# Dark Triad and Counterproductive work Behavior in Pakistan: The mediatory role of Perceived Organizational Fairness complemented by Organizational Climate

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## Abstract

*The counterproductive work behavior (CWB) often affiliated with darker personality traits, such as narcissism and psychopathy, has been the subject of numerous studies. Yet, a knowledge gap exists in the mechanisms elucidating these associations. Historically, these links have been explored within the realms of organizational politics and accountability. In contrast, our study introduces a theoretical construct that delves into the ethical dimension, seeking to explicate the relationship in the context of organizational fairness. The central argument posits that the Dark Triad—comprising narcissism, Machiavellianism, and psychopathy—negatively influences Perceived Organizational Fairness (POF). This reduced POF, in turn, adversely impacts CWB while concurrently fostering positive Organization Citizenship Behavior (OCB). Furthermore, the dark triad's impact on CWB/OCB is supplemented inversely/proportionately by the presence of an Ethical Organizational Climate (EOC). This suggests that a robust ethical climate attenuates the dark triad's adverse effects on CWB. The empirical validation of this theoretical construct was accomplished through a survey-based, closed-ended questionnaire, with data derived from 290 employees predominantly associated with private sector enterprises. Confirmatory factor analysis and structural equation modeling were employed for data analysis. Our findings indicated a significant correlation between Machiavellianism and psychopathy (within the dark triad) and CWB/OCB. Simultaneously, EOC was found to moderate the negative relationship between Machiavellianism and OC. Contrarily, POF was not discerned as a mediating factor between the dark triad and CWB/OCB. These findings underscore the role of an ethical organizational climate in mitigating the onset of counterproductive work behavior in the presence of dark triad personality traits. The study's findings recommend integrating psychometric testing into recruitment processes, aiding in identifying candidates exhibiting dark triad traits. Right job placements could potentially convert these traits into positive contributions, promoting organizational success. This proactive approach in recruitment helps curb counterproductive behaviors and enhances overall workplace harmony.*

***Keywords:*** *Dark Triads, Counterproductive Workplace Behaviour, Organizational Citizenship Behaviour, Ethical Organizational Climate, Perceived Organizational Fairness, Machiavellianism, Psychopathy, Narcissism*

## Introduction

**Background to the Study:** According to Junça-Silva, Silva (2023), and Spector & Fox (2010), Counterproductive Work Behavior (CWB) includes harmful workplace actions like aggression, deviance, retaliation, and revenge. Berry, Carpenter, and Barratt (2012) remark that these CWBs were previously treated as separate occurrences with individual literature dedicated to each one, like theft or harassment. However, recent research, including work by Spector & Fox (2010), considers these actions not as separate entities, but as a broad, interconnected class of behaviors.

The last twenty years have seen a significant rise in the study of negative personality traits (refer to Zeigler-Hill and Marcus 2016 for a comprehensive review). Much of this intrigue originates from the identification of narcissism, characterized by feelings of entitlement, perceived superiority, and inflated self-perception; Machiavellianism, marked by manipulative and deceptive actions aimed at undermining others for personal gain; and psychopathy, defined by malevolent actions driven by a lack of empathy and impulsiveness. Collectively, these traits form the Dark Triad, a term coined by Paulhus and Williams (2002), which encapsulates these somber aspects of personality.

While there has been a rise in the research of Dark Triads and their possible outcomes in the organization, the topic has not been thoroughly studied in the context of Pakistan. The contribution of this study will enhance the understanding of the Dark triads in the Pakistan workplaces.

**Problem Statement:** The research on Dark Triad Personality Traits in diverse cultural contexts, as conducted by Syed and Raja (2023), Ren and Wang (2021), Jonason et al. (2020), and Jonason and Okan (2019) provides compelling insights into the prevalence of these traits in differing socio-economic conditions. However, there are critical nuances to be considered. While it's noteworthy that less safe and developed nations display higher narcissism rates, Smithikirai (2014) has shown collectivist cultures exhibiting less counterproductive work behavior (CWB). The role of culture and socio-economic conditions in these dynamics seems paradoxical and warrants further exploration.

The focus on Pakistani organizations is particularly significant, given the country's precarious position in the Global Peace Index and its high competitiveness. Previous studies suggest traits like Machiavellianism, psychopathy, and narcissism might flourish in such environments (Witt & Spector, 2012; Clercq & Kundi, 2021). However, further research is required to understand the link between these traits, CWB, and Organizational Citizenship Behaviour.

The negative impacts of CWB and the Dark Triad, both on organizational and employee well-being, are globally recognized (Spain & Hams, 2014; Berry et.al. 2012; Baughman & Dearing, 2012). Yet, there remains a gap in identifying its precise antecedents. As Nassif (2018; 2019) argued, understanding the interaction of Dark Triad traits within the organizational setting, especially in challenging socio-economic contexts like Pakistan, could aid in mitigating their detrimental impacts. Such studies could ultimately contribute to more effective management practices, leading to significant long-term economic benefits.

**Gap Analysis:** Spector & Fox (2010) critically examined the relationship between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB), often considered antithetical due to their respective damaging or supportive roles within organizations. Despite a surge in empirical and conceptual studies on the topic (Dalal, 2005; Dineen et al., 2006; Judge et al., 2006), there remains a divergence in findings, especially in relation to shared antecedents. Additionally, 'darker' personality traits, like narcissism and psychopathy, were linked with CWB, showing these individuals may resort to aggressive or deviant tactics in the workplace (Jonason et al., 2012; O'Boyle et al., 2012). Furthermore, the relationship between these traits, CWB, organizational fairness, and ethical climate remains under-explored, especially within the context of Pakistan. This gap in literature highlights the need for additional studies to comprehend these intricate dynamics.

