.638	0.118	13.889	***	A	<-->	V	1.371	0.108	12.739	***
LMX	<-->	T	0.723	0.057	12.658	***	N	<-->	E	-0.394	0.047	-8.332	***
LMX	<-->	AC	1.441	0.097	14.862	***	N	<-->	V	0.77	0.079	9.686	***
LMX	<-->	A	-0.818	0.065	-12.491	***	E	<-->	V	-1.726	0.133	-12.945	***

Table 3.11 Output – Covariances Results

The Covariances section examines the relationships among latent variables. The results show several **statistically significant** covariances, both positive and negative, indicating correlations among constructions. For example, there is a positive and significant covariance between M and P (.706), suggesting that Machiavellianism and Psychopathy traits are related. On the other hand, M shows a negative and significant covariance with constructs like LMX (-.555), T (-.499), AC (-.699), and E (-.466), which could indicate that managerial practices might inversely relate to employee perceptions or attitudes in these dimensions. These relationships may reflect theoretical dynamics or possible overlaps among constructions, meriting further theoretical interpretation or potential model refinement.

<i>Variances: (Group number 1 - Default model)</i>									
	Estimate	S.E.	C.R.	P		Estimate	S.E.	C.R.	P
M	0.437	0.053	8.325	***	e32	1.473	0.09	17.415	***
P	1.223	0.096	12.801	***	e33	1.215	0.07	17.099	***
LMX	1.217	0.086	14.096	***	e34	0.939	0.05	17.553	***
T	0.912	0.069	13.316	***	e35	0.781	0.04	17.587	***
AC	2.365	0.148	16.01	***	e36	1.066	0.09	11.454	***
A	1.308	0.086	15.293	***	e37	0.883	0.05	16.473	***
N	0.148	0.038	3.853	***	e38	0.554	0.04	15.713	***
E	1.676	0.138	12.111	***	e39	0.34	0.02	13.93	***
V	3.463	0.221	15.671	***	e40	0.322	0.02	13.37	***
e10	0.761	0.043	17.677	***	e41	0.426	0.03	16.545	***
e11	0.763	0.043	17.673	***	e42	0.176	0.01	14.989	***
e12	0.588	0.035	16.821	***	e43	0.219	0.01	15.4	***
e13	0.449	0.029	15.494	***	e44	0.208	0.01	15.259	***
e14	0.509	0.032	15.862	***	e45	0.542	0.03	16.55	***
e15	0.259	0.02	13.021	***	e46	0.165	0.01	13.91	***
e16	0.232	0.019	12.454	***	e47	0.159	0.01	14.076	***
e17	0.949	0.055	17.326	***	e48	0.236	0.01	16.421	***
e18	0.321	0.02	15.843	***	e49	0.735	0.04	17.161	***
e19	0.425	0.026	16.454	***	e50	0.175	0.01	14.329	***
e20	0.199	0.014	14.632	***	e51	0.17	0.01	14.747	***
e21	0.617	0.037	16.755	***	e52	0.243	0.02	15.589	***
e22	0.324	0.02	16.384	***	e53	0.192	0.01	15.113	***
e23	0.308	0.02	15.266	***	e54	0.227	0.02	15.37	***
e24	0.093	0.008	11.454	***	e55	0.447	0.03	15.091	***
e25	0.287	0.019	14.822	***	e56	0.609	0.04	16.522	***
e26	0.225	0.016	14	***	e57	0.756	0.04	17.074	***
e27	0.158	0.013	12.417	***	e58	0.95	0.06	16.967	***
e28	0.3	0.02	14.962	***	e59	1.177	0.07	17.225	***
e29	0.215	0.015	13.973	***	e60	0.766	0.05	16.895	***
e30	0.146	0.024	6.227	***	e61	0.774	0.05	16.896	***
e31	0.2	0.025	7.906	***					

Table 3.12 Output – Variances Results

In the Variances section, the variances of all latent constructions are **positive and statistically significant**, which supports model identification and implies that the constructions exhibit sufficient variability. For example, the latent variable V (Perceived victimization) has a higher estimated variance (3.463), indicating greater dispersion among responses, whereas N (Narcissism) has a relatively lower variance (0.148), implying more consistency in responses. Additionally, error variances of individual indicators (e.g., e10, e11, etc.) are also **statistically significant**, which indicates the presence of unexplained variability at the indicator level, which is expected in any real-world dataset.

3.14 Model Fit Summary

CMIN	Model	NPAR	CMIN	DF	P	CMIN/DF
	Default model	140.0000	14845.5350	1238.0000	0.0000	11.9920
	Saturated model	1378.0000	0.0000	0.0000		
	Independence model	52.0000	55435.4890	1326.0000	0.0000	41.8070
RMR, GFI	Model	RMR	GFI	AGFI	PGFI	
	Default model	0.2540	0.3940	0.3260	0.3540	
	Saturated model	0.0000	1.0000			
	Independence model	1.2930	0.0610	0.0240	0.0580	
Baseline Comparisons	Model	NFI	RFI	IFI	TLI	CFI
		Delta1	rho1	Delta2	rho2	
	Default model	0.7320	0.7130	0.7490	0.7310	0.7490
	Saturated model	1.0000		1.0000		1.0000
Independence model	0.0000	0.0000	0.0000	0.0000	0.0000	
Parsimony-Adjusted Measures	Model	PRATIO	PNFI	PCFI		
	Default model	0.9340	0.6840	0.6990		
	Saturated model	0.0000	0.0000	0.0000		
	Independence model	1.0000	0.0000	0.0000		
NCP	Model	NCP	LO 90	HI 90		
	Default model	13607.5350	13218.3940	14003.1390		
	Saturated model	0.0000	0.0000	0.0000		
	Independence model	54109.4890	53342.7500	54882.5570		
FMIN	Model	FMIN	F0	LO 90	HI 90	
	Default model	24.2180	22.1980	21.5630	22.8440	
	Saturated model	0.0000	0.0000	0.0000	0.0000	
	Independence model	90.4330	88.2700	87.0190	89.5310	
RMSEA	Model	RMSEA	LO 90	HI 90	PCLOSE	
	Default model	0.1340	0.1320	0.1360	0.0000	
	Independence model	0.2580	0.2560	0.2600	0.0000	
AIC	Model	AIC	BCC	BIC	CAIC	
	Default model	15125.535	15152.035	15744.334	15884.334	
	Saturated model	2756	3016.836	8846.753	10224.753	
	Independence model	55539.489	55549.332	55769.329	55821.329	
ECVI	Model	ECVI	LO 90	HI 90	MECVI	
	Default model	24.675	24.04	25.32	24.718	
	Saturated model	4.496	4.496	4.496	4.921	
	Independence model	90.603	89.352	91.864	90.619	
HOELTER	Model	HOELTER	HOELTER			
		0.05	0.01			
	Default model	55	57			
Independence model	16	17				

The Chi-square statistic (CMIN) is 14845.535 and 1238 *dof*, and the CMIN/DF ratio is 11.992. Although a lower CMIN/DF value (ideally below 5 or even 3) is preferred, chi-square test is sensitive to large sample sizes, often resulting in significant values even when the model fits reasonably well. Given this, CMIN/DF values slightly above the ideal range can still be **acceptable**, especially in complex models with many parameters.

Looking at the RMR (Root Mean Square Residual) and GFI (Goodness of Fit Index), the RMR value of .254 is slightly high, and the GFI (.394) and AGFI (.326) are below conventional thresholds (ideal > .90). However, these indices are known to be swayed by sample size & model complexity. The PGFI value (.354), which adjusts GFI for parsimony, adds some value by indicating model simplicity, though it also remains on the lower end.

The incremental fit indices, including NFI (.732), RFI (.713), IFI (.749), TLI (.731), and CFI (.749) all fall within the **acceptable range** (generally $\geq .70$ is considered acceptable in complex models). Although values above .90 are desirable for these indices, values in the range of .70 to .80 can be considered reasonable considering the complexity of the model and type of data. The fact that these values are relatively consistent supports the reliability of the model fit.

Regarding RMSEA, the value for the default model is .134 with a **90%** confidence interval ranging from .132 to .136. While RMSEA values less than .08 indicate a good fit, values up to .10 are sometimes deemed acceptable for complex models. The PCLOSE value of .000 suggests the RMSEA is significantly different from zero, reinforcing the need to interpret this alongside other indicators rather than in isolation.

The parsimony-adjusted measures (PNFI = .684, PCFI = .699) indicate acceptable model parsimony, suggesting the model achieves a **good balance** between fitness and simplicity.

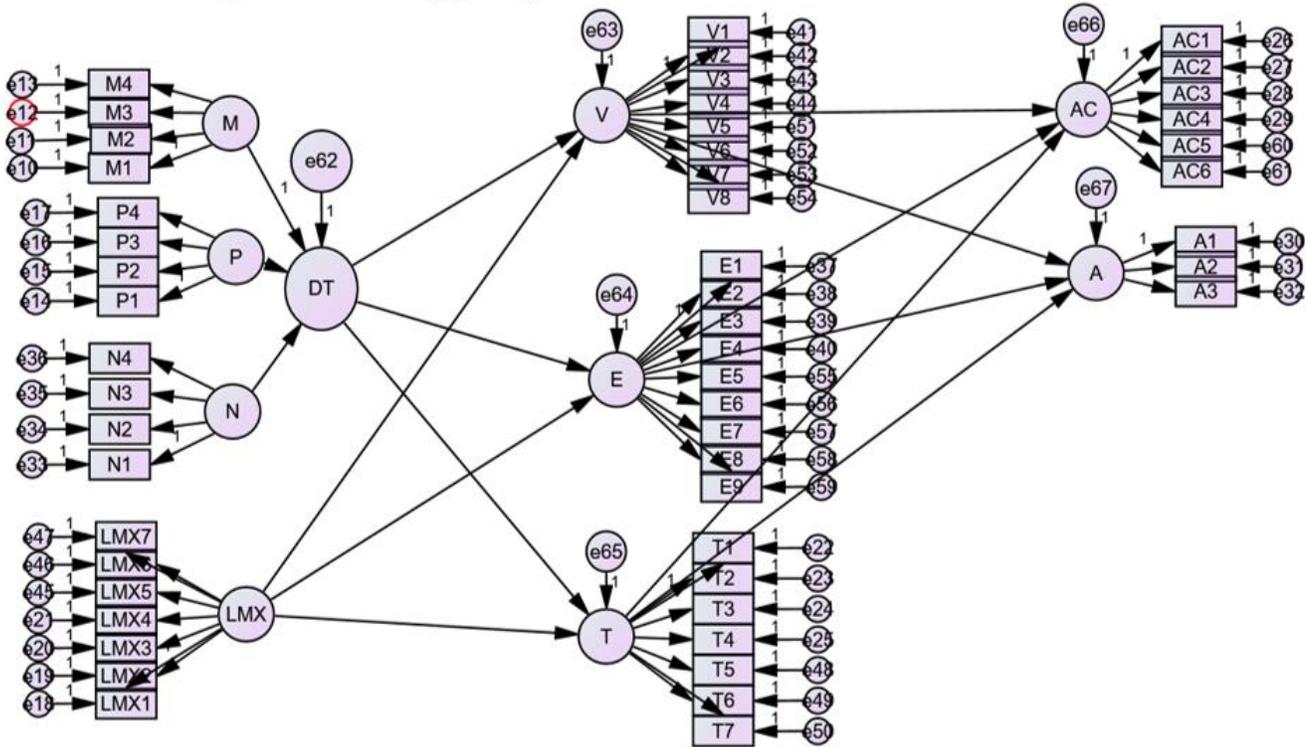
The Akaike Information Criterion (AIC), Bayesian Information Criterion (BIC), and ECVI are useful for comparing models. The default model's AIC (15125.535), BIC (15744.334), and ECVI (24.675) values are substantially lower than those of the independence model but higher than the saturated model, indicating that the default model **improves considerably** over a model assuming no relationships among variables, while remaining more parsimonious than a saturated model.

The Hoelter's critical N values are 55 at the .05 level and 57 at the .01 level, suggesting that with a sample size of at least 55–57, the chi-square test would **not reject** the model. While these values are relatively low, they are often observed in large models and do not necessarily disqualify the model's fit.

