

ASERS

Journal of Environmental Management and Tourism

Quarterly

Volume XV

Issue 2(74)

Summer 2024

ISSN 2068 – 7729

Journal DOI

<https://doi.org/10.14505/jemt>

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ISSN 2068 – 7729

Journal DOI: <https://doi.org/10.14505/jemt>

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Journal of Environmental Management and Tourism

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Journal of Environmental Management and Tourism is indexed in RePEc, CEEOL, ProQuest, EBSCO, DOAJ and Cabell Directory databases.

Details regarding the publication in this journal are here: <https://journals.aserspublishing.eu/jemt/about>

Deadline for submission:	15 st July 2024
Expected publication date:	August 2024
Website:	https://journals.aserspublishing.eu/jemt
E-mail:	jemt@aserspublishing.eu

Dark Triad Personality Traits and Workplace Outcomes: Evidence from the Hospitality Industry

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Article Info: Received 15 February 2024; Received in revised form 3 March 2024; Accepted 31 March 2024; Published 31 May 2024. Copyright© 2024 The Author(s). Published by ASERS Publishing 2024. This is an open access article distributed under the terms of CC-BY 4.0 license.

Abstract: The Dark Triad Personality Traits - psychopathy, narcissism, and Machiavellianism - have a significant impact on workplace dynamics. Psychopathy involves egoistic and disappointing interpersonal contact; Machiavellianism involves devious communication strategies; and narcissists use harmful tactics to gain attention and dominate teams. This study investigates the linking of DTPTs with work outcomes in the context of Jordan's hospitality sector. With the use of a standardised questionnaire, 387 hotel staff members provided quantitative data. SPSS was used to test the proposed hypotheses. Findings demonstrated that, whereas DTPTs had no effect on OCB, they do positively influence JB and TI. These results have significant theoretical and practical implications for Jordan hotels. The study recommends that to combat DTPTs in hotels, proactive measures like thorough hiring processes, investing in training programmes, and establishing clear organisational values can help. These measures can identify potential traits, foster a positive work culture, and discourage behaviours aligned with DTPTs, ultimately improving overall staff satisfaction, reducing turnover, and increasing JB.

Keywords: psychopathy; organizational citizenship behavior; machiavellianism; turnover intention; narcissism; job Burnout.

JEL Classification: Z32; Z11; R11.

Introduction

The dark triad is composed of psychopathy, narcissism, and Machiavellianism, which are three distinct yet partially overlapping concepts (Paulhus and Williams 2002). These traits are often associated with negative outcomes in the workplace, including decreased job performance, increased turnover, and poor relationships with coworkers. In the hospitality industry, where employees are often in direct contact with customers, the impact of these traits can be particularly significant. For example, employees with high levels of narcissism may be more likely to engage in counterproductive work behaviours, such as bullying or manipulating coworkers, which can lead to a toxic work environment and decreased job satisfaction for other employees (Rosendale *et al.* 2022). Additionally, employees with high levels of Machiavellianism may be more likely to engage in unethical behaviour, such as stealing or lying, which can damage relationships with coworkers and customers and lead to a lack of trust within the organization. Furthermore, employees with high levels of psychopathy may be more likely to engage in aggressive or violent behaviour and may be less likely to follow rules and procedures, which can create

a dangerous and unpredictable work environment, and can put both employees and customers at risk (Szabo *et al.* 2021). Understanding the relationship between Dark Triad traits and workplace outcomes is essential for organizations in the hospitality industry to effectively manage their workforce and create a positive and productive work environment.

Szabó *et al.* (2022) has also established a correlation between subclinical narcissism and heightened mental resilience, tenacity, and occupational drive. Moreover, narcissism differs from the other two dark triad elements concerning the conditions of self-identity: people with high narcissistic traits exhibit an overindulgence in depending on outside sources to form their sense of self. To maintain their sense of value, they are constantly in need of affirmation and attention from others (Bogaerts *et al.* 2021). Nevertheless, it is imperative to acknowledge that there is still an absence of a universally accepted definition for this construct (Crowe *et al.* 2019).

There are numerous approaches to defining narcissism, and in recent times, models that incorporate two or three components have gained popularity. However, the three-component models propose that neuroticism/vulnerability, agentic extraversion/exhibitionism, and antagonism/entitlement comprise narcissism. According to Crowe *et al.* (2019), the two-component model makes a distinction between the grandiose and vulnerable elements of narcissism. This is significant because disparate empirical accounts frequently result from measuring various construction components. The assessment used in the later research (the Short Dark Triad; Jones and Paulhus 2014) is more focused on the antagonistic than the agentic dimensions of narcissism (Truhan *et al.* 2021). It is reasonable to suggest that the positive relationships shown between narcissism and qualities associated with achievement, such as resilience and extraversion, are limited to the extraverted, agentic side of narcissism and do not account for the more susceptible and aggressive components of the personality. For example, Sękowski *et al.* (2021) discovered a negative correlation between susceptible narcissism and resilience, while Back (2018) presented subtle differences between the antagonistic and agentic facets of grandiose narcissism in regard to competition and admiration. During the conversation, we will go over this issue again.

Personality characteristics have been established as effective predictors of outcomes within the workplace (Barrick and Mount 1991; Hill and Besser 2019). Contemporary scientific investigations frequently address the presence of malevolent personalities in professional settings. The results (O'Boyle *et al.* 2012; Szabo *et al.* 2021) consistently demonstrate positive nexuses between malevolent personality traits and unfavourable workplace outcomes, which is not surprising.

Furthermore, a multitude of studies (Grijalva and Newman 2015; Spain and Harms 2018; Szabo *et al.* 2021) have concentrated on the associations between the more sinister aspects of personality (psychopathy and narcissism) and workplace outcomes, encompassing job satisfaction, job Burnout, job performance, leadership, counterproductive work behaviours, and turnover intention. This is crucial because, despite extensive overlap across these dimensions, these darker parts of personality frequently involve goals, objectives, interests, and strategies that are difficult to explain by traditional models like the Big Five (O'Boyle *et al.* 2015).