**Research Objectives:** The objective of our research is to examine the negative impact of the Dark Triad (Narcissism, Machiavellianism, Psychopathy) on Perceived Organizational Fairness (POF) and its subsequent influence on Counterproductive Work Behavior (CWB) and Organizational Citizenship Behavior (OCB). We aim to further investigate how an Ethical Organizational Climate (EOC) may moderate these effects, with an emphasis on the impact of each individual Dark Triad personality on CWB and OCB. Additionally, we seek to identify any feature not significantly associated with the dependent variables and explore potential

demographic differences, including gender. Finally, we aim to compare our findings with previous studies conducted both domestically and internationally, exploring their congruence or divergence.

**Significance:** Although CWB has been an area of research interest for many years now, the determinants are still to thoroughly study as the studies have presented studied correlation which put up partial explanation for its several determining factors studied (Cohen, 2016). By studying the dark triads, sizeable amount of improvements can be made in various aspects in the organization as the existence of dark triads in an organization is not only directly harmful to the organization, it simultaneously impacts the other employees whose performance in directly impacted by fellow Narcissist, Machs and Psycopaths. As the study focuses on sub clinical forms of these dark personalities, the attributes are not always explicitly visible and many will only be detected on thorough search via questionnaires and other psychological analysis or in situations where they are provoked, therefore it is vital to discover them and the degree to which they conform to the featured behavioral characteristics as they harm the organization in various evident and not so evident ways.

## Literature Review and Hypothesis Development

**Dark Triads and CWB:** The link between the dark triad personality traits and counterproductive work behaviors (CWBs) has been well-explored, with deviant traits predictive of deviant behaviors (Kordys, B.,2022; Wu & Lebreton, 2011). Particularly, narcissism fosters CWBs as individuals high in this trait perceive criticism as threats, leading to anger and defensive behaviors (Spector, 2011). Narcissists interpret interactions as transgressions, provoking hostility, obstructionism, absenteeism, and retaliation. Their focus on self-enhancement and dominance also facilitates fraudulent activities (Perri, 2011, 2013). Surprisingly, narcissists rarely perceive their actions as CWBs, increasing the likelihood of such behaviors.

H1: NAR is significantly positively related to CWB

Moore et al. (2012) argue that individuals high in Machiavellianism exhibit unethical behavior due to a propensity for moral disengagement, enabling pursuit of personal interests without guilt.

This leads to antisocial behavior, lying, and exploitation. Wu and Lebreton (2011) concur, highlighting a correlation between high Machiavellianism and hostile, unethical behavior as individuals pursue their goals remorselessly. Hegarty & Sims (1979) and Skinner (1988) emphasize Machiavellianism's link to manipulative counterproductive work behaviors, especially when goals are blocked. Consequently, high Machiavellianism often results in subtle or covert verbal transgressions, often unrecognized by targets.

H2: MAC is significantly positively related to CWB

Wu and Lebreton (2011) assert that psychopaths derive satisfaction from harming others and employ such behaviors strategically to pursue their own goals. By instigating distractions such as hostility, psychopaths focus attention away from tasks, promoting their agendas, often leading to interpersonal counterproductive work behaviors (CWBs). Their disregard for norms and personal accountability, combined with impulsivity, risk-taking, and lack of remorse, further promotes CWBs. Psychopaths' propensity for risky and impulsive actions makes them more prone to spontaneous and potentially harmful CWBs, such as property destruction or inappropriate behaviors.

H3: PSY is significantly positively related to CWB

**Relationship between OCB and Dark Triad:** Webster and Smith (2019) investigated the relationship between dark triad personality traits (Machiavellianism, narcissism, and psychopathy) and organizational citizenship behaviors (OCB) within a high-involvement management climate. Their study identified management actions that can trigger employees' negative behaviors, revealing the significance of management involvement in regulating this relationship. A similar study by Chughtai and Shah (2020) indicated that the dark triad, mediated by workplace incivility, negatively impacts OCB, although Islamic work ethics can mitigate this effect. All these traits impede OCB as individuals with dark triad traits prioritize self-interest, viewing themselves as superior and expressing little concern for others' wellbeing (LePine et al., 2002; Organ, 1997; Dahling et al., 2009; Jones & Paulhus, 2009; Paulhus & Williams, 2002).

Building on the literature this study hypothesizes that:

H4: NAR is significantly negatively related to OCB

H5: MAC is Significant negatively related to OCB

H6: PSY is Significant negatively related to OCB

**Organizational culture/climate as a moderator :** Treviño, Butterfield, and McCabe (1998) differentiated between ethical climate and ethical culture, defining the former as perceptions of what constituted ethical behavior and the latter as conditions influencing compliance with these perceptions. Ethical culture didn't necessarily signify an organization's ethical state, it could foster ethical or unethical behavior (Pinto, Leana, & Pil, 2008). Corrupt organizations might have communicated ethical values via a code of conduct while promoting unethical behaviors, creating ambiguity for employees (Campbell & Göritz, 2014). Organizational culture strongly impacted counterproductive work behaviors (CWBs), with deviant norms resulting in misbehavior becoming the norm (Vardi & Wiener, 1992). An ethical climate fostered ethical individual beliefs and behaviors (Ford & Richardson, 1994).