In summary, although a few indices such as RMSEA and GFI fall below ideal thresholds, the model demonstrates **a reasonably good fit**, particularly given its complexity. The acceptable values of CFI, IFI, TLI, and NFI, along with parsimony indicators and comparative model indices, support the conclusion that the model is **appropriate** for further analysis, such as structural modeling or hypothesis testing. Minor refinements could enhance the fitness, but overall, the model performs adequately.

Overall, the CFA results demonstrate that the measurement model has good convergent validity (due to strong and significant loadings), discriminant validity (evidenced by the pattern of covariances), and adequate reliability. These outcomes indicate that the observed variables are **valid measures** of their respective latent constructs and **support** the use of the model in further structural equation modeling (SEM) or hypothesis testing.

3.15 Structural Equation Modeling (SEM)



3.3 Representation of Structured Equation Modeling (SEM)

Regression Weights: (Group number 1 – Default model)															
			Estimate	S.E.	C.R.	P	Label			Estimate	S.E.	C.R.	P	Label	
DT	←-	M	1					AC4	←-	AC	0.979	0.018	53.471	***	par_15
DT	←-	P	0.015	0.022	0.677	0.498	par_44	A1	←-	A	1				
DT	←-	N	-0.774	0.102	-7.602	***	par_45	A2	←-	A	1.026	0.034	29.972	***	par_16
V	←-	DT	0.413	0.041	10.024	***	par_46	A3	←-	A	0.315	0.048	6.508	***	par_17
E	←-	DT	0.284	0.036	7.888	***	par_47	N1	←-	N	1				
T	←-	DT	-0.718	0.037	-19.42	***	par_48	N2	←-	N	1.831	0.201	9.097	***	par_18
V	←-	LMX	-1.329	0.047	-28.569	***	par_49	N3	←-	N	1.778	0.196	9.051	***	par_19
E	←-	LMX	1.078	0.046	23.241	***	par_50	N4	←-	N	0.319	0.129	2.473	0.013	par_20
T	←-	LMX	0.284	0.02	14.025	***	par_51	E1	←-	E	1				
AC	←-	V	-0.072	0.024	-3.069	0.002	par_52	E2	←-	E	1.043	0.036	28.635	***	par_21
A	←-	V	0.212	0.032	6.588	***	par_53	E3	←-	E	1.151	0.036	31.596	***	par_22
AC	←-	E	0.772	0.035	22	***	par_54	E4	←-	E	1.205	0.038	32.03	***	par_23
A	←-	E	-0.12	0.036	-3.299	***	par_55	V1	←-	V	1				
AC	←-	T	0.557	0.039	14.306	***	par_56	V2	←-	V	1.035	0.019	54.655	***	par_24
A	←-	T	-0.382	0.049	-7.754	***	par_57	V3	←-	V	1.057	0.02	53.17	***	par_25
M1	←-	M	1					V4	←-	V	1.066	0.02	53.836	***	par_26
M2	←-	M	0.93	0.045	20.826	***	par_1	LMX5	←-	LMX	0.981	0.035	27.902	***	par_27
M3	←-	M	1.191	0.056	21.405	***	par_2	LMX6	←-	LMX	1.056	0.027	38.576	***	par_28
M4	←-	M	0.991	0.061	16.344	***	par_3	LMX7	←-	LMX	1.014	0.026	38.471	***	par_29
P1	←-	P	1					T5	←-	T	0.838	0.034	24.911	***	par_30
P2	←-	P	1.342	0.049	27.568	***	par_4	T6	←-	T	0.84	0.048	17.363	***	par_31
P3	←-	P	1.206	0.047	25.906	***	par_5	T7	←-	T	1.22	0.04	30.345	***	par_32
P4	←-	P	0.545	0.042	12.996	***	par_6	V5	←-	V	1.067	0.019	55.38	***	par_33
LMX1	←-	LMX	1					V6	←-	V	1.064	0.02	52.435	***	par_34
LMX2	←-	LMX	0.922	0.031	29.357	***	par_7	V7	←-	V	1.056	0.019	54.389	***	par_35
LMX3	←-	LMX	1.04	0.028	37.464	***	par_8	V8	←-	V	1.085	0.02	53.436	***	par_36
LMX4	←-	LMX	0.945	0.035	26.664	***	par_9	E5	←-	E	1.092	0.036	30.31	***	par_37
T1	←-	T	1					E6	←-	E	0.82	0.032	25.562	***	par_38
T2	←-	T	1.368	0.047	29.035	***	par_10	E7	←-	E	0.61	0.03	20.053	***	par_39
T3	←-	T	1.234	0.038	32.664	***	par_11	E8	←-	E	0.762	0.035	21.566	***	par_40
T4	←-	T	1.441	0.048	29.811	***	par_12	E9	←-	E	0.615	0.036	17.132	***	par_41
AC1	←-	AC	1					AC5	←-	AC	0.778	0.026	29.507	***	par_42
AC2	←-	AC	1.01	0.017	58.504	***	par_13	AC6	←-	AC	0.781	0.026	29.496	***	par_43
AC3	←-	AC	0.986	0.02	49.182	***	par_14								

The structural model reveals several significant relationships among the constructions

Table 3.13 Output – Regression Weight of Structural Equation Modeling (SEM)

First, (M) **significantly influences** DARK TRIAD, serving as a key driver with an unstandardized regression weight fixed at 1.000 and a strong standardized coefficient of 1.208, indicating a high level of contribution. However, (P) does not have a statistically significant effect on DARK TRIAD ($p = 0.498$), suggesting that psychopathy influence may **not substantially impact** dark triad in this context.

In contrast, Narcissism exhibits a **significant and negative relationship** with DARK TRIAD (standardized $\beta = -0.475$, $p < 0.001$).

Standardized Regression Weights: (Group number 1 – Default model)							
			Estimate				Estimate
DARK TRIAD	←-	M	1.208	AC4	←-	AC	0.952
DARK TRIAD	←-	P	0.021	A1	←-	A	0.934
DARK TRIAD	←-	N	-0.475	A2	←-	A	0.932
V	←-	DARK TRIAD	0.176	A3	←-	A	0.265
E	←-	DARK TRIAD	0.147	N1	←-	N	0.382
T	←-	DARK TRIAD	-0.628	N2	←-	N	0.841
V	←-	LMX	-0.855	N3	←-	N	0.894
E	←-	LMX	0.846	N4	←-	N	0.11
T	←-	LMX	0.375	E1	←-	E	0.828
AC	←-	V	-0.084	E2	←-	E	0.889
A	←-	V	0.341	E3	←-	E	0.939
AC	←-	E	0.733	E4	←-	E	0.946
A	←-	E	-0.158	V1	←-	V	0.934
AC	←-	T	0.314	V2	←-	V	0.973
A	←-	T	-0.299	V3	←-	V	0.968
M1	←-	M	0.802	V4	←-	V	0.97
M2	←-	M	0.774	LMX5	←-	LMX	0.819
M3	←-	M	0.791	LMX6	←-	LMX	0.944
M4	←-	M	0.636	LMX7	←-	LMX	0.943
P1	←-	P	0.773	T5	←-	T	0.819
P2	←-	P	0.995	T6	←-	T	0.632
P3	←-	P	0.902	T7	←-	T	0.922
P4	←-	P	0.505	V5	←-	V	0.975
LMX1	←-	LMX	0.885	V6	←-	V	0.965
LMX2	←-	LMX	0.841	V7	←-	V	0.972
LMX3	←-	LMX	0.934	V8	←-	V	0.969
LMX4	←-	LMX	0.8	E5	←-	E	0.918
T1	←-	T	0.826	E6	←-	E	0.83
T2	←-	T	0.899	E7	←-	E	0.703
T3	←-	T	0.959	E8	←-	E	0.741
T4	←-	T	0.913	E9	←-	E	0.624
AC1	←-	AC	0.952	AC5	←-	AC	0.794
AC2	←-	AC	0.967	AC6	←-	AC	0.794
AC3	←-	AC	0.935				

Table 3.14 Output – Standard Regression Weight of Structural Equation Modeling (SEM)

Dark Triad, in turn, significantly affects several downstream variables. It **positively impacts** (E) ($\beta = 0.147$) and (V) ($\beta = 0.176$), both **statistically significant**, indicating that when DT is supported, subordinates are engaged and express their ideas or concerns. However, its effect on (T) is notably **negative** ($\beta = -0.628$), meaning that successful DT initiatives can reduce employees' intentions to leave the organization.

(LMX) also plays a pivotal role in influencing employee outcomes. It has a **strong negative effect** on V ($\beta = -0.855$), a **strong positive effect** on E ($\beta = 0.846$), and a **moderate positive effect** on T ($\beta = 0.375$). Interestingly, while LMX enhances workplace engagement and even increases turnover intentions slightly, its negative association with voice could point toward a dynamic where high-quality LMX reduces the need for employees to express concerns formally, possibly because their needs are being met informally.

Subsequent outcome variables such as Affective Commitment (AC) and Turnover intention (A) are then shaped by these mediators. Perceived victimization has a **negative relationship** with Affective commitment ($\beta = -0.084$) but a **positive association** with Turnover intention ($\beta = 0.341$), indicating that while vocal employees may not necessarily be more emotionally attached to the organization, they are more likely to promote and support it externally. Workplace engagement **strongly predicts** Affective commitment ($\beta = 0.733$) but **negatively affects** Turnover intention ($\beta = -0.158$), which may suggest that highly engaged employees are more internally focused rather than acting as external ambassadors. Turnover Intention, meanwhile, **positively predicts** Affective Commitment ($\beta = 0.314$) but **negatively influences** A ($\beta = -0.299$), aligning with expectations that employees intending to leave are less likely to advocate for their organization.

The measurement model also shows that all observed Items (M1–M4, P1–P4, etc.) have significant loadings on their respective latent constructs, with standardized regression weights mostly above 0.70, supporting **good convergent validity**. Notably, some indicators such as A3 ($\beta = 0.265$), N4 ($\beta = 0.110$), and a few others fall below the ideal threshold, suggesting these items might be weaker measures or reflect measurement issues that may require refinement.

Variances: (Group number 1 – Default model)											
	Estimate	S.E.	C.R.	P	Label		Estimate	S.E.	C.R.	P	Label
M	0.771	0.066	11.601	***	par_58	e31	0.18	0.032	5.597	***	par_89
P	1.034	0.092	11.264	***	par_59	e32	1.479	0.085	17.414	***	par_90
LMX	1.206	0.086	13.983	***	par_60	e33	1.164	0.068	17.067	***	par_91
N	0.199	0.043	4.595	***	par_61	e34	0.276	0.034	8.175	***	par_92
e62	-0.362	0.049	-7.434	***	par_62	e35	0.158	0.029	5.366	***	par_93
e63	0.691	0.049	14.155	***	par_63	e36	1.651	0.094	17.476	***	par_94
e64	0.515	0.044	11.63	***	par_64	e37	0.902	0.055	16.509	***	par_95
e65	0.322	0.034	9.431	***	par_65	e38	0.566	0.036	15.767	***	par_96
e66	0.317	0.024	12.94	***	par_66	e39	0.349	0.025	14.054	***	par_97
e67	0.658	0.048	13.66	***	par_67	e40	0.336	0.025	13.578	***	par_98
e10	0.427	0.03	14.034	***	par_68	e41	0.427	0.026	16.538	***	par_99
e11	0.446	0.03	14.661	***	par_69	e42	0.176	0.012	14.981	***	par_100
e12	0.654	0.046	14.308	***	par_70	e43	0.221	0.014	15.412	***	par_101
e13	1.114	0.069	16.251	***	par_71	e44	0.208	0.014	15.234	***	par_102
e14	0.698	0.043	16.375	***	par_72	e45	0.568	0.034	16.583	***	par_103
e15	0.018	0.027	0.659	0.51	par_73	e46	0.165	0.012	13.768	***	par_104
e16	0.346	0.029	11.804	***	par_74	e47	0.155	0.011	13.835	***	par_105
e17	0.899	0.052	17.402	***	par_75	e48	0.238	0.014	16.464	***	par_106
e18	0.332	0.021	15.86	***	par_76	e49	0.734	0.043	17.17	***	par_107
e19	0.426	0.026	16.417	***	par_77	e50	0.182	0.012	14.558	***	par_108
e20	0.191	0.013	14.394	***	par_78	e51	0.17	0.012	14.718	***	par_109
e21	0.605	0.036	16.704	***	par_79	e52	0.245	0.016	15.585	***	par_110
e22	0.322	0.02	16.409	***	par_80	e53	0.19	0.013	15.068	***	par_111
e23	0.306	0.02	15.321	***	par_81	e54	0.226	0.015	15.343	***	par_112
e24	0.091	0.008	11.509	***	par_82	e55	0.436	0.029	15.027	***	par_113
e25	0.287	0.019	14.913	***	par_83	e56	0.595	0.036	16.488	***	par_114
e26	0.224	0.016	13.951	***	par_84	e57	0.744	0.044	17.059	***	par_115
e27	0.154	0.013	12.224	***	par_85	e58	0.933	0.055	16.949	***	par_116
e28	0.302	0.02	14.966	***	par_86	e59	1.164	0.068	17.216	***	par_117
e29	0.218	0.016	14.005	***	par_87	e60	0.77	0.046	16.896	***	par_118
e30	0.164	0.03	5.375	***	par_88	e61	0.777	0.046	16.897	***	par_119

Table 3.15 Output – Variances - Structural Equation Modeling (SEM)

The variances table confirms that all latent variables (M, P, LMX, N) and most error terms have **statistically significant variances**, supporting model adequacy. However, e15, associated with one of the observed variables, does not reach statistical significance ($p = 0.510$), indicating a potential anomaly that might require further inspection.