In the last twenty years, there has been an increasing interest in the darker aspects of personality, specifically narcissism, psychopathy, and Machiavellianism, which together make up the Dark Triad and are typified by manipulation, entitlement, and superiority. In this context, Jones and Paulhus (2011) indicated that A desire to take advantage of and manipulate people, disagreeableness, callousness, egocentrism, deceitfulness, deficits in empathy, absence of honesty and humility, and a concentration on self-centred goals are characteristics of the Dark Triad personality. Numerous behaviours and interpersonal tendencies have been found to be predicted by these personality traits.

Scholars have expanded the roster of "dark" personality characteristics to encompass sadism and spitefulness, which have gained increased attention in recent years (Buckels *et al.* 2013). These characteristics share fundamental elements such as interpersonal manipulation and callousness, and some argue that they are specific manifestations of a common "Dark Factor of Personality". Sadism and spitefulness are occasionally grouped with narcissism, Machiavellianism, and psychopathy (Marcus *et al.* 2018). Often seen as negative traits, dark personality traits may really be specialized psychological adaptations that allow people to take advantage of social niches in order to overcome evolutionary obstacles (Jones and Figueredo 2013). These traits, which include callousness and interpersonal manipulation, make it easier to take resources at the expense of the larger social environment. These characteristics might be motivated by personal goals, which could jeopardize social exchange patterns that improve how well companies operate (O'Boyle *et al.* 2012).

Employees contribute their expertise and knowledge to organizations with the expectation of receiving both direct and indirect rewards. Elevated levels of narcissism, psychopathy, and Machiavellianism, may result in unethical behaviours in the workplace, exploiting "dark niches" in employment settings, despite the absence of clear links between sadism and spitefulness (Kessler *et al.* 2010).

Past research (Spain and Harms 2018) has examined the association between workplace outcomes, and dark personality features, but insufficient attention has been devoted to understanding the mechanisms through which these features manifest in specific behaviours and attitudes. This study focuses on the challenges in personality functioning as outlined in the Diagnostic and Statistical Manual of Mental Disorders, which has been extensively studied for its pathological personality traits, but its challenges in personality functioning have received less attention (Wright and Krueger 2018). These challenges can be categorized as impairments in self-functioning and interpersonal functioning. These impairments are considered fundamental characteristics of personality pathology, and dark personality features are often linked to similar difficulties. The goal of this study is to investigate whether the difficulties in personality functioning outlined in the DSM-5 may partially explain the connections between dark personality features and workplace outcomes (Ewing *et al.* 2016).

The Dark Traits model, originally conceptualized as individual differences in entitlement, and manipulation has faced scrutiny regarding its incremental validity. In general, the HEXACO model - which includes emotionality, agreeableness, and honesty-humility - performs better than the Big Five plus Dark Triad model. To have a deeper knowledge of the personality determinants underpinning negative workplace outcomes beyond standard models, the study intends to investigate the distinct effects of dark personality traits on unpleasant workplace outcomes beyond the HEXACO model. The purpose of the study is to clarify this.

The types of DTPTs including narcissism, psychopathy, Machiavellianism, represent a significant phenomenon in the fields of business and organizational behaviour. Organizations will be better equipped to address the negative consequences associated with individuals displaying these traits and capitalize on any positive aspects of their behaviour if they possess a more comprehensive understanding of the individual and collective impacts of these individuals (Rosendale *et al.* 2022). DTPTs have their origins in the fields of psychology and sociology much like the domain of organizational behaviour itself. The study of these traits has exerted a significant influence on the body of research within this discipline. Delroy Paulhus and Kevin Williams, scholars from the University of Columbia, coined the concept "Dark Triad" in 2002 as a response to the notion that these three personality types were interchangeable and shared numerous characteristics (Paulus and Williams 2002; McHoskey *et al.* 1998).

The connection between DTPTs and work outcomes has not received extensive investigation. This current research aims to address this gap in existing literature. The investigation of the link between DTPTs and outcome variables is the focus of inquiry here. Building upon previous research, it is reasonable to anticipate that employees exhibiting different dark traits are driven by distinct motivations in their work (Jonason *et al.* 2014, 2015). Furthermore, several recent research have looked into the connection between motivational regulations at work and job Burnout (Rawolle *et al.* 2016; Fernet *et al.* 2017). Nevertheless, the outcomes thus far are uneven.

To accomplish the goal of this study, we first provide a brief overview of previous research on DTPTs. Next, we develop hypotheses by examining the relationship between DTPTs and the primary outcome variables (job Burnout (JB), turnover intention (TI), and organizational citizenship behaviour (OCB)). We finish with a discussion of the theoretical and practical consequences of our work, which comes after the presentation of our findings.

1. Literature Review

1.1. The Concept of Dark Triad Personality Traits

The study's theoretical foundation is based on the theory of threatened egotism and ethical climate theory (ECT), which suggest workplace threats to egos lead to negative behaviour and diminish positive ones (Baumeister and Campbell 1999). ECT suggests that an ethical climate, including culture, rules, norms, and policies, can reduce negative behaviour (Chughtai and Shah 2020). ECT addresses the ethical climate of the company, which affects people's commitment, satisfaction, well-being, and attitudes, consequently, it raises employees' morality, responsibility level, and positive behaviours while lowering their negative behaviours, such as egoism, aggression, and emotional exhaustion. Because dark personalities have highly inflated self-esteem, they worry more about approval from their superiors and coworkers to tolerate and uphold their inflated self-esteem and the ethical culture of the company (Yang *et al.* 2014; Chughtai and Shah 2020).

DTPTs significantly impact workplace dynamics. Psychopathy entails egoistic and disappointing interpersonal contact, immature behaviour, and a lack of feelings (Paulhus and Williams 2002). Machiavellianism involves devious communication strategies to improve one's attractiveness in both the workplace and society. Narcissists perceive a sense of supremacy and authority, using harmful tactics to gain attention and dominate teams. These individuals aim to defeat others for benefits such as authority, prominence, supremacy, and

financial benefits. They use unethical tactics and discourage others through abusive supervision to exploit their disadvantages (Jonason *et al.* 2015; Chughtai and Shah 2020).