H7: EOC weakens the negative relationship between NAR and CWB

H8: EOC weakens the negative relationship between MAC and CWB

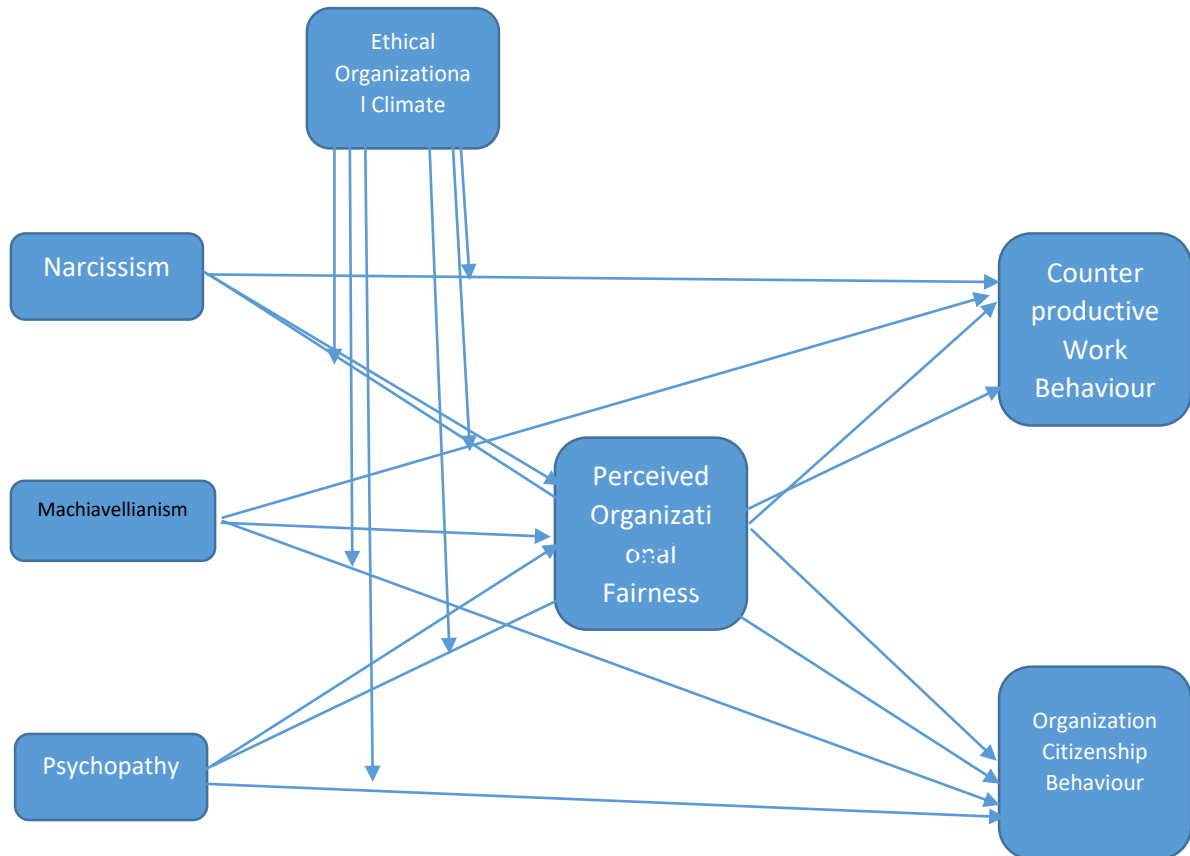H9: EOC weakens the negative relationship between PSY and CWB

H10. EOC weakens the negative relationship between NAR and OCB

H11: EOC weakens the negative relationship between MAC and OCB

H12: EOC weakens the negative relationship between PSY and OCB

**Mediating role of Perceived Organizational Fairness:** Kotabe, M., Dubinsky, A. J., & Lim, C. U. (1992) and Carrell and Dittrich et al. (1985) offered a multi-dimensional conceptualization of organizational fairness. The seven dimensions include pay level, pay rule, pay administration, rule administration, pace of work, task distribution, and latitude. However, this approach raises questions on how these distinct dimensions interact and collectively influence perceived fairness. Further, Walumbwa et al. (2008) suggested that perceived procedural fairness fosters employee trust and engagement. This introduces another potential variable, i.e., trust, to this discussion, underscoring the complexity of the organizational fairness construct and the need for more comprehensive models.

Figure 1
*Theoretical Model*



H13: POF mediates the negative relationship between NAR and CWB

H14: POF mediates the negative relationship between MAC and CWB

H15: POF mediates the negative relationship between PSY and CWB

H16: POF mediates the negative relationship between NAR and OCB

H17: POF mediates the negative relationship between MAC and OCB

H18: POF mediates the negative relationship between PSY and OCB

## Methodology

**Sampling:** In this study, we opted to employ purposive sampling for data collection, a method chosen for its ability to provide expert insights from a specifically targeted demographic. Purposive sampling enabled us to focus our research on individuals with expert knowledge pertinent to our study area, facilitating more in-depth and specialized data.

**Instrument:** The self-administered questionnaire was comprised of 12 item scale by Jonason 2010 to measure the Dark triad personality traits, a six item questionnaire by Kuenzi M (2019) was administered for ethical organizational climate. Perceived organizational Fairness is measured by using six items by Ambrose et al. (2009). 10 item CWB questionnaire by Spector,P.E., Bauer, J.A., &Fox ,s. (2010) was used while 5 item questionnaire was used for measuring OCB. The observations were tested using PLS. A five point likert scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree) was used to measure Narcissism, Machiavellianism, Psychopathy, Perceived organizational Fairness and ethical Organizational Climate.in order to measure Counter productive Work Behaviour and Organization Citizenship Behaviour the respondents were asked about the frequency of time in which they exhibited the particular behaviour (1= Never 2= Once or twice 3= Once or twice/month 4=Once or twice/ week 5=everyday).