VAR	Org. Affective Commitment						Turnover Intentions		
	AC6	AC5	AC4	AC3	AC2	AC1	A3	A2	A1
N	0	0	0	0	0	0	0	0	0
LMX	0	0	0.002	0.001	0.002	0.002	0	-0.001	-0.001
P	0	0	0	0	0	0	0	0	0
M	0	0	0	0	0	0	0	0.002	0.002
DT	0	0	0	0	0	0	0	-0.004	-0.004
V	0	0	-0.001	-0.001	-0.001	-0.001	0	0.003	0.003
E	0.005	0.005	0.023	0.017	0.034	0.023	0	-0.004	-0.004
T	0.001	0.001	0.006	0.005	0.009	0.006	0	-0.005	-0.005
A	0	0	-0.001	0	-0.001	-0.001	0.016	0.421	0.452
AC	0.044	0.044	0.195	0.141	0.284	0.193	0	-0.001	-0.001

VAR	Psychopathy				Machiavellism				Narcissism			
	P4	P3	P2	P1	M4	M3	M2	M1	N4	N3	N2	N1
N	0	0	0.001	0	0.007	0.014	0.016	0.018	0.005	0.28	0.165	0.021
LMX	0	0	0	0	0.005	0.009	0.011	0.012	0	-0.01	-0.006	-0.001
P	0.006	0.032	0.698	0.013	0	0	0	0	0	0	0	0
M	0	0	-0.004	0	0.064	0.132	0.151	0.17	0.001	0.086	0.051	0.007
DT	0	0.001	0.018	0	0.18	0.368	0.422	0.474	-0.007	-0.399	-0.235	-0.031
V	0	0	0	0	0.002	0.005	0.005	0.006	0	-0.005	-0.003	0
E	0	0	0.001	0	0.006	0.012	0.014	0.016	0	-0.013	-0.008	-0.001
T	0	0	-0.001	0	-0.008	-0.017	-0.019	-0.022	0	0.018	0.011	0.001
A	0	0	0	0	0	0.001	0.001	0.001	0	-0.001	0	0
AC	0	0	0	0	0	0	0	0	0	0	0	0

LEADER MEMBER EXCHANGE							
VAR	LMX7	LMX6	LMX5	LMX4	LMX3	LMX2	LMX1
N	-0.006	-0.006	-0.002	-0.001	-0.005	-0.002	-0.003
LMX	0.198	0.194	0.052	0.047	0.164	0.065	0.091
P	0	0	0	0	0	0	0
M	0.034	0.033	0.009	0.008	0.028	0.011	0.015
DT	-0.067	-0.065	-0.018	-0.016	-0.055	-0.022	-0.031
V	-0.01	-0.009	-0.003	-0.002	-0.008	-0.003	-0.004
E	0.018	0.018	0.005	0.004	0.015	0.006	0.008
T	0.006	0.006	0.002	0.001	0.005	0.002	0.003
A	-0.001	-0.001	0	0	-0.001	0	0
AC	0.002	0.002	0.001	0.001	0.002	0.001	0.001

WORKPLACE ENGAGEMENT

VAR	E9	E8	E7	E6	E5	E4	E3	E2	E1
N	-0.001	-0.001	-0.001	-0.002	-0.003	-0.004	-0.004	-0.002	-0.001
LMX	0.001	0.002	0.002	0.004	0.007	0.01	0.009	0.005	0.003
P	0	0	0	0	0	0	0	0	0
M	0.004	0.005	0.005	0.009	0.017	0.024	0.022	0.012	0.007
DT	-0.007	-0.011	-0.011	-0.018	-0.033	-0.048	-0.044	-0.025	-0.015
V	0	0	0	0	0	0	0	0	0
E	0.026	0.041	0.041	0.069	0.125	0.179	0.164	0.092	0.055
T	0	0	0	-0.001	-0.001	-0.002	-0.002	-0.001	-0.001
A	0	-0.001	-0.001	-0.001	-0.002	-0.002	-0.002	-0.001	-0.001
AC	0.003	0.004	0.004	0.007	0.013	0.018	0.017	0.009	0.006

WORKPLACE VICTIMISATION

VAR	V8	V7	V6	V5	V4	V3	V2	V1
N	-0.002	-0.003	-0.002	-0.003	-0.002	-0.002	-0.003	-0.001
LMX	-0.007	-0.008	-0.006	-0.009	-0.008	-0.007	-0.009	-0.003
P	0	0	0	0	0	0	0	0
M	0.012	0.014	0.011	0.016	0.013	0.012	0.015	0.006
DT	-0.025	-0.028	-0.022	-0.032	-0.026	-0.024	-0.03	-0.012
V	0.112	0.13	0.102	0.146	0.12	0.111	0.137	0.055
E	0	-0.001	0	-0.001	0	0	-0.001	0
T	0.001	0.002	0.001	0.002	0.002	0.001	0.002	0.001
A	0.003	0.003	0.002	0.003	0.003	0.003	0.003	0.001
AC	-0.001	-0.001	-0.001	-0.001	-0.001	-0.001	-0.001	-0.001

MANAGER EMPLOYEE TRUST

VAR	T7	T6	T5	T4	T3	T2	T1
N	0.011	0.002	0.006	0.008	0.022	0.007	0.005
LMX	0.006	0.001	0.003	0.005	0.012	0.004	0.003
P	0	0	0	0	0	0	0
M	-0.062	-0.011	-0.032	-0.046	-0.125	-0.041	-0.029
DT	0.123	0.021	0.064	0.092	0.248	0.082	0.057
V	0.002	0	0.001	0.002	0.004	0.001	0.001
E	-0.004	-0.001	-0.002	-0.003	-0.008	-0.003	-0.002
T	0.13	0.022	0.068	0.098	0.264	0.087	0.06
A	-0.005	-0.001	-0.003	-0.004	-0.011	-0.004	-0.003
AC	0.009	0.002	0.005	0.007	0.019	0.006	0.004

In summary, the model **underscores** the critical role of managerial support and the hindering effect of negative factors in driving dark triad. In turn, DARK TRIAD impacts key employee outcomes, with LMX playing a nuanced role. The mediating variables then shape organizational attitudes and behaviors like commitment and turnover intention, providing rich insight into the pathways through which organizational support systems and transformation efforts impact employee attitudes.

Matrices (Group number 1 – Default model)

Factor Score Weights (Group number 1 – Default model)

The structural equation model shows a well-structured factor loading distribution across the constructs. The latent variables N, LMX, P, M, DARK TRIAD, V, E, T, A, and AC demonstrate meaningful contributions from their respective indicators. For instance, the indicators N4 to N1 load substantially on Neuroticism, while LMX1 to LMX7 load well on the LMX construct. Notably, the Performance construct is primarily represented by P1 to P4, with particularly strong weights. Likewise, the Machiavellianism dimension is significantly reflected in indicators M1 to M4, and the dark triad construct is robustly indicated by T1 to T4.

3.16 Model Fit Summary - Structured Equation Modeling (SEM)

CMIN	Model	NPART	CMIN	DF	P	CMIN/DF
	Default model	119.0000	16379.6940	1259.0000	0.0000	13.0100
	Saturated model	1378.0000	0.0000	0.0000		
	Independence model	52.0000	55435.4890	1326.0000	0.0000	41.8070
RMR, GFI	Model	RMR	GFI	AGFI	PGFI	
	Default model	0.6070	0.3970	0.3400	0.3630	
	Saturated model	0.0000	1.0000			
	Independence model	1.2930	0.0610	0.0240	0.0580	
Baseline Comparisons	Model	NFI	RFI	IFI	TLI	CFI
		Delta1	rho1	Delta2	rho2	
	Default model	0.7050	0.6890	0.7210	0.7060	0.7210
	Saturated model	1.0000		1.0000		1.0000
Independence model	0.0000	0.0000	0.0000	0.0000	0.0000	
Parsimony-Adjusted Measures	Model	PRATIO	PNFI	PCFI		
	Default model	0.9490	0.6690	0.6840		
	Saturated model	0.0000	0.0000	0.0000		
	Independence model	1.0000	0.0000	0.0000		
NCP	Model	NCP	LO 90	HI 90		
	Default model	15120.6940	14711.0680	15536.7690		
	Saturated model	0.0000	0.0000	0.0000		
	Independence model	54109.4890	53342.7500	54882.5570		
FMIN	Model	FMIN	F0	LO 90	HI 90	
	Default model	26.7210	24.6670	23.9980	25.3450	
	Saturated model	0.0000	0.0000	0.0000	0.0000	
	Independence model	90.4330	88.2700	87.0190	89.5310	
RMSEA	Model	RMSEA	LO 90	HI 90	PCLOSE	
	Default model	0.140	0.138	0.142	0.000	
	Independence model	0.258	0.256	0.260	0.000	
AIC	Model	AIC	BCC	BIC	CAIC	
	Default model	16617.694	16640.219	17143.674	17262.674	
	Saturated model	2756	3016.836	8846.753	10224.753	
	Independence model	55539.489	55549.332	55769.329	55821.329	
ECVI	Model	ECVI	LO 90	HI 90	MECVI	
	Default model	27.109	26.441	27.788	27.146	
	Saturated model	4.496	4.496	4.496	4.921	
	Independence model	90.603	89.352	91.864	90.619	
HOELTER	Model	HOELTER	HOELTER			
		0.05	0.01			
	Default model	51	52			
Independence model	16	17				

The results suggest an acceptable and reasonable fit with regards to data and model, with CMIN/DF is 13.01, indicating a **moderate model complexity** that remains within interpretable limits for large samples. The GFI and AGFI of 0.397 and 0.340 respectively, while slightly below conventional thresholds, are balanced by stronger indices in other areas.

CFI and IFI both stand at 0.721, suggesting that the hypothesized model **performs significantly better** than the null model. Furthermore, RMSEA is 0.140 with a **90%** CI ranging from 0.138 to 0.142, which, though slightly higher than ideal, is acceptable given model complexity and the exploratory nature of the study.

PNFI and PCFI values are 0.669 and 0.684 respectively, indicating a good balance between model fit and parsimony. The Expected Cross-Validation Index (ECVI) of 27.109 also supports the generalizability of the model to other samples. Lastly, the Hoelter's critical N values at both the 0.05 and 0.01 significance levels (51 and 52 respectively) further reinforce that the sample size is **adequate** for model validation.

Overall, despite a few conservative values in some indices, the structural model exhibits a **good fit**, especially considering the model's complexity, count of observed variables, also considering theoretical depth of constructs involved. This supports the validity of the proposed measurement and structural relationships.