The three categories of the triangle can be analytically distinguished from one another, but they also overlap and have certain traits in common, like a propensity for manipulation and exploitation, and a lack of empathy (Brewera *et al.* 2018). Furthermore, studies have shown that these characteristics are positively connected with one another (Jonason *et al.* 2011; Robbins and Judge 2017), even though they do not always occur together. Consequently, rather than being a distinct phenomenon unto itself, the phrase "dark triangle" is better understood as a shorthand for a group of related personality traits (Rauthmann 2012; AL-Abrow and Thajil 2020).

It is well acknowledged, according to Hogan and Hogan (2001), that individuals who possess the dark triad features are more prone to behave in ways that are not appropriate in their professional lives. They are also more likely to do so during times of unrest or when social cohesion is lacking. While dark triad characteristics are typically seen negatively, research also indicates that they may have advantages, such as assisting someone in establishing a prosperous profession (Wisse *et al.* 2015). As such, the dark triad's bad elements shouldn't be the only criteria used to evaluate it. Dark triads features are often associated with leadership qualities and well recognized indicators of professional success, like a rapid promotion and a high level of job satisfaction (Aljuwaiber and Elnagar 2022; Volmer *et al.* 2016). They have also been connected to creative behaviour, including generating, promoting, and carrying out original ideas (Wisse *et al.* 2015; Abrow and Thajil 2020).

Although pathological qualities have been researched by psychologists for over a century, the idea of DTPTs is relatively new. The notion of dark triad, which was first presented by Robert and Hogan in 2001 and subsequently made popular by Paulhus, lies in the conceptual area between typical personality traits and serious mental illnesses (Paulhus and Williams 2002). They are often described as subclinical because, although many of them show patterns like those of personality disorders, those who score highly on these traits neither display abnormally high nor consistently high levels of these traits across time. That is, having a gloomy personality does not necessarily make it harder for a person to go about their daily life normally. Instead, these characteristics are more likely to emerge when the person is unable or refuses to recognize the need to self-regulate their darker tendencies. Such circumstances can arise when a person is really stressed out, has a lot on their plate, is preoccupied, or has enough status and authority that they believe there are less societal repercussions for misbehaving (Harms and Sherman 2021).

In contrast to pathological diseases, Hogan *et al.* (2021) showed that dark triads can be understood as coping mechanisms or means of achieving individual goals. In other words, Harms (2022) indicated that it can have beneficial effects and fulfil a psychological or social role in some situations, but when utilized excessively, they can also have negative effects or cause issues in relationships. Therefore, it is possible to argue that outcomes that are unfavourable or suboptimal may be linked to both extremely high and very low levels of dark triads. A person may be disregarded or overlooked if they choose not to use any of these coping mechanisms and using them heavily or repeatedly may harm links and reputations (Hogan *et al.* 2021). Even though the type of the profession may frequently influence the relationship (Jonason *et al.* 2014). It should be noted that some dark triangles are riskier than others. For example, overly high levels of perfectionism or an overpowering urge to please others can be socially awkward and damaging to professional performance, especially among leaders, even when these behaviours are intended to be positive. Consequently, it should be recognized that not all dark triads are associated with deliberate harm or contempt for others, even if the most well-known examples of them are all marked by interpersonal animosity and callousness toward others (Al-Rawashdeh *et al.* 2023; Paulhus, 2014). Even while dark triads can be helpful in some situations,

According to Bergholthaus *et al.* (2023) dark triads can be advantageous in some situations; their unpleasant or unwanted qualities are what identify them most. The fact that many of these characteristics are thought to be important contributors to highly significant (and unfavourable) workplace outcomes like litigation, team conflicts, job terminations, and organizational performance failures shouldn't come as a surprise. Woo *et al.* (2016) found that there is a nexus between high DPT and greater levels of turnover, counterproductive work behaviours (Grijalva and Newman 2015), poorer job performance (Hogan *et al.* 2021), hostile cybersecurity behaviours (Harms *et al.* 2022), as well as poorer leadership behaviours (Furnham and Sherman 2021). Nevertheless, numerous research has shown that dark traits significantly increase the normal range of personality traits (O'Boyle *et al.* 2012).

1.2. Dark Traits Personality Traits and Turnover Intention

According to multiple research studies, individuals exhibit immoral behaviours, such as engaging in unethical treatment of stakeholders and coworkers, engaging in embellishment of their actions, and damaging the

reputations of their associates, all in pursuit of their desired outcomes (Greenbaum *et al.* 2017). The issue of turnover is a significant one for organizations, as it impacts not only their financial resources but also their non-financial resources. Previous study has demonstrated a positive relationship between the intention to leave and Machiavellianism (Chung, 2021). However, earlier studies have also indicated that working with individuals who possess narcissistic traits leads to employee attrition, as their objectives do not align with those of the company. Consequently, there is a heightened likelihood that employees will express the intention to leave the organization due to discrepancies in shared values between themselves and the firm (Jiang *et al.* 2019).

Research results have showed that the presence of narcissistic individuals in the workplace fosters a culture of dishonesty, which has detrimental effects on the performance of coworkers and increases the likelihood of employee turnover (Foulk *et al.* 2018). In situations where employees find themselves in unfriendly work environments, their consideration of leaving the organization may arise when their moral values are compromised. In work settings characterized by fear, trauma, and intimidation, individuals will inevitably choose to depart from the company, as their job satisfaction and engagement will suffer (Çelik, 2018). Workers who encounter narcissistic work situations are more prone to absenteeism when experiencing a breakdown. Consequently, they are more inclined to leave the organization or seek better employment opportunities, resulting in increased turnover.

Blair *et al.* (2008) found that narcissism negatively affects employee job satisfaction, with managers often manipulating and dishonest to achieve their desired status, often getting more recognition than they deserve. Narcissism is characterized by self-absorbed individuals who view victory and supremacy enthusiastically, possess resilience, and often abuse their self-esteem to gain merits from other firms (Khan *et al.* 2020). Psychopathy is a personality disorder that can lead to antisocial and bullying behaviour, affecting individuals' health and workplace outcomes (Khan *et al.* 2021). It is thought to be the most hazardous and damaging characteristic among DTPTs, impacting both personal and professional relationships (Williams and Paulhus, 2004).