## Preliminary Analysis

**Demographic Profile of the Respondents:** The survey was sent to 291 employees of larger organizations (total employee strength > 50min) of which 84% belonged to the private sector while only a minimum of 16% responded from the public sector. Almost 40% of the respondents were between the age group were from an age group of 25 to 30 years, followed by second highest 35-40 years of age(19%) which is followed by the 17% from 40 to 45 age group while 13% were from 30 to 35 years of age. In the tail end were the 7% from 45 to 50 years of age while only 5% were above 50. The nature of Job for a majority (82%) of the respondents was permanent while only 14.5% were contractual and 3.5 had an adhoc Job. A 63% percent of the respondents were married while 37% were single. The gender bifurcation of the respondents was 55% females while 45% were male. 23% had spent under 5 years on their job, 27% had spent 5 to 10 years on their job, almost 17% had worked for 10 to 15 years on their job, 21% had spent 15 to 20 years on their job, 5.5% had spent 20 to 25 years on their job while 6.2% had an experience of more than 25 years on their job.

Table 1
Descriptive Statistics

| Variables and Factors | Questions | Descriptive Stats | | Confirmatory Factor Analysis | | |
|---|---|---|---|---|---|---|
| | | Mean | Standard deviation | Outer Loading | T Stats | P Values |
| Narcissism | I tend to want others to like me | 3.331 | 0.997 | 0.893 | 3.542 | 0 |
| | I tend to want others to pay attention to me | 3.11 | 1.064 | 0.763 | 4.772 | 0 |
| | I tend to expect special favours | 2.283 | 1.055 | 0.713 | 4.601 | 0 |
| | I tend to seek prestige or status | 3.262 | 1.064 | 0.429 | 2.506 | **0.013** |
| Machiavellianism | I have used deceit or lied to get my way | 1.741 | 0.946 | 0.855 | 6.305 | 0 |
| | I tend to manipulate others to get my way | 1.979 | 1.156 | 0.777 | 7.802 | 0 |
| | I have used flattery to get my way | 1.824 | 1.017 | 0.812 | 5.601 | 0 |
| | I tend to exploit others towards my own end | 1.917 | 1.186 | 0.762 | 6.649 | 0 |
| Psychopathy | I tend to lack remorse | 2.803 | 1.248 | 0.757 | 23.981 | 0 |
| | I tend to be callous or insensitive | 2.414 | 1.232 | 0.818 | 28.254 | 0 |
| | I tend to not be too concerned with morality or the morality of my actions | 2.559 | 1.44 | 0.691 | 12.065 | 0 |
| | I tend to be cynical | 2.376 | 1.198 | 0.853 | 46.36 | 0 |
| Ethical Organizational Climate | Ethical issues are taken into consideration when decisions are made | 3.841 | 0.856 | 0.474 | 4.01 | 0 |
| | Ethics training is consistent with how employees actually perform their job | 3.91 | 0.882 | 0.658 | 7.683 | 0 |
| | Employees strictly follow the written code of ethics | 3.866 | 0.882 | 0.811 | 24.136 | 0 |
| | An effort is made to measure and track ethical behavior | 3.638 | 0.938 | 0.762 | 18.831 | 0 |
| | When an unethical act occurs, employees take responsibility of their actions | 3.617 | 1.041 | 0.843 | 26.597 | 0 |
| | A good effort is made to measure and track ethical behaviour | 3.807 | 0.916 | 0.86 | 24.429 | 0 |
| Work Perceived Organizational Fairness | Overall, I am treated fairly by my organization | 4.059 | 0.847 | 0.76 | 8.835 | 0 |
| | In general, I count on this organization to be fair | 4.045 | 0.797 | 0.81 | 9.134 | 0 |
| | In general, the treatment I receive around here is fair | 3.879 | 0.767 | 0.808 | 9.022 | 0 |
| | Usually, the way things work in this organization are not fair (Reverse scored) | 2.224 | 0.903 | -0.782 | 8.059 | 0 |
| | For the most part, this organization treats its employees fairly | 3.897 | 0.853 | 0.729 | 6.863 | 0 |
| | Most of the people who work here would say they are often treated unfairly | 3.362 | 1.47 | 0.245 | 1.486 | **0.138** |
| Counterproductive Work Behaviour | Purposely wasted your employer's materials/supplies | 2.117 | 1.538 | 0.748 | 30.557 | 0 |
| | Complained about insignificant things at work | 2.259 | 1.349 | 0.47 | 8.635 | 0 |
| | Told people outside the job what a lousy place you work for | 2.166 | 1.495 | 0.673 | 17.514 | 0 |
| | Came to work late without permission | 2.276 | 1.527 | 0.57 | 10.863 | 0 |
| | Stayed home from work and said you were sick when you weren't | 2.11 | 1.523 | 0.786 | 25.978 | 0 |
| | Insulted someone about their job performance | 2.014 | 1.472 | 0.65 | 15.476 | 0 |
| | Made fun of someone's personal life | 2.107 | 1.522 | 0.699 | 16.743 | 0 |
| | Ignored someone at work | 2.559 | 1.497 | 0.557 | 13.609 | 0 |
| | Started an argument with someone at work | 2.479 | 1.488 | 0.533 | 11.31 | 0 |
| | Insulted or made fun of someone at work | 2.134 | 1.616 | 0.777 | 25.21 | 0 |
| Organizational Citizenship Behaviour | Took time to advise, coach, or mentor a co-worker. | 3.738 | 1.409 | 0.698 | 7.446 | 0 |
| | Helped co-worker learn new skills or shared job knowledge. | 4.4 | 1.047 | 0.719 | 10.39 | 0 |
| | Helped new employees get oriented to the job. | 4.124 | 1.281 | 0.519 | 6.03 | 0 |
| | Lent a compassionate ear when someone had a work problem. | 3.903 | 1.421 | 0.549 | 5.716 | 0 |
| | Offered suggestions to improve how work is done. | 4.179 | 1.23 | 0.694 | 9.626 | 0 |
| | Helped a co-worker who had too much to do. | 4.241 | 1.188 | 0.677 | 9.325 | 0 |
| | Volunteered for extra work assignments. | 3.779 | 1.412 | 0.728 | 9.725 | 0 |
| | Worked weekends or other days off to complete a project or task. | 3.538 | 1.448 | 0.752 | 11.707 | 0 |
| | Volunteered to attend meetings or work on committees on own time. | 3.552 | 1.567 | 0.766 | 9.857 | 0 |
| | Gave up meal and other breaks to complete work. | 3.586 | 1.479 | 0.495 | 4.517 | 0 |