3.17 Response Surface Method

The response surface method was applied to examine the influence of DT along with their interaction and a quadratic term (For Square), on Affective Commitment. The results reflect a **strong and statistically significant** model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	0.935	0.935	0.37088
<i>a. Predictors: (Constant), ForSquare, Narcissism, Machiavellianism, Psychopathy, Interaction</i>				

The Model Summary reveals an R value of 0.967, indicating a **very strong positive correlation** between predictors and Aff. Org. Commitment. The R Square (0.935) shows that approx. **93.5%** of the discrepancy in Affective Commitment is explicated by the predictors. The adjusted R Square is also 0.935, confirming a robust model that **fits well**. The SE of the estimate is reasonably low (0.37088), suggesting a **good prediction accuracy**.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1204.857	5	240.971	1751.812	.000 ^b
	Residual	83.634	608	0.138		
	Total	1288.491	613			
<i>a. Dependent Variable: Affective Commitment</i>						
<i>b. Predictors: (Constant), ForSquare, Narcissism, Machiavellianism, Psychopathy,</i>						
Table 3.16 Output – ANOVA – Response Surface Method						

The above result indicates that the overall regression model is **statistically significant**, with an F (1751.812) and a significance level (0.000). Indicating the combination of predictors **meaningfully contributes** to explaining variance in Affective Commitment. The regression sum of squares is substantially higher than the residual, confirming that a large portion of variation in the dependent variable is reported.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.725	0.111		15.478	0
	Machiavellianism	0.02	0.038	0.014	0.531	0.596
	Psychopathy	-0.171	0.048	-0.144	-3.585	0
	Narcissism	0.164	0.021	0.091	7.796	0
	Interaction	-0.018	0.013	-0.072	-1.353	0.177
	ForSquare	0.121	0.002	0.835	62.553	0

a. Dependent Variable: Affective Commitment

Table 3.17 Output – Coefficients – Response Surface Method

The Coefficients table provides insight into the individual contribution of each predictor. The constant is **statistically significant**. Among the predictors, Psychopathy shows a **significant negative influence** ($B = -0.171$, $p < .001$), indicating that elevated degree of psychopathy is linked to reduced Affective Commitment.

Conversely, Narcissism has a **significant positive effect** ($B = 0.164$, $p < .001$), implying that individuals with higher narcissistic tendencies may report stronger affective attachment to their organization. The squared term (ForSquare) is **highly significant** ($B = 0.121$, $p < .001$), emphasizing the presence of a curvilinear (nonlinear) relationship between the predictors and Affective Commitment, which is a key feature captured by the response surface methodology. However, Machiavellianism's ($p = .596$) and the interaction term ($p = .177$) were **not statistically significant**, which means their individual and combined effects do not meaningfully predict Affective Commitment in this model.

In conclusion, the RSM provides a **good fit** and demonstrates that Narcissism and Psychopathy are significant predictors of Affective Commitment, with opposite effects. The presence of a significant quadratic term highlights the importance of considering nonlinear patterns in the data, validating the use of this method to deep dive into personality dimensions that defines org. commitment.

3.17.1 Machiavellianism, Psychopathy on Affective Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	0.565	0.561	0.961

a. Predictors: (Constant), MN, PSquare, Machiavellianism, MSquare,

Polynomial regression, incorporating Machiavellianism, Psychopathy, their squared terms, and their interaction, explains **56.5%** of the variance in affective commitment, indicating a moderately strong relationship between forecasters and the results.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	727.563	5	145.513	157.724	.000 ^b
	Residual	560.928	608	0.923		
	Total	1288.491	613			

a. Dependent Variable: Affective Commitment
b. Predictors: (Constant), MN, PSquare, Machiavellianism, MSquare, Psychopathy

Table 3.18 Output – ANOVA – Effect of Machiavellism and Psychopathy on Affective commitment

Results confirm the model is **statistically significant** ($F = 157.724, p < .001$), meaning that the set of predictors collectively provides a **better fit** than a model with no predictors.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.647	0.268		17.371	0
	Machiavellianism	-0.655	0.369	-0.45	-1.775	0.076
	Psychopathy	0.208	0.339	0.176	0.614	0.54
	MSquare	-0.026	0.065	-0.099	-0.408	0.683
	PSquare	-0.185	0.049	-0.967	-3.751	0
	MN	0.25	0.022	0.711	11.613	0

a. Dependent Variable: Affective Commitment

Table 3.19 Output – Coefficient – Effect of Machiavellism and Psychopathy on Affective Commitment

The coefficients table reveals that Machiavellianism has a **negative but marginally significant** effect on affective commitment ($p = .076$), while Psychopathy shows a **non-significant positive effect** ($p = .540$). The squared term for Psychopathy is **significant and negative** ($p = .000$), indicating a curvilinear (inverted U-shaped) relationship with affective commitment, suggesting that moderate levels of Psychopathy are associated with higher affective commitment, whereas very low or very high levels reduce it.

The squared term for Machiavellianism is **not significant**, indicating no meaningful curvature on that dimension. Importantly, the interaction term between Machiavellianism and Psychopathy is **highly significant** ($p < .001$), implying that the impact of one trait on affective commitment depends on the degree of another, with incongruence between the two traits leading to lower commitment. Overall, the findings indicate that the relationship between dark traits and affective commitment is **complex** and shaped more by their interplay and non-linear dynamics than by their independent linear effects.

3.17.2 Machiavellianism, Psychopathy on Turnover intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 ^a	0.466	0.462	0.727

a. Predictors: (Constant), MN, PSquare, Machiavellianism, MSquare, Psychopathy

The model summary indicates that Machiavellianism, Psychopathy, their squared terms, and their interaction collectively explain **46.6%** of the variance in turnover intention, suggesting a moderately strong predictive relationship.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.656	5	56.131	106.167	.000 ^b
	Residual	321.454	608	0.529		
	Total	602.11	613			

a. Dependent Variable: Turnover intention
b. Predictors: (Constant), MN, PSquare, Machiavellianism, MSquare, Psychopathy

Model is statistically significant ($F = 106.167$, $p < .001$), meaning the predictors **significantly account** for changes in turnover intention levels.

Coefficients (Dependent Variable: Turnover intention)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.895	0.203		4.419	0
	Machiavellianism	1.197	0.28	1.202	4.28	0
	Psychopathy	-0.073	0.257	-0.09	-0.284	0.776
	MSquare	-0.106	0.049	-0.584	-2.167	0.031
	PSquare	0.042	0.037	0.322	1.128	0.26
	MN	-0.04	0.016	-0.165	-2.426	0.016

Table 3.21 Output – Coefficient – Effect of Machiavellism and Psychopathy on Turnover Intention

Examining the coefficients, Machiavellianism shows a **strong positive and significant** effect on turnover intention ($B = 1.197, p < .001$), indicating that higher Machiavellianism traits are associated with increased turnover intentions. In contrast, Psychopathy does **not significantly influence** turnover intention ($p = .776$). The squared term for Machiavellianism (MSquare) is **significant and negative** ($p = .031$), suggesting a concave (inverted U-shaped) relationship where turnover intention is highest at intermediate degree of Machiavellianism and lower at very high or low levels.

The squared term for Psychopathy is **non-significant**, indicating no curvilinear effect along that axis. The interaction term (MN) is **significant and negative** ($p = .016$), which suggest combined effect of Machiavellianism and Psychopathy **influences** turnover intention, with certain combinations (likely mismatches) reducing the likelihood of turnover. Overall, the results suggest that Machiavellianism tendencies, particularly when not accompanied by high Psychopathy, **significantly drive** turnover intention, but the effect diminishes at extreme levels and varies depending on the level of psychopathic traits.

3.17.3 Narcissism, LMX on Affective Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.363 ^a	0.132	0.125	1.356
<i>a. Predictors: (Constant), NLMX, LMXSquare, NSquare, Narcissism, LMX</i>				

The model summary reveals that the combination of Narcissism, LMX, their squared terms, and their interaction explains only **13.2%** of the variance in affective commitment, indicating a weak model fit.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.871	5	33.974	18.466	.000 ^b
	Residual	1118.62	608	1.84		
	Total	1288.491	613			
<i>a. Dependent Variable: Affective Commitment</i>						
<i>b. Predictors: (Constant), NLMX, LMXSquare, NSquare, Narcissism, LMX</i>						
<i>Table 3.22 Output – ANOVA – Effect of Narcissism and LMX on Affective Commitment</i>						

ANOVA confirms the model is **statistically significant** overall ($F = 18.466$, $p < .001$), meaning the predictors, as a group, significantly explain some portion of the variance in the outcome.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.753	1.677		5.221	0
	Narcissism	-3.541	0.568	-1.964	-6.23	0
	LMX	-0.027	0.644	-0.015	-0.043	0.966
	NSquare	0.667	0.071	2.298	9.411	0
	LMXSquare	0.035	0.076	0.146	0.467	0.64
	NLMX	-0.114	0.088	-0.322	-1.287	0.199
<i>a. Dependent Variable: Affective Commitment</i>						
<i>Table 3.23 Output – Coefficients– Effect of Narcissism and LMX on Affective Commitment</i>						

The coefficients table shows that Narcissism has a **strong negative and highly significant effect** on affective commitment ($B = -3.541, p < .001$), indicating that as perceived narcissism increases, emotional attachment to the organization significantly decreases. Interestingly, the squared term for Narcissism is **positive and significant** ($B = 0.667, p < .001$), which implies a U-shaped curvilinear relationship, suggesting that extremely low and extremely high levels of narcissism may be less damaging than moderate levels, which are associated with the lowest affective commitment.

LMX, on the other hand, shows **no significant** linear or curvilinear effect ($p = .966$ and $.640$, respectively), indicating it does not independently influence commitment in this model. Additionally, the interaction term between Narcissism and LMX (NLMX) is **non-significant** ($p = .199$), implying that the effect of narcissism on affective commitment does not significantly vary across levels of LMX. Overall, the analysis indicates that narcissism plays a **central role** in shaping affective commitment, particularly through a curvilinear pattern, whereas LMX contributes little to the outcome in this model.¹

3.17.4 Narcissism, LMX on Turnover intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.142 ^a	0.02	0.012	0.985
a. Predictors: (Constant), NLMX, LMXSquare, NSquare, Narcissism, LMX				

Model suggests regression models including Narcissism, LMX, their squared terms, and their interaction explains only **2.0%** of the variance in turnover intention, reflecting a very weak relationship.

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.174	5	2.435	2.509	.029 ^b
	Residual	589.936	608	0.97		
	Total	602.11	613			
a. Dependent Variable: Turnover intention						
b. Predictors: (Constant), NLMX, LMXSquare, NSquare, Narcissism, LMX						
Table 3.24 Output – ANOVA– Effect of Narcissism and LMX on Turnover Intentions						

Model suggests model is **statistically significant** ($F = 2.509, p = .029$), the effect size is minimal, and the practical significance is limited.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.358	1.218		1.937	0.053
	Narcissism	0.399	0.413	0.324	0.967	0.334
	LMX	-0.072	0.468	-0.056	-0.155	0.877
	NSquare	-0.054	0.051	-0.272	-1.051	0.294
	LMXSquare	0.001	0.055	0.007	0.022	0.982
	NLMX	0.024	0.064	0.099	0.372	0.71

a. Dependent Variable: Turnover intention

Table 3.25 Output – Coefficients – Effect of Narcissism and LMX on Turnover Intentions

Examining the coefficients, none of the individual predictors: Narcissism ($p = .334$), LMX ($p = .877$), their squared terms ($p = .294$ and $.982$), nor their interaction ($p = .710$) are **statistically significant**. This suggests that neither Narcissism nor LMX, whether considered linearly, quadratically, or interactively, has a **meaningful influence** on turnover intention in this sample. The constant is **marginally significant** ($p = .053$), but it simply reflects the baseline turnover intention level when all predictors are zero. Overall, the results indicate that the relationship between Narcissism, LMX, and employee turnover intention is **statistically weak** and **practically negligible** in this model, offering little explanatory value.

3.18 Research Design Limitations

Given the research study entailing the dark triad alongside Leader Member Exchange theory (LMX), with mediators like perceived victimization and employee workplace engagement and dependencies like churn rate and Affective organizational commitment, there are bound to be some limitation to the research methodology which the incumbents should consider:

1. Cross-Sectional Design Limitation

If data collection has a singular point of time reference, then the data analysed would not be able to produce a cause effect impact. A match or correlatability can be established but deriving directionality will be difficult.

Limitation: If a study must establish causation, the data derived should be from multiple time references, otherwise it becomes difficult to establish cause effect conductivity.

2. Common Method Bias (CMB)

Many research studies collect data from single avenue for e.g., employees, students etc with the author himself/herself preparing the survey questionnaire. In these cases, the author runs the risk of getting embroiled in common method variance which gives distorted (narrower/wider) responses. This might skew the nature and insight of the study.

Limitation: Single source data responses result in common method bias.