Studies (Mathieu and Babiak 2016; Cao *et al.* 2019) showed that employees with psychopathic traits in their direct colleagues experience lower job satisfaction, work-family conflict, distress, and increased turnover. This negative association between DTPTs and adverse workplace outcomes, such as TI and cyberbullying. Baheer *et al.* (2023) found that DTPTs had a significant and positive correlation with TI.

1.3. Dark Traits Personality Traits and Organizational Citizenship Behaviour

OCB is an active and voluntary form of individual behaviour that serves to enhance teamwork and improve the effectiveness of an organization (Al-Rawashdeh *et al.* 2020a; George and Jones 2012). Furthermore, it plays a crucial role in raising productivity and fostering a positive workplace (Kinicki and Fugate 2018). However, it is important to note that the assumption that OCB is entirely voluntary may not be entirely accurate, as certain instances of OCB may arise due to coercive management techniques or external societal pressures (Al-Rawashdeh *et al.* 2020b; Pradhan *et al.* 2016). The behaviour exhibited by employees in the workplace is influenced by their surroundings and personal characteristics, which can be classified as either organizational citizenship or counterproductive work behaviours. It is possible for these behaviours to coexist within an individual (Chattopadhyay 2019). The manifestation of OCB is influenced by factors such as perceived organizational justice, commitment, job satisfaction (Singh and Singh 2018).

DTPTs represent a set of negative personality traits that exert a significant effect on both people and organizational outcomes within the workplace (Jonason *et al.* 2014). Psychopathy is characterized by immature behaviour, a lack of empathy, and self-centred and unsatisfactory interpersonal interactions (Boey and Vantilborgh 2016). People with a dark personality are not the most suitable candidates for fulfilling OCB, as various meta-analyses and literature reviews emphasize the negative relationship between DTPTs and the positive attitude and effectiveness of employees (Webster and Smith 2018). Although a few empirical studies have demonstrated a link between DTPTs and positive workplace behaviours, such as OCB, these studies have generally found a negative correlation (Schütte *et al.* 2018).

However, Webster and Smith (2018) discovered no connection between DTPTs and OCB. Conversely, OCB is a prosocial activity in which an individual puts the needs of others before their own (LePine *et al.* 2002). People with high DTPTs have been found to be less likely to participate in OCB. Paulhus and Williams (2002) found that individuals with a strong desire for personal sovereignty but who are narcissistic or psychopathic are less likely to participate in optional facilitating behaviours (OCB). Furthermore, Machiavellians are less likely to participate in OCB and tend to put their own needs ahead of those of others (Jones and Paulhus 2011). But in two circumstances, people with high levels of Machiavellianism may show higher levels of OCB: when they

believe their leader is transformative, and when a positive transactional psychological contract is in place (Zagenczyk *et al.* 2014; Belschak *et al.* 2015). Furthermore, other dimensions of dark personalities, such as psychopathy and narcissism, have been found to be linked with lower levels of OCB compared to individuals low in these traits (Smith *et al.* 2016). Chughtai and Shah (2020) elucidated that individuals who possess DTPTs exhibit uncivil conduct within the workplace towards their superiors, colleagues, and subordinates when they perceive a threat to their self-esteem originating from the organizational context. Consequently, this leads to a decrease in favourable consequences, OCB.

1.4. Dark Traits Personality Traits and Job Burnout

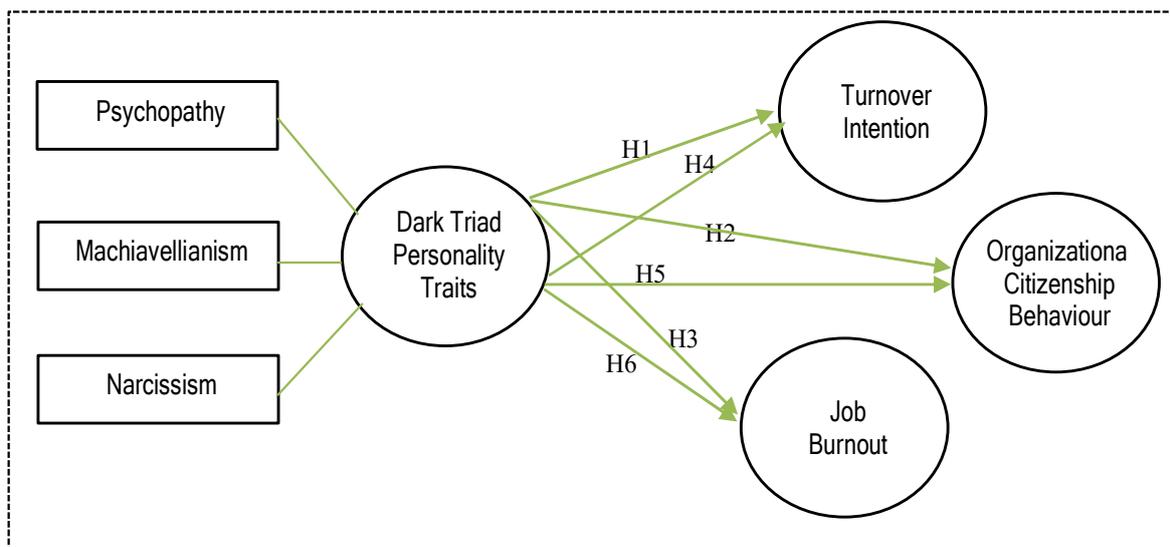
Research on dark personality focuses on the Dark Triad, consisting of Machiavellianism, psychopathy, and narcissism (Paulhus and Williams 2002). Machiavellianism involves cynical beliefs, emotional detachment, and manipulation, while narcissism focuses on control and admiration. Psychopathy lacks concern for others and social regulation, impulsivity, and guilt (Prusik and Szulawski 2019). While often treated as singular traits, these constructs are multidimensional and relatively independent (Cohen 2016). JB is a chronic stress disorder that affects people in a variety of professions, such as managers, salespeople, IT specialists, and military personnel. It is initially associated with human services (Demerouti *et al.* 2001; Prusik and Szulawski 2019).