**Structural Equation Modeling:** In order to evaluate our study's hypothesis, we employed the Structural Equation Model (SEM), facilitated by the use of Smart PLS software. Additionally, we conducted tests to assess both the indirect and direct impacts of all the constructs under consideration.

**Measurement of Outer Model:** The aim of assessing fit in the measurement model is to examine the reliability and validity of the tool in question. To affirm this reliability and validity, we conduct tests for both convergent and discriminant validity using a software called Smart PLS. This process allows us to ensure the tool's ability to yield consistent results and measure the intended constructs accurately.

**Composite Reliability :** The reliability of the measurement instruments was evaluated using composite reliability, with all results surpassing the established cut-off of 0.70, which is the acceptable benchmark for such values. The level of reliability, which refers to the consistency across various variables, can be gauged in this manner (Hair, 2010). Presented below is the table illustrating the composite reliability values.

Table 2
Composite Reliability

| Variables | Composite Reliability |
|---|---|
| Nar | 0.802 |
| Mach | 0.878 |
| Psych | 0.862 |
| Perorgfair | 0.694 |
| EthOrgClim | 0.880 |
| CWB | 0.880 |
| OCB | 0.887 |

**Factor loadings significant**

The table of descriptive statistics includes loadings utilized in Confirmatory Factor Analysis (CFA). Constructs with loadings of 0.5 or higher are deemed strong, while those with loadings less than 0.5 are seen as weaker and it is generally advised to exclude them from the table for a more accurate analysis.

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## Convergent Validity

Table 3

Convergent Reliability

| Variables | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| Nar | 0.709 | 0.909 | 0.518 |
| Mach | 0.820 | 0.847 | 0.643 |
| Psych | 0.793 | 0.823 | 0.612 |
| Perorgfair | 0.377 | 0.755 | 0.515 |
| EthOrgClim | 0.843 | 0.898 | 0.558 |
| CWB | 0.846 | 0.855 | 0.429 |
| OCB | 0.864 | 0.890 | 0.444 |

## Discriminant validity

Table 4

Divergent Reliability

| Variables | CWB | EthOrgClim | Mach | Nar | OCB | Perorgfair | Psych |
|---|---|---|---|---|---|---|---|
| CWB | 0.655 | | | | | | |
| EthOrgClim | -0.092 | 0.747 | | | | | |
| Mach | 0.057 | -0.181 | 0.802 | | | | |
| Nar | 0.075 | 0.092 | 0.347 | 0.720 | | | |
| OCB | 0.252 | 0.114 | -0.187 | -0.148 | 0.666 | | |
| Perorgfair | -0.296 | 0.378 | -0.027 | 0.172 | -0.100 | 0.718 | |
| Psych | 0.535 | -0.075 | 0.389 | 0.221 | 0.158 | -0.059 | 0.782 |

## Model fit measures

Table 5: Model Fit Summary

| Fit Summary | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.090 | 0.100 |
| d_ULS | 8.020 | 9.988 |
| d_G | 2.006 | 2.052 |
| Chi-Square | 2874.783 | 2921.213 |
| NFI | 0.587 | 0.580 |

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## The structural model (Inner Model) and Hypotheses testing