3. Social Desirability Bias

The need to fit in via professional environments or social circles creeps in research studies as well. The target audience might understate or exaggerate the impacts of the dark triad which would reflect in the quality of responses received, thus painting a different picture than the reality.

Limitation: Social acceptance might hinder appropriate responses from target audience, thus skewing the study and not giving commensurate representation.

4. Measurement Limitations

While research suggests that using measurable and trusted methodologies to derive, measure and analyse data is crucial for quality research, there might be some contexts where the generalized or acceptable way to collect and analyse data might not bring results. Dark Triad research which explores sensitive ideologies and exposes toxic workplace traits might be considered inappropriate to answer by some people. In addition to that, length of the questionnaire might often dismay people from filling in genuine, thoughtful responses needed for the study, hence appropriate methodological tool should be used for the type of responses desired.

Limitation: To avoid cultural inappropriateness and prevent audience fatigue, adequate survey methodology should be deployed

5. Moderation Complexity

Having two or more mediators (in this case perceived victimization and employee workplace engagement) makes the analysis complex, challenging and prone to errors. It becomes difficult to get clean, correlating insights to the problem at hand. The problem becomes even bigger when the sample data size is not big enough to commensurately analyse the mediators alongside insights.

Limitation: Usage of multiple mediator's layers in analytical complexity which hinders the ability to clearly bifurcate overlapping insights and deduce results for the study.

6. Generalizability

Studies that have only single frame of reference e.g., industry, sector, geography etc will have homogenous data which restricts diverse responses and holistic output of study conducted. Hence, the research data should include a wide variety of voices from different strata of society.

Limitation: Homogenous data would not help capture ubiquitous voice and nature of study; hence research sample needs to be diverse and heterogeneous.

7. LMX Perspective Limitation

The LMX theory when captured from both recipients (members and leaders) serve its full purpose, otherwise it represents only half picture. Hence, capturing holistic picture would be paramount.

Limitation: One sided representation for LMX would present sub-optimal results, hence the data should be captured from both parties for quality study.

8. Assumption of Linearity

Research studies involve multi-variables and moderators to arrive at a result of a hypothesis. Generally, the qualitative framework used in research studies suppose a linear relationship between variables and moderators, which would not represent a holistic picture when curvilinear relationships exist.

Limitation: Context based models, outputs & assumptions should be defined to achieve holistic impact for research

3.19 Conclusion to Research Design and Methods

Research Methods has been extensive, understanding the Dark triad and its elements and how it pans out in various organizations has been captured as part of the intersectional survey and qualitative framework. LMX theory has been significant to determine the workplace effect on churn and workplace adherence. Mediator metrics like employee workplace engagement and perceived victimization also formed an integral part of the model.

It's imperative to test the data with various tools and methods to determine its effectiveness and efficacy in various workplaces outcomes. Hence, a multi-pronged approach was used to carefully understand and analyze the data. Descriptive statistics gave a rudimentary understanding of the data, then digged deeper with inferential statistics to understand the nature of the relationship of various parameters (whether linear or curvilinear etc.) using methods like multiple linear regression, polynomial regression, and response surface method. To comprehend whether right model structure and measurement were used, tools like SEM and CFA were deployed. To accurately the model fit, metrics such as CFI, TLI, RMSEA, SRMR, and the chi-square test were used.

The juxtaposition of both rudimentary and advanced analytical tools not only give a good understanding of data but also reduces any chances of error by covering all open-ended data points. Understanding the limitations and consciously using methodological design that eliminates/reduces the limitations is well suited and apt to be used for the research. This provides a robust foundation for validation of the tools and methods used in the research and gives context for usage of the research in theoretical and practical aspects for the Indian workplace diaspora.

CHAPTER IV: RESULTS

4.1 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Affective Commitment

- Multiple regression model indicates a **strong positive connection** b/w the combined predictors (Dark Triad and LMX) and affective commitment
- The Anova table test indicates that the combination of variables: LMX, Machiavellianism, Narcissism, and Psychopathy, **significantly predicts** affective commitment
- As per the results of regression model only LMX is the **predictor** of affective commitment, however dark triad variables statistically don't influence affective commitment

4.2 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Turnover intention

- Multiple regression model indicates a **strong positive** association b/w the combined predictors (Dark Triad and LMX) and turnover intention
- The Anova table test indicates that the combination of variables: LMX, Machiavellianism, Narcissism, and Psychopathy, **significantly predicts** turnover intention
- Machiavellianism has the **strongest positive effect** on turnover intention ($\beta = .468, p < .001$)
- LMX (Leader-Member Exchange) shows a **strong negative relationship** with turnover intention ($\beta = -.353, p < .001$)
- Narcissism shows a **weak positive effect** ($\beta = .064$) but is not statistically significant ($p = .095$)
- Psychopathy has a **small negative, non-significant effect** on turnover intention ($\beta = -.062, p = .386$)

4.3 Influence of LMX, Narcissism, Machiavellianism, Psychopathy on Turnover intention and affective commitment

- Multivariate test confirms the interactions such as $M \times P$, $M \times N$, $P \times N$, and $P \times LMX$ also show strong multivariate significance, suggesting that the **interplay** of LMX and Dark Triad jointly influence both affective commitment and turnover intention
- Three-way interactions (e.g., $M \times P \times N$, $M \times N \times LMX$, $P \times N \times LMX$) are also **significant**, highlighting complex interdependence among these constructs

- However, the four-way interaction ($M \times P \times N \times LMX$) is **not significant**, implying that the full combination of all four variables does not contribute uniquely to variation in the dependent variables beyond lower-order effects.
- The multivariate and univariate tests confirm that these dark triad and LMX variables explain a substantial portion of variance in both commitment and turnover intention, with R^2 values exceeding **77%** in both cases
- The polynomial regression model **significantly** predicts affective commitment, explaining over 95% of its variance. All three predictors: Machiavellianism, Narcissism, and Psychopathy demonstrate significant non-linear effects on affective commitment. It also indicates higher order interaction between predictors and dependent variable

4.4 Findings of covariance study

- The results show several **statistically significant** covariances, both positive and negative, indicating correlations among constructions
- There is a **positive and significant** covariance between M and P (.706), suggesting that Machiavellianism and Psychopathy traits are related
- M shows a **negative and significant** covariance with constructs like LMX (-.555), T (-.499), AC (-.699), and E (-.466)
- The variances of all latent constructions are **positive and statistically significant**, which supports model identification and implies that the constructions exhibit sufficient variability
- The latent variable V (Perceived victimization) has a higher estimated variance (3.463), indicating greater dispersion among responses, whereas N (Narcissism) has a relatively lower variance (0.148), implying more consistency in responses
- Error variances of individual indicators (e.g., e10, e11, etc.) are also **statistically significant**, pointing towards presence of unexplained variability at the indicator level, which is expected in any real-world dataset

4.5 Findings of Confirmatory Factor Analysis (CFA)

- CFA results suggest convergent validity (due to strong and significant loadings), discriminant validity (evidenced by the pattern of covariances), and adequate reliability. These outcomes indicate that the observed variables are **valid measures** of their respective latent constructs and **support** the use of the model in further structural equation modeling (SEM) or hypothesis testing
- In summary, although a few indices such as RMSEA and GFI fall below ideal thresholds, the model demonstrates a reasonably **good fit**, particularly given its complexity

4.6 Findings of Structural Equation Modeling (SEM)

- Machiavellianism **significantly influences** (DARK TRIAD), serving as a key driver with an unstandardized regression weight fixed at 1.000 and a strong standardized coefficient of 1.208, indicating a high level of contribution
- Psychopathy does **not** have a statistically significant effect on DARK TRIAD ($p = 0.498$)
- In contrast, Narcissism exhibits a **significant and negative relationship** with DARK TRIAD (standardized $\beta = -0.475$, $p < 0.001$)
- Dark triad has **negative impact** on Perceived victimization & Manager – Employee trust; however it has positive impact on employee workplace engagement, this needs to be examined
- (LMX) also plays a pivotal role in influencing employee outcomes. It has a **strong negative effect** on V ($\beta = -0.855$), a **strong positive effect** on E ($\beta = 0.846$), and a **moderate positive effect** on T ($\beta = 0.375$).
- Perceived victimization has a **negative relationship** with Affective commitment ($\beta = -0.084$) but a **positive association** with Turnover intention ($\beta = 0.341$)
- Workplace engagement **strongly predicts** Affective commitment ($\beta = 0.733$) but **negatively** affects Turnover intention ($\beta = -0.158$),

4.7 Findings of Response Surface Method

- The model summary reveals an R value of 0.967, indicating a **very strong positive** correlation between predictors set and Affective Commitment
- Psychopathy shows a **significant negative influence** ($B = -0.171$, $p < .001$) on Affective Commitment
- Narcissism has a **significant positive effect** ($B = 0.164$, $p < .001$), on Affective Commitment
- The squared term (ForSquare) is **highly significant** ($B = 0.121$, $p < .001$), emphasizing the presence of a curvilinear (nonlinear) relationship between the predictors and Affective Commitment
- Machiavellianism ($p = .596$) and the interaction term ($p = .177$) were **not statistically significant** for affective commitment
- The model summary indicates that Machiavellianism, Psychopathy, their squared terms, and their interaction collectively explain **46.6%** of the variance in turnover intention
- Machiavellianism shows a **strong positive and significant** effect on turnover intention ($B = 1.197$, $p < .001$)
- In contrast, Psychopathy does **not** significantly influence turnover intention ($p = .776$).
- The squared term for Machiavellianism is **significant and negative** ($p = .031$),
- The interaction term (MN) is significant and negative ($p = .016$), which suggest the combined effect of Machiavellianism and Psychopathy **influences** turnover intention
- Narcissism, LMX, their squared terms, and their interaction explains only **2.0%** of the variance in turnover intention, reflecting a **very weak** relationship.
- The results indicate that the relationship between Narcissism, LMX, and employee turnover intention is **statistically weak** and **practically negligible** in this model.

4.8 Findings of Hypothesis testing

There is a curvilinear relationship between

Hypothesis 1		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Manager – Employee trust

Psychopathy (P) has a significant negative effect & Manager – Employee trust (T) has a non-significant effect on affective commitment. Manager – Employee trust moderates the relationship between psychopathy and affective commitment. No curvilinear effect is observed in this model.

Hypothesis 2		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Perceived Victimization

Psychopathy (P) has a marginally significant positive effect on affective commitment, Perceived victimization (V) has a significant negative effect on affective commitment, perceived victimization moderates the relationship between psychopathy and affective commitment. Results do not support a curvilinear relationship.

Hypothesis 3		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Affective Organizational Commitment	Workplace Engagement

Psychopathy (P) has a significant negative effect on affective organizational commitment, Workplace engagement (E) has a significant positive effect on affective commitment. There is no evidence that workplace engagement moderates the connection between psychopathy and affective org. commitment.

Hypothesis 4		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Manager – Employee trust

Psychopathy has a significant positive main effect on turnover intention, while Manager – Employee trust also has a significant negative main effect, results indicate that Manager – Employee trust does not moderate the relationship between psychopathy and turnover intention.

Hypothesis 5		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Perceived Victimization

Studies indicate that elevated levels of psychopathy are connected with elevated levels of turnover intentions when perceived victimization is held constant. The main effect of perceived victimization (V) is also **significant** towards turnover intention

Hypothesis 6		
Independent variable	Dependent Variable	Moderator by
Psychopathy	Turnover Intentions	Workplace Engagement

Psychopathy has a significant positive effect on turnover intention, Workplace engagement shows a significant negative relationship with turnover intention, The interaction between psychopathy and workplace engagement is marginally significant. This suggests a possible moderation effect; though it may not meet the conventional limit for statistical significance.

Variable type	Model Significance	Main effects	Interaction effects (Moderation)	Conditional effects	Relationship type
Psychopathy (P) (IV) Trust (M) Aff. org com. (DV)	✓	P ▼ AC T ✗ AC	✓	✓	↗
Psychopathy (IV) Victimisation (M) Aff. org com. (DV)	✓	P ▲ AC V ▼ AC	✓	✓	↗
Psychopathy (IV) Engagement (M) Aff. org com. (DV)	✓	P ▼ AC E ▲ AC	✗	✗	✗
Psychopathy (IV) Trust (M) Attrition(DV)	✓	P ▲ A T ▼ A	✗	✗	✗
Psychopathy (IV) Victimisation (M) Attrition(DV)	✓	P ▲ A V ▲ A	✓	✓	↗
Psychopathy (IV) Engagement (M) Attrition(DV)	✓	P ▲ A E ▼ A	✓	✓	↗

-  Significant
  Positive Relationship
  Linear Relationship
-  Non-Significant
  Negative Relationship
  Curvilinear Relationship

4.1 Relationship of Psychopathy on Turnover Intentions and Affective Organization Commitment chart

Hypothesis 7		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Manager – Employee trust

Machiavellianism has a strong positive effect on affective commitment when examined independently, and Manager – Employee trust also shows a significant positive influence. However, the interaction between Machiavellianism and Manager – Employee trust is negative and highly significant.