In our study, we defined JB as a confluence of disengagement from work and tiredness, marked by severe physical, affective, and cognitive strain as well as unfavourable attitudes about tasks, work-related environments, employee values, and company culture.

Previous studies (Johnson *et al.* 2015; Prusik and Szulawski 2019) examined the relationship between DTPTs and JB. A positive correlation between Machiavellianism and JB may be anticipated given its associations with low job satisfaction (Jonason *et al.* 2015), high job stress (Richardson and Boag 2016), as well as its negative associations with task-oriented coping strategies. As for the nexus between psychopathy and JB, it is less clear. Psychopathy and occupational stress are not significantly correlated (Richardson and Boag 2016). Nonetheless, a recent study (Johnson *et al.* 2015) provides evidence in favour of the hypothesis that psychopathy is linked to elevated levels of occupational stress, emotional tiredness, and adverse affective experiences. Prusik and Szulawski (2019) found that JB is predicted by a high degree of narcissism. Following the debate of theoretical conceptualization, we proposed and produced the following hypothesis:

- H1 DTPTs are positively correlating with the TI in Jordan Hotels*
- H2 DTPTs are negatively correlating with the OCB in Jordan hotels.*
- H3 DTPTs are positively correlating with the JB in Jordan hotels.*
- H4 DTPTs are positively affecting the TI in Jordan hotels.*
- H5 DTPTs are negatively affecting the OCB in Jordan hotels.*
- H6 DTPTs are positively affecting the JB in Jordan hotels.*

Figure 1. Theoretical framework and research hypotheses



Source: (Authors based on previous studies)

2. Methods

On a non-experimental research model, this study is built. WO (TI, OCB, and JB) was the dependent variable while DTPTs was the independent variable under analysis. This kind of design is appropriate for examining the current research aims since it tracks the relationships between variables and how they affect one another in terms of intensity or buffer level. A cross-sectional study strategy examines variables at a single point in time without adjusting or modifying the independent variable (Busuioc and Butucescu 2020).

2.1. Procedure and Participants

The purpose of the research is to investigate the linking of DTPTs with WO (TI, OCB, and JB). The following factors led to the data being gathered from Jordanian hotel industry employees: First, the hospitality industry plays a critical part in Jordan's economic development. Second, compared to the work environment in Jordan, the employees' nationalities and varied organizational principles, tactics, and practices meant that workers in this industry had to deal with a new set of issues (Jawabreh *et al.* 2022; Rawashdeh *et al.* 2021).

We chose a sample size of 560 (*i.e.*, 56×10) using the sample-to-item ratio theory and the criterion of 10 replies against each question (Baheer *et al.* 2023; Ben Ltaifa *et al.* 2024). Thus, a total of 560 answers were obtained from various hotel staff positions throughout 20 four- and five-star hotels in Jordan. With 405 surveys being reverted, 72.32% of the total were answered. Because some employees were unable to provide the necessary answers, 18 were left blank. They were therefore useless for exploration. According to the study, which used the remaining 387, the response rate was 69.11%.

There were two sections in the questionnaire. The first includes population-level demographic data to learn about the gender, age, position, experience, and other details of the employees. In the second, there were inquiries on the research variables (DTPTs and WO). SPSS was used to do the respondents' demographic analysis.

As a result, almost 73.2% of respondents were men and 26.8% were women. Of those surveyed, 81.4% were married. Less than 35-year-old employees made up the largest percentage of responses (44.2%), suggesting that young people work in hotels for the most part. 67.4% of the respondents, or 267 out of the 387 total sample, held a bachelor's degree. Similarly, only 6 participants out of 387 had a PhD degree (1.5%), whereas 57 respondents had merely a diploma (14.4%), 41 respondents had a master's degree (10.4%), and so on. Of the responders, 177 (44.7%) had experience ranging from 0 to 5 years. Comparably, 101 respondents (25.5%) reported having five to ten years of experience, 54 (13.6%) reported having eleven to fifteen years of experience, and 55 (13.9%) reported having more than fifteen years of experience. This helps to ensure that the answers are accurate. The types of employees in Jordan hotels were identified by their demographics.

2.2. Instruments

To measure DTPTs, we employed the Jones and Paulhus (2014) scale, which contains the 27-item short dark triad. The three DTPTs were examined using 9 questions each: Machiavellianism (I like to use clever manipulation to get my way; It's not wise to tell your secrets), subclinical psychopathy (People who mess with me always regret it), subclinical narcissism (I hate being the centre of attention; People see me as a natural leader). Participants were asked to rate how much they agreed on each item using a 5-point rating scale with anchors ranging from 1-Strongly Disagree to 5-Strongly Agree. For DTPTs, the range of Cronbach's alphas (α) was 0.808 to 0.815, while the range of validity was 0.898 to 0.903.

Mobley *et al.* (1978) developed 6 items to measure TI, such as I think a lot about leaving the organization. Every item was given an anchor on a 5-point Likert scale, ranging from 1-Strongly Disagree to 5-Strongly Agree. A total score was generated by averaging the item scores. For TI, the validity was 0.911 and the α was 0.830. To evaluate OCB, a Williams and Anderson (1991) scale was employed, and it was measured using fourteen items (I go out of my way to help new employees). A 5-point grading system was used for each item, including anchors that ranged from 1 (not at all characteristics of me) to 5 (extremely characteristic of me). The total OCB score was calculated by averaging the scores on 14 items. For OCB, validity was 0.918 and α was 0.843. Schaufeli *et al.* (1996) created nine items to measure JB. Some examples of such statements are: Working all day really strains me and I feel emotionally drained from my work. Participants were asked to rate how much they agreed on a 5-point Likert scale, where 1 meant "never" and 5 meant "daily". For JB, the validity was 0.926 and the α was 0.857. The study yielded a validity coefficient of 0.927 and an overall scale α of 0.861. The reliability and validity of the scale were evaluated using Cronbach's alpha, with values < 0.7 deemed acceptable for reliability and ≤ 0.6

for validity (Sekaran and Bougie, 2013). Because they are greater than this percentage, all of the coefficients related to the validity and reliability of the scale are therefore considered favourable.