Fig 2
*Path  Analysis Diagram*
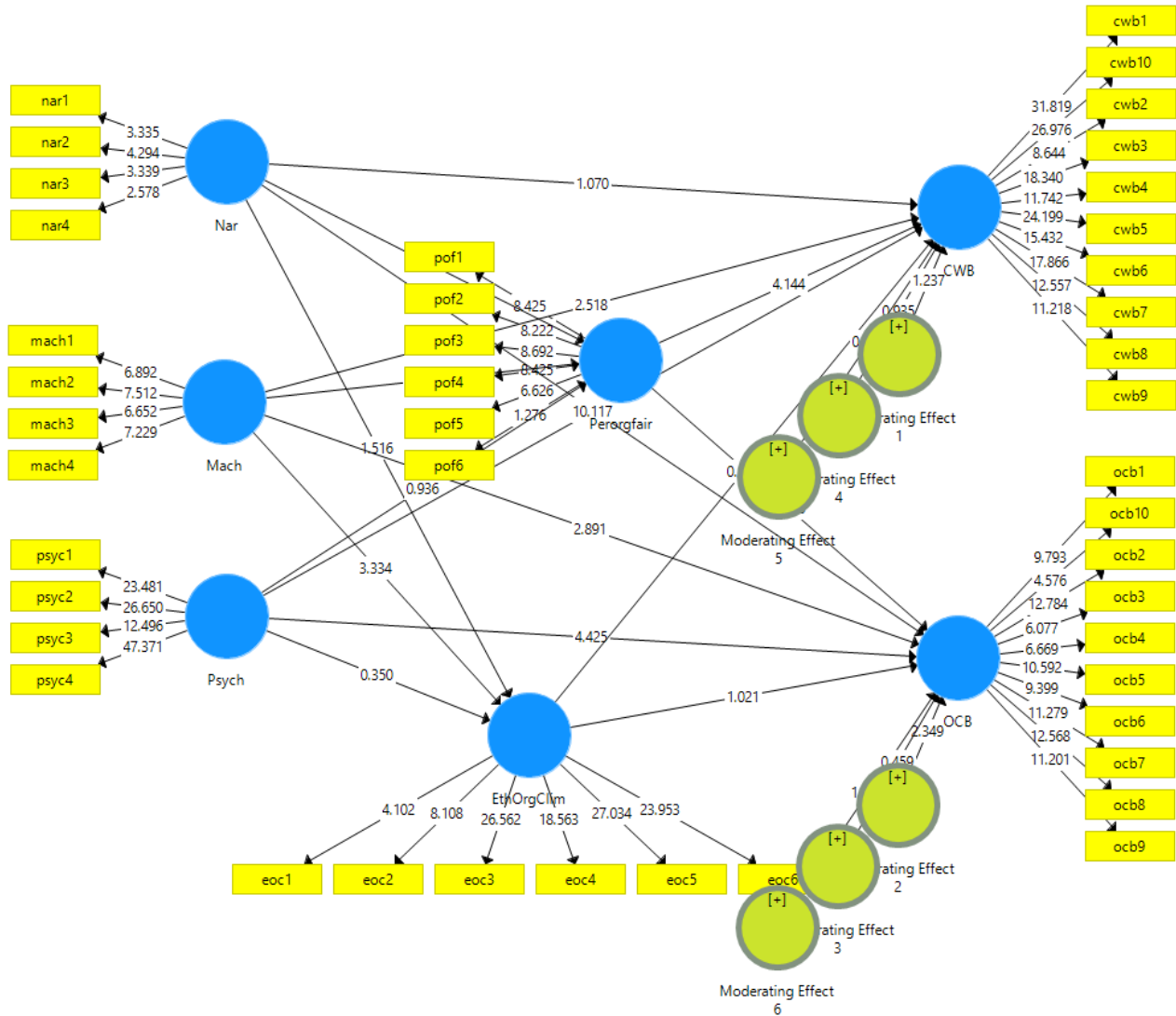


Table 6
Path Analysis

|  | Original Sample (O) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|
| *Nar -> CWB* | 0.069 | 1.125 | 0.261 |
| *Mach -> CWB* | 0.175 | 2.561 | 0.011 |
| *Psych -> CWB* | 0.569 | 10.244 | 0.000 |
| *Nar -> OCB* | -0.144 | 1.855 | 0.064 |
| *Mach -> OCB* | -0.247 | 2.691 | 0.007 |
| *Psych -> OCB* | -0.285 | 4.127 | 0.000 |

The hypothesis were analyzed via bootstrapping and the results revealed that Narcissism doesn't have a significant relationship with CWB (H1: β=0.069, t=1.125, p=0.261) hence, H1 is not supported, it was also established that Machiavellianism has a significantly positive relation with CWB (H2: β= -0.175, t= 2.561, p=0.011) hence H2 is supported while Psychopathy has a significantly positive relation with CWB (H3: β=0.569, t=10.244, p=0.000) which signifies that H3 is supported. When these dark triads were tested with OCB, the results revealed that Narcissism is partially significant negative relationship with OCB ( H4: β= -0.144, t=1.855, p=0.064), therefore H4 was not supported while Machiavellianism has a significant negative relation with OCB (H5: β= -0.247, t=2.691, p=0.007), hence H5 was supported. Psychopathy was found to have a significant negative relationship with OCB (H6: β=-0.285, t=4.127, p=0.000); H6 is supported.

**Moderation Analysis :** Moderation Analysis was conducted to analyze the effect of ethical Organizational Climate (EOC) on the relation of Dark Triads with CWB and OCB as shown in Table. It is reported that EOC has an insignificant effect of moderation in the relationship of Narcissism and CWB (H7: β= -.048, t=1.33, p=.184), hence H7 is not supported. The effect of Machiavellianism on CWB is not moderated by EOC (H8: β= -.058, t= .942, p= 0.347), therefore H8 is not supported.  EOC does not moderate the relationship of Psychopathy to CWB (H9: β= .055, t=.74, p=.46), hence H9 is not supported. In case of the relationship of Narcissism and OCB, EOC does not show a significant moderation effect (H10: β= -.09, t=1.45, p=.148), therefore, H10 is not supported. EOC is reported to have signification moderation effect on the relationship of Machiavellianism and OCB (H11: β=.17, t=2.257, p=0.024), H11 is supported. The relationship of Psychopathy and CWB is not significantly moderated by EOC (H12: β= -.034, t=0.475, p=0.635)

Table 7
Moderation Analysis

| Moderating Effect of EOC | Original Sample (O) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|
| *Nar > EOC >CWB* | -0.048 | 1.33 | 0.184 |
| *Mach > EOC > CWB* | -0.058 | 0.942 | 0.347 |
| *Psych >EOC > CWB* | 0.055 | 0.74 | 0.46 |
| *Nar >EOC > OCB* | -0.09 | 1.45 | 0.148 |
| *Mach >EOC >OCB* | 0.17 | 2.257 | 0.024 |
| *Psych >EOC >OCB* | -0.034 | 0.475 | 0.635 |

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The figure below shows that in the presence of EOC the negative relationship between Machiavillianism and OCB is  weakened.