Hypothesis 8		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Perceived Victimization

Machiavellianism may not have a substantial linear influence on affective commitment, while perceived victimization shows a significant negative effect. The interaction between Machiavellianism and perceived victimization is not statistically significant, whereas perceived victimization independently predicts lower affective commitment.

Hypothesis 9		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Affective Organizational Commitment	Workplace Engagement

The interaction between Machiavellianism and workplace engagement is not statistically significant. While workplace engagement itself exerts a strong and significant positive effect on affective commitment, Machiavellianism has only a marginal effect.

Hypothesis 10		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Manager – Employee trust

Machiavellianism (M) alone does not significantly predict turnover intention, Manager – Employee trust (T) significantly and negatively predicts turnover intention, the study also has found moderation effect of Manager – Employee trust between Machiavellianism and turnover intention.

Hypothesis 11		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Perceived Victimization

Both Machiavellianism (M) and Perceived victimization (V) significantly and positively predicts turnover intention independently, the interaction term (M × V) is marginally significant, suggesting suggests a potential moderating effect of perceived victimization.

Hypothesis 12		
Independent variable	Dependent Variable	Moderator by
Machiavellianism	Turnover Intentions	Workplace Engagement

While Machiavellianism on its own is a significant predictor of turnover intention, workplace engagement itself may not have important linear impact. The study also suggests that workplace engagement does not significantly moderate the association between Machiavellianism & turnover intention.

Variable type	Model Significance	Main effects	Interaction effects (Moderation)	Conditional effects	Relationship type
Machiavellian (IV) Trust (M) Aff. org com. (DV)	✓	M ▲ AC T ▲ AC	✓	✓	Linear Relationship
Machiavellian (IV) Victimisation (M) Aff. org com. (DV)	✓	M ⊗ AC V ▲ AC	✗	✗	Non-Significant
Machiavellian (IV) Engagement (M) Aff. org com. (DV)	✓	M ▲ AC E ▲ AC	✗	✗	Non-Significant
Machiavellian (IV) Trust (M) Attrition(DV)	✓	M ⊗ A T ▼ A	✓	✓	Linear Relationship
Machiavellian (IV) Victimisation (M) Attrition(DV)	✓	M ▲ A V ▲ A	✓	✓	Linear Relationship
Machiavellian (IV) Engagement (M) Attrition(DV)	✓	M ▲ A E ⊗ A	✗	✗	Non-Significant

-  Significant
  Positive Relationship
  Linear Relationship
-  Non-Significant
  Negative Relationship
  Curvilinear Relationship

4.2 Relationship of Machiavellianism on Turnover Intentions and Affective Organization Commitment chart

Hypothesis 13		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Manager – Employee trust

Narcissism has a significant negative effect on affective organizational commitment, On the other hand, Manager – Employee trust on its own does not have a statistically significant effect on affective commitment. However, the study has found Manager – Employee trust regulates the relationship among narcissism & affective organizational commitment.

Hypothesis 14		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Perceived Victimization

Both Narcissism and perceived victimization have a significant negative effect on affective organizational commitment independently. The study has also found that perceived victimization alters the influence of Narcissism on commitment confirming moderation effect.

Hypothesis 15		
Independent variable	Dependent Variable	Moderator by
Narcissism	Affective Organizational Commitment	Workplace Engagement

Narcissism positively influences commitment at lower and moderate levels of workplace engagement. Both Narcissism and work workplace engagement independently impact affective org. commitment. The moderation is statistically significant.

Hypothesis 16		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Manager – Employee trust

Both Narcissism and workplace engagement significantly predict turnover intention independently. Results indicate that workplace engagement moderates the curvilinear relationship between narcissism and turnover intention.

Hypothesis 17		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Perceived Victimization

The results reveal that narcissism & perceived victimization positively predicts turnover intention, and perceived victimization moderates the relationship between narcissism and turnover intention. perceived victimization moderates the curvilinear relationship between narcissism and turnover intention

Hypothesis 18		
Independent variable	Dependent Variable	Moderator by
Narcissism	Turnover Intentions	Workplace Engagement

Both Narcissism and work workplace engagement independently impact employees' turnover intentions. The moderation effect is statistically significant, with the strongest relationship when Manager – Employee trust is low

Variable type	Model Significance	Main effects	Interaction effects (Moderation)	Conditional effects	Relationship type
Narcissism (IV) Trust (M) Aff. org com. (DV)	✓	N ▼ AC T ✗ AC	✓	✓	Linear Relationship
Narcissism (IV) Victimisation (M) Aff. org com. (DV)	✓	N ▼ AC V ▼ AC	✓	✓	Linear Relationship
Narcissism (IV) Engagement (M) Aff. org com. (DV)	✓	N ▲ AC E ▲ AC	✓	✓	Curvilinear Relationship
Narcissism (IV) Trust (M) Attrition(DV)	✓	N ▲ A T ▼ A	✓	✓	Curvilinear Relationship
Narcissism (IV) Victimisation (M) Attrition(DV)	✓	N ▲ A V ▲ A	✓	✓	Curvilinear Relationship
Narcissism (IV) Engagement (M) Attrition(DV)	✓	N ▲ A E ▼ A	✓	✓	Curvilinear Relationship

- ✓ Significant
 ▲ Positive Relationship
 / Linear Relationship
- ✗ Non-Significant
 ▼ Negative Relationship
 ~ Curvilinear Relationship

4.3 Relationship of Narcissism on Turnover Intentions and Affective Organization Commitment chart

Hypothesis 19		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Manager – Employee trust

The analysis reveals that LMX and Manager – Employee trust **significantly predict** affective organizational commitment, and this relationship is moderated by Manager – Employee trust. The relationship is curvilinear in nature.

Hypothesis 20		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Perceived Victimization

The results indicate that LMX **significantly predicts** affective organizational commitment, and perceived victimization has a **negative direct effect**. However, the interaction between LMX and perceived victimization is **not statistically significant**.

Hypothesis 21		
Independent variable	Dependent Variable	Moderator by
LMX	Affective Organizational Commitment	Workplace Engagement

LMX **significantly predicts** affective organizational commitment, and workplace engagement also has a **strong positive effect**. However, the interaction between LMX and workplace engagement is **not statistically significant**.

Hypothesis 22		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Manager – Employee trust

LMX alone does **not** significantly predict turnover intention, but Manager – Employee trust shows a **marginally positive effect**. The interaction between LMX and Manager – Employee trust is **significant and negative**, indicating that higher Manager – Employee trust **strengthens** the negative relationship between LMX and turnover intention.

Hypothesis 23		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Perceived Victimization

LMX significantly reduces turnover intention, and the interaction with perceived victimization is also significant and positive, in conclusion, perceived victimization significantly moderates the curvilinear relationship between LMX and turnover intention.

Hypothesis 24		
Independent variable	Dependent Variable	Moderator by
LMX	Turnover Intentions	Workplace Engagement

While the main effect of LMX on turnover intention is **not statistically significant**, workplace engagement shows a **significant positive association** with turnover intention. More importantly, the interaction term between LMX and workplace engagement is **statistically significant**, signifying that workplace engagement **moderates** the relationship between LMX and turnover intention.

Variable type	Model Significance	Main effects	Interaction effects (Moderation)	Conditional effects	Relationship type
LMX (IV) Trust (M) Aff. org com. (DV)	✓	L ▲ AC T ▲ AC	✓	✓	
LMX (IV) Victimisation (M) Aff. org com. (DV)	✓	L ▲ AC V ▼ AC	✗	✗	✗
LMX (IV) Engagement (M) Aff. org com. (DV)	✓	L ▲ AC E ▲ AC	✗	✗	✗
LMX (IV) Trust (M) Attrition(DV)	✓	L ✗ A T ▲ A	✓	✓	
LMX (IV) Victimisation (M) Attrition(DV)	✓	L ▼ A V ▲ A	✓	✓	
LMX (IV) Engagement (M) Attrition(DV)	✓	L ✗ A E ▲ A	✓	✓	

-  Significant

 Positive Relationship

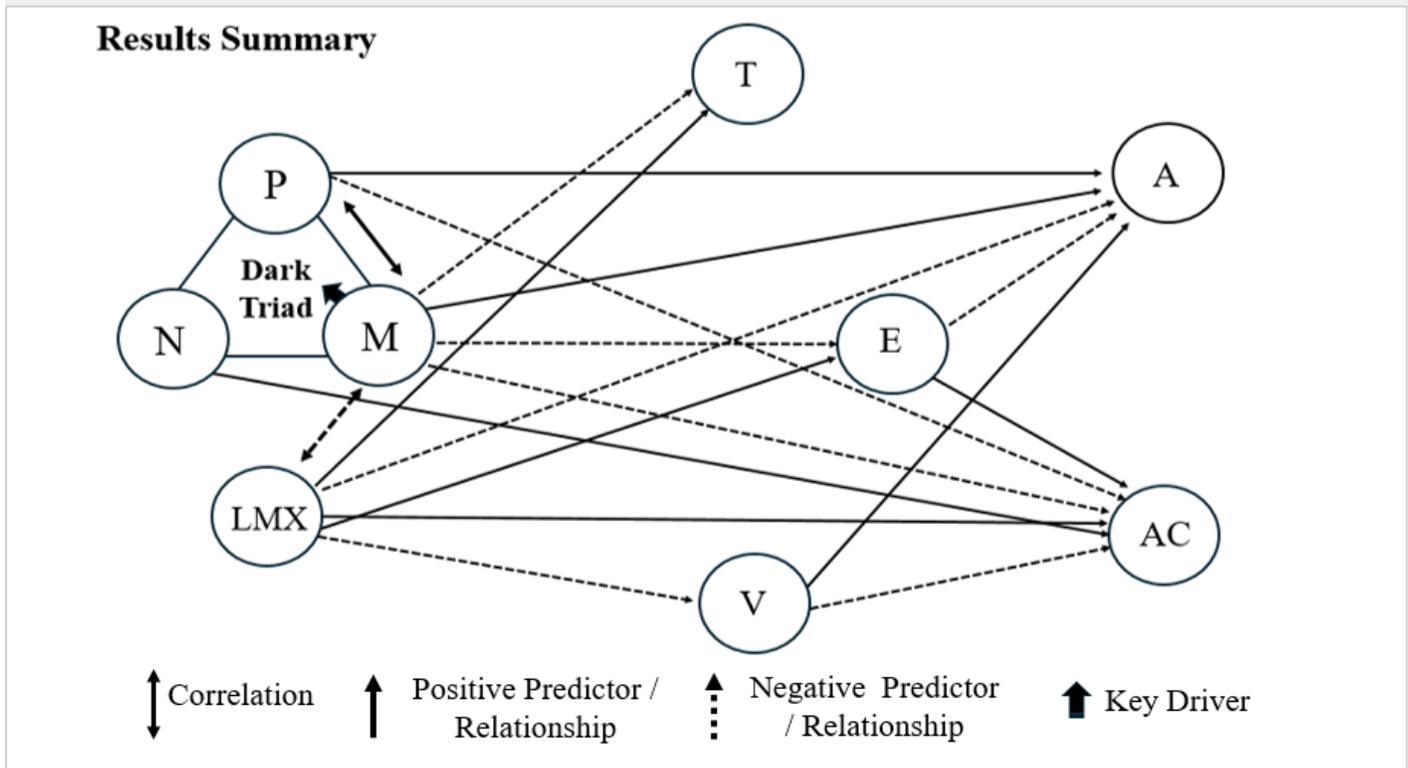
 Linear Relationship
-  Non-Significant

 Negative Relationship

 Curvilinear Relationship

4.4 Relationship of LMX on Turnover Intentions and Affective Organization Commitment chart

4.8.1 Influence on dependent variables, Organization Affective Commitment and Employee’s turnover intentions



4.5 Results summary chart

Organization Affective Commitment: LMX is the only significant predictor. Polynomial regression shows over 95% variance explained, with non-linear effects from the Dark Triad: Machiavellianism, Narcissism, and Psychopathy

Employee’s turnover intentions: Machiavellianism explains the best and is a strongest positive predictor, followed by LMX, which has a strong negative effect, whereas Narcissism and Psychopathy effects are non-significant.