3. Results

3.1. Hypotheses Testing

Prior to looking at research hypotheses, all mean, standard deviations, skewness, kurtosis, and correlation were calculated. The DTPT aspects (psychopathy, Machiavellianism, and narcissism) have mean values ranging from 2.69 to 3.21, as shown in Table 1. This indicates that employees attest to the fact that DTPTs are among the elements that adversely impact WO (overall $\mu=2.97$). Regarding WO from DTPTs, Machiavellianism ($\mu=3.21$) was the most significant factor. The range of all variable standard deviation values is 0.714 to 1.06. This shows that the data are distributed normally and that they slightly depart from the mean rather than focusing too much on it. All the variables' skewness values, which ranged from 0.354 to 0.609, are positive and almost zero. Thus, the data follow the normal distribution. Additionally, the kurtosis values for each variable ranged from 0.105 to 0.785 and are all positive and around zero.

Table 1. The Descriptive analysis for DTPTs

Variables	Dimensions	Items	Mean	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Dark triad personality traits (DTPTs)			2.97	.945	.551	.124	.318	.247
	psychopathy	9	2.69	1.06	.609	.124	.105	.247
	Machiavellianism	9	3.21	1.02	.354	.124	.445	.247
	narcissism	9	3.02	.714	.513	.124	.785	.247

Source: authors' data analysis.

The mean values of the WO dimensions (TI, OCB, and JB) ranged from 3.41 to 3.94, as shown in Table 2. This indicates that a significant percentage of hotel staff members agreed that WO (Overall $\mu=3.64$). OCB ($\mu=3.94$) was found to be the most significant factor in WO. Every variable's standard deviation falls between 0.624 and 0.973. This shows that the data are distributed normally and that they slightly depart from the mean rather than focusing too much on it. All the variables' skewness values, which ranged from 0.203 to 0.670, are positive and almost zero. The data therefore exhibit a normal distribution. Additionally, the kurtosis values for each variable ranged from 0.215 to 0.742 and are all positive and around zero.

Table 2. The Descriptive analysis for workplace outcomes

Variables	Dimensions	Items	Mean	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Workplace outcomes (WO)			3.64	.973	.477	.124	.215	.247
	Turnover intention (TI)	6	3.56	.870	.670	.124	.742	.247
	Organizational citizenship behavior (OCB)	14	3.94	.786	.203	.124	.313	.247
	Job Burnout (JB)	9	3.41	.624	.334	.124	.395	.247

Source: authors' data analysis.

By calculating the correlation between DTPTs (psychopathy, Machiavellianism, and narcissism) and (TI, OCB, and JB), the Pearson correlation coefficient "r," which is a metric for assessing the strength of the linear link between two variables, was utilized to evaluate the assumptions. According to the "r" values ($r > 0$, $P < 0.01$), the results support a significant and positive connection between DTPTs and TI and JB. It's important to remember that this correlation's strength and significance differed depending on the dimension. The hypothesis H1 is validated by Table 3, which shows a significant and robust positive association ($P < 0.01$, correlation rate of 52.7%) between DTPTs (psychopathy, Machiavellianism, and narcissism) and TI. In contrast, there is no correlation between DTPTs (psychopathy, Machiavellianism, and narcissism), and OCB, thereby not confirming validation of the hypothesis H2.

Table 3. The correlation among research variables

	1	2	3	4	5	6	7
1. Dark triad personality traits							
2. Psychopathy	892**						
3. Machiavellianism	792**	776**					
4. Narcissism	625**	655**	713**				
5. Turnover intention	527**	318**	721**	556**			
6. Organizational citizenship behavior	072	031	001	121	547**		
7. Job Burnout	542**	472**	569**	511**	629**	560**	

Source: authors' data analysis.

Table 3 further shows that DTPTs (psychopathy, Machiavellianism, and narcissism) and JB have a positive connection ($P < 0.01$), correlation rate of 54.2%, supporting the validity of hypothesis H3.

Table 4. Regression of DTPTs and TI

Turnover intention (TI)					
	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error			
(constant)	3.41	.107		32.06	.000
Psychopathy	.466	.198	.507	2.36	.019
Machiavellianism	.318	.147	.388	2.15	.031
Narcissism	.721	.320	.772	2.26	.025
F= 2.54 Sig.= .000 R= .140 R ² = .019					

Source: authors' data analysis.

As can be seen in Table 4 the model's significance ($P < 0.001$ and R model of 14%) was confirmed at the significance level, and the F value is 2.54. The dimensions of DTPT are advantageous to TI. This dimension is thought to be the most effective DTPT dimension on TI. Narcissism has a positive impact on TI ($\beta = .721$, $T = 2.26$, $P < 0.05$). Psychopathy has a positive impact on TI ($\beta = .466$, $T = 2.36$, $P < 0.05$). This dimension is thought to be the second effective DTPT dimension on TI. In conclusion, Machiavellianism positively affects TI ($\beta = .318$, $T = 2.15$, $P < 0.05$). This dimension is considered the third effective DTPT dimension on TI. Consequently, it is acknowledged that the H4. DTPTs are positively influencing the TI in Jordan hotels.

Table 5. Regression of DTPTs and OCB

Organizational citizenship behavior (OCB)					
	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error			
(constant)	3.39	.097		35.04	.142
Psychopathy	.319	.179	.384	1.78	.076
Machiavellianism	.229	.133	.310	1.72	.087
Narcissism	.541	.291	.641	1.86	.064
F= 1.20 Sig.= .142 R= .097 R ² = .002					

Source: authors' data analysis.

Table 5 reveals that DTPTs (psychopathy, Machiavellianism, and narcissism) do not influence OCB. As a result, the H5. DTPTs are negatively influencing the OCB in Jordan hotels, which is not accepted.

Table 6. Regression of DTPTs and JB.

Job Burnout (JB)					
	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error			
(constant)	1.91	.143		13.36	.000
Psychopathy	.342	.090	.411	3.81	.000
Machiavellianism	.419	.065	.567	6.44	.000
Narcissism	.339	.077	.414	4.42	.000
F= 41.08 Sig.= .000 R= .548 R ² = .301					

Source: authors' data analysis.