Figure 3
Slope graph of Moderation effect of EOC



Moderating Effect 2
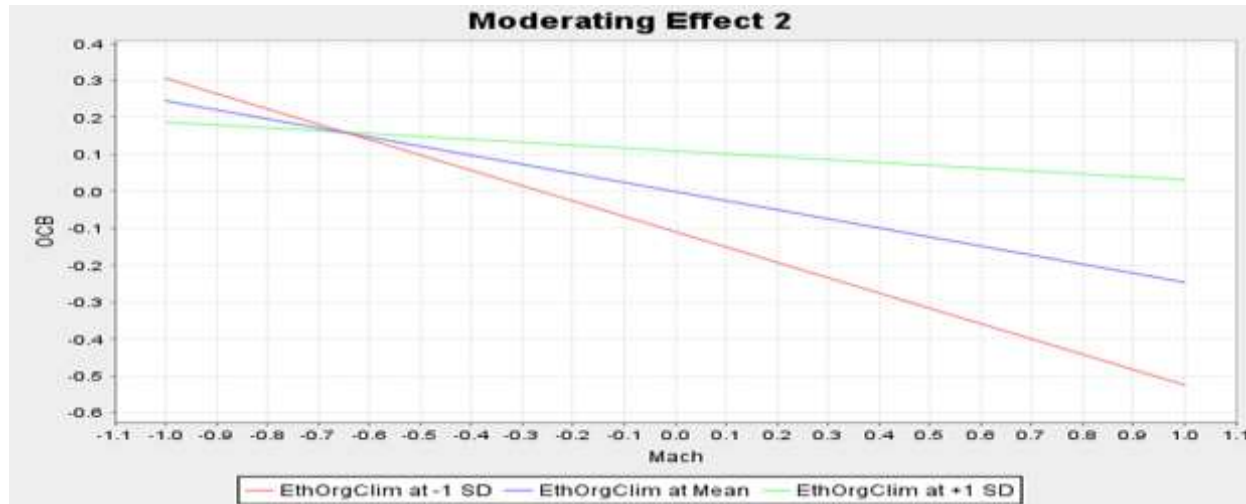
## Mediation Analysis

The mediation analysis was conducted to test the effect of mediation of Perceived

organizational Fairness on the relationship of Dark triads (Narcissism, Machiavellianism, and

Psychopathy) on CWB and OCB. The results revealed that Perceived Organizational Fairness

did not have a significant mediation effect on any of the established relationship between Dark

Triads with CWB and OCB (H13: β= -.058, t=1.58, p=.115); (H14: β= .019, t= .706, p= .48);

(H15: β= .022, t=.964, p= .335); (H16: β=.026, t=.979, p=.328); (H17: β= .009, t=.519, p=

.604); (H18: β= .01, t=.695, p= .487), hence H13, H14, H15, H16, H17 & H18 are not

supported.

Table 8
Mediation Analysis

| | Total Effects | Sig | Total Indirect Effects | Sig | | Original Sample (O) | T Stat. | P Values |
|---|---|---|---|---|---|---|---|---|
| *Nar -> CWB* | 0.012 | 0.871 | -0.057 | 0.12 | *Nar -> Perorgfair -> CWB* | -0.058 | 1.58 | 0.115 |
| *Mach -> CWB* | -0.157 | 0.034 | 0.017 | 0.541 | *Mach -> Perorgfair -> CWB* | 0.019 | 0.706 | 0.48 |
| *Psych -> CWB* | 0.59 | 0 | 0.021 | 0.337 | *Psych -> Perorgfair -> CWB* | 0.022 | 0.964 | 0.335 |
| *Nar -> OCB* | -0.151 | 0.064 | -0.007 | 0.787 | *Nar -> Perorgfair -> OCB* | -0.026 | 0.979 | 0.328 |
| *Mach -> OCB* | -0.264 | 0.002 | -0.017 | 0.524 | *Mach -> Perorgfair -> OCB* | 0.009 | 0.519 | 0.604 |
| *Psych -> OCB* | 0.292 | 0 | 0.007 | 0.669 | *Psych -> Perorgfair -> OCB* | 0.01 | 0.695 | 0.487 |

## Discussion and Analysis

The analysis of this study reveals that Narcissism was not found to be significantly related to CWB and only partially significantly related to OCB. The literature depicts that Narcissism has been employing a wide range of theoretical models, all models mutually agree to few consistent characteristics of Narcissism (a) self-grandiose (b) needful of extra and special attention (c) may easily fall for exploitative behaviours (Morf&Rhodewalt ,2001; Paulhus&Williams, 2002; Raskin&Hall, 1979; Raskin & Terry,1988; Rhodewalt & Morf,1995; Wright et al. ,2013; Wu & LeBreton, 2011). Zeigler-Hill (2019) posit that in comparison to Machiavellianism and Psychopathy, narcissism was not found to be related to personality dysfuntioning which leads to deviance in behaviour related to work, which is consistent with the finding of this study where narcissism was not recorded for a significant relationship with CWB. The results can be further explained by Jonason et al. (2020) who studied the Dark triads across 49 countries including Pakistan and stated that Narcissism was more common in less developed country and that narcissist are more likely to have a grandiose image of themselves. Based on this findings we also posit that respondents, all belonging to Pakistan, did not respond to questions of Narcissism and CWB as per the real scenario owing to self-grandiose. The culture of organizations in Pakistan is elaborated thorugh Cohen (2016) which further contended that dark triad personalities foster in a politically charged organizational environment which is likely to be found in most political organization given the socio economic conditions of the country.