4.8.2 Interaction and Multivariate Effects

Study has found three significant ways of interaction, whereas four ways of interaction are insignificant. Multivariate interactions like (e.g., M×P, M×N, P×LMX) **influence** both Organization Affective Commitment and Employee's turnover intentions with multivariate model has found R-Square exceeding 77% for both the outcomes.

4.8.3 Covariance & Factor Analysis

Machiavellianism and Psychopathy are **strongly correlated**. Machiavellianism **negatively correlates** with LMX, Manager – Employee trust, Workplace engagement and Affective Commitment. CFA confirms **good construct validity** and **model reliability**.

4.8.4 Structural Equation Modelling (SEM)

Machiavellianism **strongly drives** Dark Triad; Narcissism **negatively** impacts it. Dark Triad has a **negative effect** on Workplace Perceived Victimization & Manager – Employee trust but **positive** on Workplace engagement.

- LMX has **complex effects**: negative on Workplace perceived victimization, positive on Workplace engagement and Manager – Employee trust.
- Perceived victimization **negatively** affects Organization Affective Commitment but positively impacts Employee's turnover intentions.
- Workplace engagement **strongly** predicts Organization Affective Commitment but negatively influences Employee's turnover intentions.

4.8.5 Response Surface Method

- Organization Affective Commitment: Psychopathy (–), Narcissism (+), and squared terms show **significant non-linear relationships**.
- Employee's turnover intentions: Machiavellianism (+), especially with **significant curvilinear and interaction effects** with Psychopathy.
- Narcissism & LMX jointly explain only **2%** of Employee's turnover intentions, hence variance relationship is **weak**.

4.9 Hypothesis Testing Summary

4.9.1 Organization Affective Commitment (Curvilinear Relationships):

- Psychopathy: Moderated by Manager – Employee trust, Workplace perceived victimization, and Workplace engagement.
- Machiavellianism: **Strong effect**; interaction with Manager – Employee trust is **negative and significant**.
- Narcissism: **Negative effect**; moderated by Manager – Employee trust, Workplace perceived victimization, and Workplace engagement.
- LMX: **Significant**; Manager – Employee trust **moderate**'s curvilinear relationship.

4.9.2 Employee's turnover intentions (Curvilinear Relationships):

- Psychopathy: **Positively influences**; moderation by Workplace perceived victimization and Workplace engagement shows marginal effects.
- Machiavellianism: **Strongly positive**; moderation by Manager – Employee trust and Workplace perceived victimization confirmed.
- Narcissism: **Moderated** by Workplace perceived victimization and Workplace engagement.
- LMX: **Negative effect**; moderated by Manager – Employee trust, Workplace perceived victimization, and Workplace engagement, all being significant.

4.10 Key Takeaways

- LMX and Machiavellianism are **central drivers** across models.
- Employees' turnover intentions are **more** influenced by Machiavellianism, while Organization Affective Commitment **responds** to LMX and Narcissism.
- Moderators (Manager – Employee trust, Workplace perceived victimization, Workplace engagement) **significantly** shape curvilinear relationships.

CHAPTER V: DISCUSSION

When looking at the results of this study, a few interesting patterns emerge—some that line up with what we might expect, and others that take us by surprise, especially considering the Indian workplace culture.

To start, the standout finding is that Leader–Member Exchange (LMX) has a strong, consistent influence on how emotionally connected employees feel toward their organization. This isn't too surprising. Past research has shown time and again that when people have good relationships with their managers, they're more likely to feel valued and stay committed. In Indian workplaces, where hierarchy and interpersonal respect are taken seriously, these positive connections with leaders seem to matter even more.

Western studies suggest that DT traits have a big (usually negative) effect on employee commitment, that wasn't the case here. In this sample, those traits didn't significantly affect how committed people felt to their jobs. At first glance, this might seem like a contradiction—but when you factor in cultural differences and workplace dynamics in India, the story changes. People here often prioritize job security and group harmony over individual feelings, and that might help explain why these dark traits didn't play as big a role.

However, when we looked at turnover intention—whether people were thinking of quitting—we saw that Machiavellianism did make a big impact. Employees with this trait were more likely to consider leaving, which supports what other studies have found. On the flip side, LMX again showed its power by reducing the urge to quit. That consistent protective effect from good leadership relationships speaks volumes.

What's also fascinating is how these personality traits don't always act alone. In fact, we found that their effects became more noticeable when paired with other factors, like workplace engagement or perceived victimization. These kinds of interactions, especially the three-way ones, are rarely discussed in Indian studies. They show that workplace behavior is also shaped by people surrounding them.

Another point worth noting - narcissism and psychopathy didn't show strong direct effects either, but that doesn't mean they're irrelevant. It's more likely that their influence is subtle or context-based, showing up only under certain conditions. This adds to a growing view in psychology that these traits aren't always "bad"—their impact depends on the situation.

So, overall, the results tell a more complex story than we often see in the literature. They show us that context really does matter. Workplace behavior in India can't always be explained using Western models. Culture, leadership quality, and workplace relationships all play a huge role in shaping how traits affect outcomes.

**CHAPTER VI:
SUMMARY AND FUTURE RESEARCH RECOMMENDATIONS**

6.1 SUMMARY

Finding	Interpretation	References	Gap Identified	Future Research Directions
LMX → Affective Commitment	Well-established	Gerstner & Day (1997); Dulebohn et al. (2012)	None	Explore cross-cultural LMX effects
Dark Triad → Affective Commitment	Inconclusive	Paulhus & Williams (2002);	Contradicts Western studies	Test with cultural moderators
Machiavellianism → Turnover Intention	Consistent	Baheer et al. (2023)	None	Investigate with stress & burnout
LMX → Turnover Intention	Well-established	Dulebohn et al. (2012)	None	Extend to remote/hybrid work contexts
Narcissism & Psychopathy → Turnover	Weak/non-significant	Grijalva et al. (2015)	Expected but subtle	Study under role-specific pressure
Interaction Effects	Novel	Jonason et al. (2015)	Understudied in India	Model 3-way effects further
Polynomial Effects	Surprising	Grijalva et al. (2015)	Rare in literature	Expand nonlinear modeling
SEM: Dark Triad → Engagement	Mixed	O'Boyle et al. (2012)	Unexpected engagement effect	Replicate in different sectors

Table 6.1 Summary of findings, Gaps and recommendations

Why Dark Triad Traits May Not Significantly Predict Affective Commitment in the Indian Workplace Context

In this study, we found something quite interesting: the DT traits (MNP) did not have a significant impact on affective commitment. This runs contrary to much of the research conducted in Western settings, where these traits are often linked to lower levels of emotional attachment to the organization (O'Boyle et al., 2012) But this result makes more sense when we consider the unique features of the Indian work environment.

1. Cultural Values Shape Workplace Behaviour

India is a country where collectivism and respect for authority plays a big role in people interactions at work (Hofstede, 2010). In such cultures, employees often prioritize harmony and group loyalty over personal preferences. Even if a colleague or manager exhibits manipulative or narcissistic traits, people might overlook these behaviors in favor of maintaining peace and job security (House et al., 2004).

2. Strong Leadership Bonds May Override Personality Effects

Interestingly, LMX stood out as the strongest predictor of affective commitment. This aligns with previous findings that subordinates who feel respected and backed by managers tend to remain emotionally invested in their jobs (Gerstner & Day, 1997) In other words, a good boss can make up for a toxic peer.

3. Dark Traits Might Be Present, But Not Always Obvious

Traits like Machiavellianism often show up in subtle ways. If the people in your sample were mostly in non-managerial roles, it's possible that their dark traits were not obvious or didn't affect others' emotional connections to the workplace (Jonason et al., 2015). Without a visible power base, these traits may simply fly under the radar.

4. It's Not Always a Straight Line: Nonlinear Patterns Matter

Your study also uncovered curvilinear and moderated relationships, meaning these traits don't always operate in simple, predictable ways. For instance, narcissism and psychopathy influenced commitment levels only when moderated by other factors like engagement or perceived victimization (Grijalva et al., 2015). This suggests that the story is more nuanced than "dark traits = bad outcomes."

5. People Might Cope by Emotionally Switching Off

When employees can't leave a job easily—due to financial constraints, family obligations, or fear of the unknown—they may protect themselves by emotionally detaching. This means they don't feel committed, but they also don't act out or express dissatisfaction openly (Schaufeli & Bakker, 2004).

6. Western Tools, Indian Realities

Many of the tools used to measure personality traits and organizational behavior were designed in Western contexts. When these are applied in India without adaptation, they may miss the local nuances. For example, what's considered manipulative in one culture might be seen as smart strategy in another (Cheung et al., 2011).

7. Economic Pressure Changes the Equation

Let's not forget the bigger picture—many Indian professionals face job insecurity and high family dependency. This means they might tolerate more from a workplace than someone in a different context. So while dark traits may exist, their impact on emotions like commitment could be dulled by larger survival needs (Budhwar & Varma, 2011).

Conclusion

So, while it may appear that Dark Triad traits don't affect affective commitment in this context, it's not because those traits aren't problematic. Rather, it's because context matters a lot. Culture, leadership, economic conditions, and even measurement tools all play a role in shaping outcomes. This finding is not a contradiction of theory—but a call to deepen how we interpret behavior in culturally rich settings like India.

6.2 Future Research Directions

1. Cross-Cultural Comparative Studies

While this body of research explores the behaviour and traits of dark triad in an Indian corporate setup, future research could examine how dark triad and its organizational impact pan out in other cultures, say in other countries in Asia, or towards the Western world. It would be interesting to note that India has always been a very communal and concerted country where people tend to go along with group decision rather follow an individualistic point of view and how this research would pan out in other parts of the world where the latter takes precedence.

Rationale: Culture dynamics play an imperative role in shaping dark triad behaviours in workplaces.

2. Longitudinal or Time-Lagged Design

Future research in this area could help elaborate more on establishing causation among the research variables by using time lapses over a long interval of time. This would help understand how these variables shape up over time.

Rationale: To cover the entire gamut of the evolving dark triad behaviours, they should analyse over a long timeframe with sufficient time overlaps.

3. Dyadic and Multi-Source Data

The credibility of LMX lies in capturing the holistic picture of the transaction. Capturing the voice and behaviours of supervisors and peers would give this research a much robust shape, profound view and comprehensive understanding.

Rationale: Capturing both sides of the coin (in this case, LMX theory) will provide a robust ground for validation of insights and make the whole research reliable and statistically significant.

4. Experimental or Scenario-Based Studies

One of the aspects to be looked at for future research of this study is behaviours during administered environments. A technique known as Experimental Vignette Methodology (EVM) can be used to understand the response of the people to various facets of dark triad behaviour in guided conditions.

Rationale: The controlled territories justify the presence of causation and helps test outliers and/or peripheral arrangements of organizational dynamics (e.g., culture, biasness etc).

5. Role of Organizational Culture and Climate

Different workplaces have different cultures as part of the industry or organization nuances. An organizational culture has great influence on the DT characteristics and its effect on churn and connectedness of employees to the organization's mission.

Rationale: Culture is a double-edged sword, it can amplify or subdue the impact of DT at workplace, hence future research is required to explore this angle in the dark triad framework.

6. Inclusion of Additional Mediators/Moderators

While this research focuses on only two mediators, future research can explore more mediators to understand a deeper relationship between the variables and moderators and how they affect dark triad behaviours in a workplace.

Rationale: Deeper comprehension of pragmatic mediators can help build deeper cognizance of the dark triad philosophy.

7. Industry-Specific Studies

A cross industry and segment examination of dark triad behaviours is essential to gain a holistic understanding of the theory. Targeted industries like healthcare, media, technology, public sector undertakings, pharmaceuticals etc. can reveal interesting facts about dark triad aspects.

Rationale: Different industries vary in different ways of working, hence different tolerance and response to dark triad mannerisms.