Table 6 shows that the model's significance ($P < 0.001$ and R model of 54.8%) was validated, with a F value of 41.08. The dimensions of DTPT are advantageous to JB. Machiavellianism has a positive impact on JB ($\beta = .419$, $T = 6.44$, Sig. $P < 0.001$). This dimension is considered the most effective DTPT dimension on JB. Psychopathy has a positive impact on JB ($\beta = .342$, $T = 3.81$, Sig. $P < 0.001$). This dimension is considered the second effective DTPT dimension on JB. In conclusion, JB is positively impacted by narcissism ($\beta = .339$, $T = 4.42$, Sig. $P < 0.001$). This dimension is the third effective DTPT dimension on JB. Consequently, it can be said that the H6. DTPTs are having a beneficial impact on JB in Jordanian hotels. The findings of the hypothesis testing are collected in (Table 7).

Table 7. Hypotheses testing results.

Hypothesis	Path	B	P-value	Supported?
H1	DTPTs → TI	.527	<0.01	Yes
H2	DTPTs → OCB			No
H3	DTPTs → JB	.542	<0.01	Yes
H4	DTPTs → TI	.140	<0.001	Yes
H5	DTPTs → OCB			No
H6	DTPTs → JB	.548	<0.001	Yes

Source: authors' data analysis.

4. Discussion

The study set out to determine the incremental validity of DTPTs in predicting workplace outcomes (TI, OCB, and JB) in Jordan hotels. Our findings revealed that DTPTs (psychopathy, Machiavellianism, and narcissism) are positively correlated with TI. This compares favourably with findings published by Mathieu and Babiak (2016), Foulk *et al.* (2018), Cao *et al.* (2019), and Baheer *et al.* (2023), but not with Szabo *et al.* (2021), who affirm that it is noteworthy that the study did not identify any unique variance in OCB or TI when taking the HEXACO model of personality into consideration. Chung (2021) showed a positive correlation between the intention to leave and Machiavellianism, but also suggested that narcissistic traits can increase employee attrition. In the workplace, narcissistic people foster an environment of dishonesty that increases employee turnover and affects coworker performance (Foulk *et al.* 2018). Unfriendly work environments, characterized by fear, trauma, and intimidation, can lead to compromised moral values, job satisfaction, and increased absenteeism. This can result in employees seeking better opportunities and increased turnover (Çelik, 2018).

As opposed to this, DTPTs did not show any correlation with OCB, which is in line with (Schütte *et al.* 2018; Szabo *et al.* 2021). Jones and Paulhus (2009) found that Machiavellians put their own needs first and are less prone to participate in OCB. However, they may exhibit higher levels of OCB when their leader is transformative and there's a favourable transactional psychological contract. Other DTPTs, like narcissism and psychopathy, have lower levels of OCB (Belschak *et al.* 2015).

Another important finding in our research is that DTPTs (psychopathy, Machiavellianism, and narcissism) have shown a correlation with high levels of JB. Our research has revealed that individuals high in these traits might exhibit an increased susceptibility to job Burnout. This unexpected finding suggests that certain characteristics associated with the DTPTs, such as high self-confidence, emotional resilience, and a capacity for

detachment, could potentially lead to the development of Burnout in work settings. So, it's crucial to approach these findings with caution. This result agrees with (Johnson *et al.* 2015; Prusik and Szulawski 2019), which suggested a positive correlation between Machiavellianism and JB with high job stress and low job satisfaction. However, the relationship between psychopathy and JB is less clear, with psychopathy linked to occupational stress, emotional tiredness, and adverse affective experiences. Başar (2020) found significant relationships between DTPTs and JB in various combinations. The positive relationships between narcissistic and psychopathic behaviours and employee exhaustion may improve, according to Volmer *et al.* (2016). This study collected data from line managers and subordinates, analysing it at multiple levels using hierarchical linear modelling. The findings may improve Gkorezis *et al.* (2015) research by investigating all factors in DTPTs and JB.

Moreover, the results revealed that DTPTs (psychopathy, Machiavellianism, and narcissism) positively affect TI. This result is agreed with Szabo *et al.* (2021). According to Baheer *et al.* (2023), employees with higher levels of DTPTs are more likely to have a higher TI. Organizations should be aware of the influence of DTPTs on TI and take action to address and reduce the harmful impacts of DTPTs in the workplace.

Furthermore, results verified that DTPTs have no effect on OCB. This result was consistent with that of Szabo *et al.* (2021): the HEXACO model of personality, which incorporates honesty and humility as a broad personality trait, is more effective in explaining personality-level differences related to OCB than the DTPTs in predicting OCB. On the other hand, the majority of research (Belschak *et al.* 2015; Webster and Smith, 2018; Chughtai and Shah, 2020; Baheer *et al.* 2023) has discovered that DTPTs have a negative effect on OCB, meaning that people who exhibit high levels of these traits are less likely to participate in OCBs. They demonstrated that workers with greater degrees of these characteristics typically don't take part in extracurricular activities like helping coworkers or actively supporting initiatives to improve guest experiences. Moreover, the presence of DTPTs often disrupts team dynamics, fosters a lack of commitment to organizational goals, and raises ethical concerns, collectively impacting the willingness and ability of employees to demonstrate OCB within hotels. Addressing these traits becomes crucial in fostering a workplace culture conducive to OCB and overall organizational success.

Finally, the results illustrated that DTPTs influence significantly and positively. We found that DTPTs with self-centeredness, manipulative tendencies, and lack of empathy significantly increase Burnout levels. These traits lead to strained relationships, workplace conflict, and disregard for others' well-being. Pursuing personal gain without ethical considerations increases stress and JB. This result is in line with (Johnson *et al.* 2015; Prusik and Szulawski, 2019; Başar, 2020).