O' Boyle (2015) conducted a Meta-Analysis of the effect of Dark Triad on CWB where it was found that all three Dark traits were positively related to CWB while Narcissism was not found significantly related to CWB in collectivist cultures of organizations which is the case in this study where Machiavellianism and Psychopathy have been reported to be positively related to CWB while Narcissism had an in significant relation with CWB. Similar finding was accounted for James et al. (2014) who studies an expanded form of CWB in relation to the Dark triad and found that most commonly the employees with increased levels of DT enjoyed the misery of other employees which is a significant trait of Psychopathy. Jonason O'Connor (2017) that Psychopathy and Machiavellianism, both demonstrated tendencies to be highly involved in CWB, even when working in teams which is supportive of the findings of this study. Although the studies for Dark Triads have usually been conducted in the Western organization, it is evident

to note that similar results have been recorded in Pakistan. In this study Narcissism was not reported to be significantly related to CWB which is in line with the findings of Egan et al. (2015) where it was concluded that Psychopathy and Machiavellianism ( and not Narcissism) showed significant relation with moral disengagement. Perceived Organizational Fairness did not play a pivotal role in mediating the relationship of Dark traits to Counterproductive work behaviour. This outcome may be associated to the culture of Pakistan which s highly politicized and in the presence of collectivism organization have informal groups which are established due to shared norms and demand conformity from all members which is why the respondents of the study may not perceive their organization to be fair or in other case they may falsely perceive their organization to be fair if they or the group they belong to the group which is highly regarded in the organization. Cohen ((2016) employed Accountability as the mediator of the relationship between the Dark traits and CWB, and found it to be a significant mediator which partially contradicts the findings of this paper as ethical organizational climate was tested to be an insignificant variable to moderate the said relationship. Here again it should be considered that most Pakistani organization are highly politicized and a climate of ethics is difficult to persists in organizations where policies and rules are differently applied on individuals and groups.

The amount of analysis on the relationship of Dark triad with OCB has been overshadowed by studies on its relationship by Job Performance and CWB due to their explicit negative qualities and the negative outcomes it may have in an organizational setting (LeBreton, 2018). Our finding of the dark triads in the proposed sample of Pakistani employees shows a partially significant negative relation of Narcissism with OCB, which is consistent with the findings of Szabo et al., (2018) while the other two traits (Machiavellianism and Psychopathy) resulted in significantly negative relation, where psychopathy has severe negative intensity in contrast to Machiavellianism which is in partial compliance with Webster(2019) where unlike our study, Narcissism was also found to have significant negative relation with OCB. In a similar study of health care professionals, Abbrow (2020) also concluded that Dark triads are significantly negatively related to OCB. The negative relation of Psychopathy with OCB was studied by Boddy et al. (2010) which reported that corporate psychopathy have negative relation with corporate social responsibility.

Sharma (2018) has explained that ethical values in an organization have a direct impact on OCB while perceived organizational fairness which was used as a moderator did not show a significant impact on the relationship of ethical values and OCB which is partially reassuring in case of this study since the mediating role of Perceived organizational fairness was not deducted to be a significant mediator in case of Dark triads and OCB while ethical organizational climate did moderate the relationship between Machiavellianism and OCB. Zeigler-Hill (2020) posits that the effect of Machiavellianism was hardly associated with CWB when this trait was studied with the other traits.

## Conclusion and Recommendations

This research offers valuable insights into the effects of Dark Triad traits on Counterproductive Work Behavior (CWB) and Organizational Citizenship Behavior (OCB) within Pakistani workplaces, enriching existing literature primarily based on North American populations. It identified Machiavellianism and Psychopathy as significantly related to CWB, while Narcissism lacked a meaningful link. Meanwhile, Narcissism exhibited a partial correlation with OCB, unlike the significant negative relationships found for the other Dark Triad traits.

The study also evaluated Perceived Organizational Fairness and Ethical Organizational Climate as potential mediators and moderators, respectively. Results indicated their limited efficacy, except in moderating the negative impact of Machiavellianism on OCB. These findings imply that bolstering an organization's ethical climate could mitigate the adverse effects of Machiavellianism and Psychopathy on CWB and OCB.

However, due consideration must be given to potential self-serving bias in the respondents' answers. Future research could validate these findings by considering peer and supervisor evaluations of CWB and OCB, which would provide a more holistic perspective.

Despite the limitations, this study's findings are beneficial for organizational decision-making, especially in HR areas such as recruitment, selection, and training. It offers an understanding of how certain personality traits can impact an organization's functioning and underlines the significance of an ethical climate in moderating undesirable behaviors. Therefore, replication of this model across various contexts is recommended for a comprehensive understanding of Dark Triad traits in the workplace.

In the light of the above study it is recommended that organizations include psychometric testing as a part of the recruitment process, though the results may have the potential of self-serving bias but initial indications for one of the traits of the dark triads can help the organization in making better decision regarding the association of the employee with the organization's motives and allocation of the employee in the areas of work where they can thrive with their traits since these traits may generally be looked at as negative traits but if they are assigned at the right job, these employees can bring incremental advantage to organization while the counterproductive effects of these traits may be inhibited by initial understanding of these traits at the supervisors levels.

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