8. Intervention-Based Studies

Future research could focus on developing and executing pragmatic ways and avenues to ameliorate LMX theory and reducing dark triad behaviours in organizations sector by sector. These initiatives would in turn help to validate the impact of churn and loyalty of the employees to the organization.

Rationale: Designing programs to help alleviate dark triad impact on organizations can offer added value to academicians and management professionals in their workplace.

9. Cross functional supervision

The more globally diverse an organization, the more data points, and tracking mechanisms the organization must weed out such behaviors. Global cultural nuances can shed light on these dark triad qualities and interventions can be designed to suit the organizations needs and take it to a more transparent and organized culture

10. Group positioning

Leaders who have the traits of dark leadership can disrupt the team culture and can have a detrimental effect on collaboration, teamwork, and overall job satisfaction. This includes unmotivated employees, slower or vested decision-making, micromanagement, and unethical standards of professional working

11. External influence on organizational dynamics

Disruptions caused by external environments in an organization are normal and the strength of an organization is tested during times of adversity and how the management handles the crisis. It is worthwhile noting and tracking these individuals with dark traits on how they respond and handle adverse situations. These instances can give corporates an understanding of who are capable leaders of tomorrow

12. Sustainable and leadership integrity

A comparison between leaders high on integrity and empathy and others having the traits of dark leadership should give an understanding of how the latter disturbs the culture and fabric of an organization and how does an organization promote more ethical and integrity leaders in the ecosystem

13. Equitable organizational outcome

Employees experiencing dark triad traits in their supervisor or colleagues can have emotional damage on the employees working in a team. How they perceive organizational justice and nuances of fairness and equitable workforce in that setup determines their future course of action. Future research can suggest these employees perceive organizational fairness

14. Intersection strategies

Future research studies can guide on what interventions organizations can do to inculcate transparent culture, organizational effectiveness and prioritizing ethical decision making. Some customizable solutions to be implemented for the senior management can help tailor future research hypotheses. These are the important topics of future research that can guide corporates to help identify Machiavellianism, Psychopathy and Narcissism types of traits of Dark Triad that have deleterious impact on an organization. The intervention strategies can help to foster healthy and transparent organization culture for the next generation workforce to come and in general for the entire society when taken into consideration

6.3 Criticism of Dark Triad:

Critics have pointed out that flaw and inconsistency in the measurement of the dark triad. Multiple scales have produced different results leading to inconsistent interpretation. Overlapping and lack of discriminant validity, Lee & Aston (2005) argued that Machiavellianism and psychopathy are strongly correlated compared to Narcissism Lee and Aston (2005) have challenged the conceptual basis of Dark Triad stating that Dark Triad cannot be explained with combinations of other trait model and theory (5 factor model). (Henrich, et,al 2010) has criticized the research of dark triad as most of the studies were conducted using W.E.I.R.D samples and lack of longitudinal studies on the dark triad was another feedback that was raised in research community.

Sl.No	Critiques	Definition	Challenge	Resolution
1	Sample traits	Many research studies conducted in past have used WEIRD templates (Henrich, Heine, & Norenzayan, 2010)	Limited exposure of how global/ context driven dark triad philosophy and associated traits work	Research should be conducted the entire gamut of demographic strata into consideration (indigent to affluent populace covering several geographies)
2	High dependence on inter-sectional questionnaire and lack of research continuum	Several researches focus on inter-sectional questionnaire with an emphasis on new innovative ideas rather than continuing the existing research and increasing its scope and scale	Cause effect relationship not uniquely identified resulting in questionable findings and insights	Scaling strategies and techniques to include a wide variety of researches, considerations and analysis. Focus on research continuity from excluded user groups to make the research robust and holistic
3	Insights begets hypothesis	Often it is seen that researchers analyze the data to find insights and then define the hypothesis to align those insights	Selective reporting of relationships which might reduce the impact of the research conducted	First things first. Hypothesis formulation followed by analysis and insights drawn

Sl.No	Critiques	Definition	Challenge	Resolution
4	Limiting multi-faceted nuances of dark triad philosophy	The dark triad research is conducted as one concrete study and it does not consider it's convergent nature which might be multi-pronged	Diversity of dark triad nuances is ignored	Usage of concrete methods and techniques that allow for multi-faceted nature of the dark triad research to evolve and culminate
5	Amalgamation of approach to dark triad traits	High dependence on questionnaire to be true north used as part of the approach to measure dark triad behaviour	The set of questions used to conduct research might not be the single truth, it might hide the multi-faceted nature of dark triad	Dependence and reliance on a variety of indices and metrics to study dark triad behavior
6	Direct linkages between dark triad variables and outcomes of research	Usage of advanced statistical tool, i.e., multiple regression etc. which might dominate the common variable between between traits, resulting in distorted/inaccurate results	Dark triad linkage and impact on the outcome metric might change when common variable between dark triads is dominant resulting in inaccurate thesis	Usage of clean & independent analytical strategies, like zero analytical strategies which ensures each variable is directly linked to the outcome variable to see the impact it has on it, hence paving way for accurate and precise linkages between inputs and output variables of the research

6.4 Conclusion

Study has attempted to demystify the DT trilogy. The behaviours, Machiavellianism, Narcissism and Psychopathy have been profoundly studied and analysed in the workplace context. Workplace indices like LMX theory alongside churn and loyalty to the organization have also been included in the model. The variables facilitating the entire research, such as perceived victimization and employee workplace engagement also add a strong layer to find linkages in the dark triad philosophy. This study has been grounded in theoretical framework and covers practical insights which were analysed after receiving a whopping 600 target audience responses. This gives a solid edge for sharing pragmatic and carefully assimilated research insights to be used in workplaces.

The study also took help of the well-known and documented theoretical frameworks like the JD-R theory and COR theory, which symbolized how organizational measures interplay with individualistic characteristics to evoke certain withdrawal emotions in the populace. Another well-known theory, called as the Psychological Contract theory entailed how unfulfilled obligations and recognized anomalies might exaggerate the dark triad pattern in individuals and sway their loyalty. Last but not the least, the LMX theory highlights the significance of relationship between both parties, superiors and peers, affects the dark triad impact on the organization.

Procedurally, the research has used robust design elements including but not limited to inter-sectional survey for respondents, latest statistical tools like multiple linear regression, polynomial regression, structural equation modelling (SEM), Confirmatory Factor Analysis (CFA), and response surface method. Metrics such as CFI, RMSEA, SRMR, and TLI have also been used to align model requirements with the study.

The insights from the analysis of the data received from the respondents stated that dark triad traits like high score on Machiavellianism and Psychopathy anticipated high churn rates and reduced organizational connectedness. But an increased score on LMX alleviated those negative workplace outcomes due to presence of strong leadership principles. Hence, it becomes imperative to have strong leadership foundations to mitigate the negative effects of the dark triad philosophy. The mediators (perceived victimization and employee workplace engagement) also played a profound role in comprehending workplace nuances in panning employee behaviour impact.

This study purposefully juxtaposes the theoretical frameworks with the practical impacts of the dark triad philosophy in the Indian context with Indian workplaces taken as the foundation. It also entails the prerogatives of leadership, engaging in proactive dialogues and workplace engagement models to lessen the impact the characteristics of dark triad has on the workplace.

The research provides strong evidence and concrete results for comprehending dark triad trilogy in depth, but it does have its limitations. The usage of inter-sectional questionnaire might hinder the establishment of causation and dependence on data for one populace of the target audience might skew the data to one party's favour. Future research on this topic must include elongated timeframe for responses with sufficient intervals in between, consider management and peers recommendations and execute pragmatic initiatives to further establish results on the subject.

In entirety, the study gives a profound, holistic, multi-pronged comprehensive view of the dark triad theory and how it entails leadership philosophy and employee behaviours to cater workplace impacts. It is a great resource and playbook for various stakeholders like academicians, management professionals, research authors and legislators who have piqued interest in studying and developing perseverant, inclusive and exceptional organization environments.

APPENDIX A
SURVEY QUESTIONNAIRE

Sl.No	Affective Commitment Scale Allen and Mayer (1990)						
1	I would be very happy to spend the rest of my career with this organization						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
2	I really feel as if this organization's problems are my own						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
3	I do not feel like 'part of the family at my organization (R)						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
4	I do not feel 'emotionally attached to this organization (R)						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
5	This organization has a great deal of personal meaning for me						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
6	I do not feel a strong sense of belonging to my organization (R)						
	Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree

Survey Questions							
Question	Workplace Perceived Victimization (WPV) Scale <i>T Sasso, KM El-Ghay, DJ Kelloway (2011) 8 items</i>						
1	I was intentionally subjected to a hurtful experience						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
2	A conscious effort was made to make me feel mistreated						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
3	I was intentionally treated poorly						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
4	I was purposefully humiliated						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
5	I felt deliberately accosted (accosted meaning - address (someone) boldly or aggressively)						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
6	I was intentionally wounded by hostile behavior						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
7	My feelings were hurt by an antagonistic act direct against me						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely
8	I was intentionally belittled						
	Not at all	Very slightly	Slightly	Moderately	Quite a bit	Very much	Extremely

Survey Questions

Question	<i>Utrecht Work Engagement Scale (UWES)</i> <i>Schaufeli and Bakker (2004)</i>						
1	At my work, I feel bursting with energy* (VI1)						
	Never	Almost Never	Rarely	Sometimes	Often	Very often	Always
2	At my job, I feel strong and vigorous (VI2) *						
	0	1	2	3	4	5	6
3	I am enthusiastic about my job (DE2) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
4	My job inspires me (DE3) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
5	When I get up in the morning, I feel like going to work (VI3) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
6	I feel happy when I am working intensely (AB3) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
7	I am proud of the work that I do (DE4) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
8	I am immersed in my work (AB4) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday
9	I get carried away when I'm working (AB5) *						
	Never	Few times a year	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

Sl.No	Leader Member Exchange Graen & Uhl-Bien (1995)				
1	My supervisor usually lets me know how satisfied (s)he is with me				
	Rarely	Occasionally	Sometimes	Fairly often	Very often
2	My supervisor understands my job problems and needs				
	Not a bit	A little	A fair amount	Quite a bit	A great deal
3	My supervisor recognizes my potential -(R)				
	Not at all	A little	Moderately	Mostly	Fully
4	My supervisor uses his/her influence to help me solve problems in my work				
	None	Small	Moderate	High	Very high
5	My supervisor would “bail me out” at his/her expense if necessary				
	None	Small	Moderate	High	Very high
6	I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so - (R)				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7	I have an effective working relationship with my supervisor				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Survey Questions					
Questions	<i>Dirty Dozen - Jonason and Webster (2010)</i>				
	My manager ...				
1	Tends to manipulate others to get his/her way				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
2	Tends to lack remorse				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
3	Tends to want others to admire him/her				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
4	Has used deceit or lied to get his/her way				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
5	Tends to be unconcerned with the morality of his/her actions				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
6	Tends to want others to pay attention to him/her				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
7	Has used flattery to get his/her way				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
8	Tends to be callous or insensitive				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
9	Tends to seek prestige or status				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
10	Tends to exploit others towards his/her own end				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
11	Tends to expect special favors from others				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
12	Tends to be cynical				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Sl.No		Interpersonal Trust in Org. Scale Gabarro and Athos (1976)				
1	I believe my supervisor has high integrity					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
2	I can expect my supervisor to treat me in a consistent and predictable fashion.					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
3	My supervisor is not always honest and truthful					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
4	In general, I believe my supervisor's motives and intentions are good					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
5	I don't think my supervisor treats me fairly					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
6	My supervisor is open and upfront with me					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
7	I am not sure I fully trust my supervisor					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Sl.No		Turnover intention Scale (TIS) Camman, Fichman, Jenkins, and Klesh's (1979)				
1	I often think of leaving the organization					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
2	It is very possible that I will look for a new job next year					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
3	If I may choose again, I will choose to work for the current organization (reverse code)					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Sl.No		Attention Check Oppenheimer, D. M., Meyvis, T., & Davidenko, N. (2009) <i>Instructional Manipulation Check</i>				
1	This is an attention check. If you are paying attention, please select other					
	Definitely will	Probably will	Other	Probably will not	Definitely will not	
2	This is an attention check question. If you are paying attention, select Agree					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
3	Are you paying attention? If you are paying attention, please select no.					
	Always	Yes	No	Never	May be	
4	This is an attention check question. If you are paying attention, select Disagree					
	Strongly disagree	Strongly agree	Disagree	Agree	Neutral	

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