This study investigated important findings and made theoretical and practical contributions to the understanding of the utility of DTPTs (psychopathy, Machiavellianism, and narcissism) in predicting workplace outcomes (TI, OCB, and JB) in Jordan hotels. Accordingly, the study recommends that to reduce the presence of DTPTs in hotel settings, proactive measures focused on selection, training, and organizational culture are essential. Implementing thorough hiring processes to assess candidates' personality traits can help identify potential red flags associated with the Dark Triad. Investing in training programs that emphasize empathy, ethical conduct, and teamwork can foster a positive work culture and discourage behaviours aligned with these traits. Establishing clear organizational values that prioritize collaboration, integrity, and a collective focus on guest satisfaction serves as a guiding framework to deter and address the manifestation of DTPTs. By creating an environment that values and nurtures positive interpersonal dynamics, hotels can significantly reduce the likelihood of these traits manifesting among their employees, reduce TI, and JB, improve OCB. Top of Form

Conclusions and Further Research

The purpose of this study is to look at how DTPTs affect workplace outcomes, specifically turnover intention, organizational citizenship behaviour, and job Burnout. The impact of psychopathy, Machiavellianism, and narcissism as crucial factors affecting these outcomes (TI and JB) is emphasized except for OCB, which doesn't relate to these traits. Hotels should be aware of the potential negative effects of these traits and take steps to mitigate them. This can include carefully screening job applicants for these traits during the hiring process, providing training and support to help employees develop emotional intelligence and improve their interpersonal skills, and fostering a positive workplace culture. The study has several limitations that should be considered when interpreting the results. First, the sample size was relatively small, and the study was conducted in a single country, which limits the generalizability of the findings. Future research should include larger and more diverse samples and should be conducted in multiple countries to increase the generalizability of the results. Second, the study relied on self-report measures, which may be subject to bias. Future research should include objective measures of TI, OCB, and JB, such as actual turnover rates and supervisor ratings of employee behaviour.

Finally, the study did not include other potential predictors of TI, OCB, and JB, such as job satisfaction and organizational commitment. Future research should include these variables to provide a more comprehensive understanding of the factors that influence TI, OCB, and JB in the hospitality industry. Despite these limitations, the present study provides valuable insights into the relationship between DTPTs and TI, OCB, and JB in the hospitality industry. The findings of this study can help organizations understand the potential negative effects of these traits and develop strategies to mitigate them.

Acknowledgments

The accomplishment of this study is due to the exceptional dedication and hard work of the team. Our persistence and meticulous efforts have made a substantial difference.

Credit Authorship Contribution Statement

The authors made equal contributions to this work.

Declaration of Competing Interest

The authors state that they do not have any financial conflicts or personal connections that could seem to have impacted the research reported in this document.

Declaration of Use of Generative AI and AI-assisted Technologies

The authors declare that they have not used generative AI and AI-assisted technologies during the preparation of this work.

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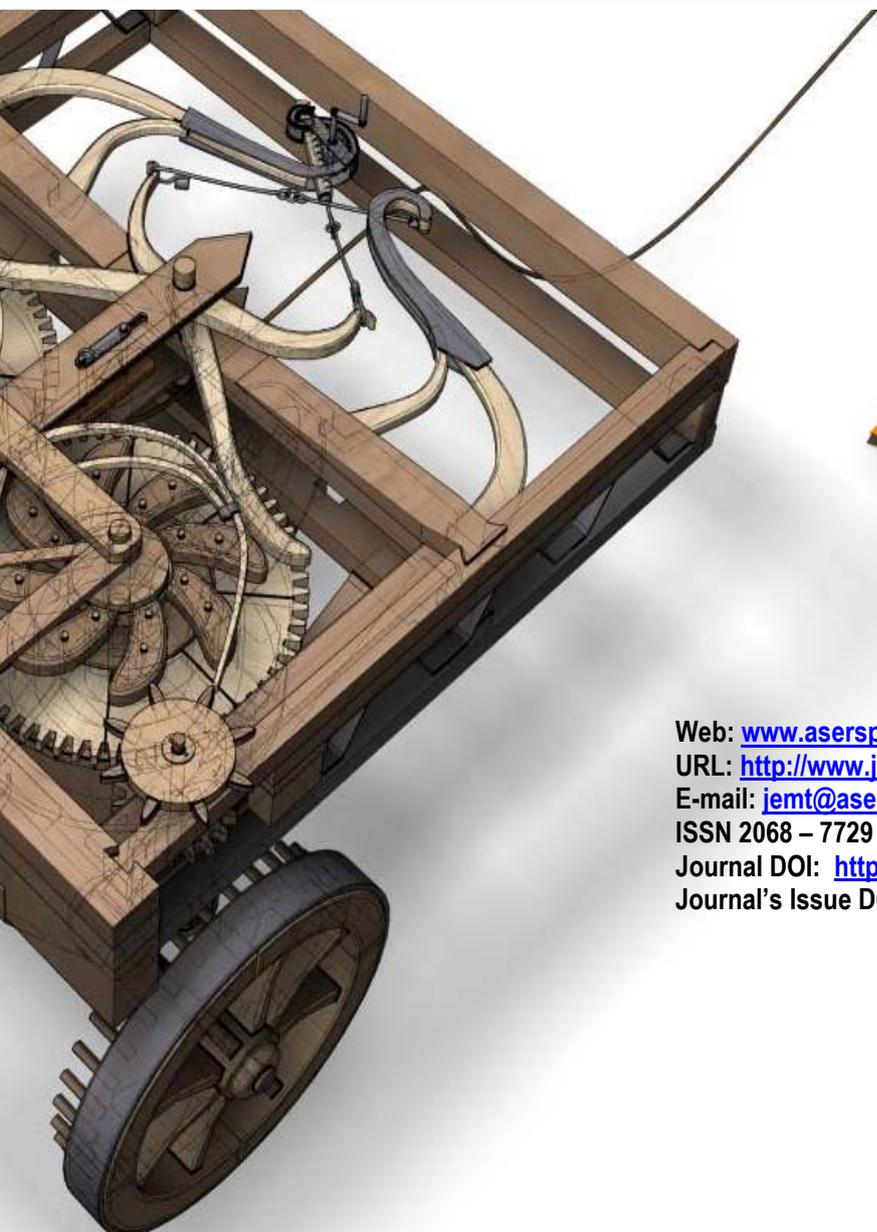
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ISSN 2068 – 7729

Journal DOI: <https://doi.org/10.14505/jemt>

Journal's Issue DOI: [https://doi.org/10.14505/jemt.v15.2\(74\).00](https://doi.org/10.14505/jemt.v15.2(74).00)