

Assessing the Influence of Dark Triad Personality Traits on Counterproductive Work Behaviour with Mediating Role of Selected Variables

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Abstract

This study aims to see how dark triad personality traits (narcissism, psychopathy, and machiavellianism) influence counterproductive work behaviours (CPWBs), with the mediating role of Perception of Organizational Politics, Psychological Contract Breach, and Perceived Accountability. Previous studies have engrossed the dark triad's effect on measuring individuals' unproductive work conduct. As a result, the dark triad personality traits are examined in this study to investigate counterproductive work behaviour. This research proposes and empirically validates this link model, suggesting that three mediators of the association between dark triad personalities and CWBs are Perception of Organizational Politics, Psychological Contract Breach, and Perceived Accountability. This study applied regression analysis and the Sobel Test to test the hypotheses on a sample of 342 employees working in the Manufacturing sector of Egypt. The results of this study reveal that the dark triad has a positive and significant effect on counterproductive work behaviours, and Perception of organisational Politics, psychological contract breach, and Perceived Accountability significantly mediate the relationship between the dark triad and counterproductive work behaviour.

Keywords: Dark Triad, organizational politics, psychological contract breach, and perceived accountability

1. Introduction

Several organisations spend billions of dollars on harmful work behaviours (Özsoy, 2018). Anti-work behaviour is generally linked to negative effects on employees and the company's well-being (Chernyak-Hai & Tziner, 2014). Counterproductive behaviour is a critical issue for companies and respective stakeholders engaged in executive decisions overtly or covertly (Chen & Jin, 2014).

Prior research has aided in investigating the possible consequences of unproductive work behaviour (Ying & Cohen, 2018). Dark triad personality refers to manipulative activities, selfishness, and exploitation as a socially destructive trait (Miao et al., 2019). Dark triad qualities are frequently seen as negative and abnormal in the perspective of social psychology (Schimmenti et al., 2019).

The dark triad's narcissism, psychopathy, and Machiavellian personality qualities make up the dark triad. Grandiosity, entitlement, and a lack of empathy are all characteristics of narcissism (Shih et al., 2019). Emotional instability, adventure, contentment and compassion are all characteristics of psychopathy (Muris et al., 2017). Machiavellianism is associated with irresponsible behaviour and deception to manipulate others to maintain power (Roeser et al., 2016). People with these personality qualities are unpleasant, although they usually function (Furnham et al., 2013).

Previous research has connected dark triad traits to antagonism and classic cyberbullying behaviours (Ying & Cohen, 2018; Pabian et al., 2015). (Baloch et al., 2017) investigated the significant link between the dark triad personality traits of narcissism, psychopathy, Machiavellianism and counterproductive work behaviour. Whereas (Dalal & Carpenter, 2018) studied the dark triad personality traits of narcissism, psychopathy, Machiavellianism and counterproductive work behaviour.

Due to prior studies' positive, negative, and negligible outcomes, the link between the dark triad and counterproductive work behaviour has yet to be determined. According to (Ying & Cohen, 2018), and based on

the clinical approach, dark triad traits may be a potential and essential driver of evaluating unproductive work behaviour (Pratiwi et al., 2018). The previous study also implies that mediators and modifiers in the relationship between the dark triad and counterproductive work behaviour should be investigated more in the long term. As a result, the importance of dark triad features, as well as the mediating impacts of psychological contract breach, organisational politics perception, and perceived accountability, is highlighted in this study. The study adds to the empirical framework by examining the role of psychological contract breach, perception of organisational politics, and perceived accountability in mediating the relationship.

2. Literature Review and Hypothesis Development

2.1 Dark Triad and Counterproductive Work Behaviour

Recent research has been undertaken on the fundamental correlations between dark triad personality characteristics and counterproductive work behaviour (Palmer et al., 2017; Krishnakumar & Robinson, 2015). Prior research has identified the dark triad's people and aggregate degrees and shown a link between them and counterproductive work conduct and the potential that delinquent personal characteristics are the strongest predictor of these activities (Ying & Cohen, 2018).

The name "dark triad" was coined by (Paulhus & Williams, 2002) to describe narcissism, psychopathy, and Machiavellianism. Narcissists have a complex and challenging temperament pattern characterised by self-righteousness, enslavement, and belonging (Michel & Bowling, 2013). Counterproductive work behaviours interact theoretically and practically with an exaggerated notion of self, emotional instability, and consciousness since they are typically rare impulsive behaviours.

Individuals who are psychopaths tend to callousness, remorselessness, excessive volatility, adventure, callousness, a sense of shame, and extortion and manipulation of others (Ray & Fritzon, 2020). Psychopaths feel that they are somehow above our society's ethical, sociological, laws and standards. As a result, those who hold such views are more likely to engage in counterproductive job practices (Baka, 2018).

Furthermore, Machiavellianism is a set of interpersonal methods that promote deception, remorselessness, consciousness, and deception to attain their goals (Zhao et al., 2018). Individuals that practise Machiavellianism are more self-controlling and goal-oriented than narcissists and psychopaths. When it comes to Machiavellianism, these people can simply use immoral means to further their own goals (Muris et al., 2017). When faced with hurdles to achieving their goals, people with high Machiavellianism levels are more inclined to engage in deceptive counterproductive work activities. Employees with high Machiavellian personality traits are often more prone to be impetuous and careless in personal interactions and perhaps lie, deceive, and manipulate others.

Furthermore, due to its positive and negative correlations, the current research paper explores the function of dark triad personality traits with counterproductive work behaviour and finds that more research is needed. Furthermore, no empirical studies have employed the dark triad paradigm to measure unproductive work behaviour with three mediating variables up to this point. As a result, the study proposed the following hypotheses:

Hypothesis 1a: Narcissism has a significant positive impact on counterproductive work behaviour.

Hypothesis 1b: Psychopathy has a significant positive impact on counterproductive work behaviour.

Hypothesis 1c: Machiavellianism has a significant positive impact on counterproductive work behaviour.

2.2 Psychological Contract Breach as Mediator Between Dark Triad and Counterproductive Work Behaviour

Researchers have investigated the link between psychological contract violations and counterproductive work conduct (Astrove et al., 2015; Griep et al., 2018; Li & Chen, 2018). Individual beliefs are linked to psychological contract violation, which the organisation shapes in terms of an individual-organization exchange arrangement (Ma et al., 2019). When an individual or an organisation violates the provisions of a psychological contract, it is called a psychological contract breach (Zagenczyk et al., 2013). It also symbolises employees' and employers' informal obligations, views, and beliefs. A psychological contract breach reduces employees' motivation to accomplish their position description by their emotions of unfairness. It increases their eagerness to engage in counterproductive work behaviour, resulting in such that the firm has broken a contract.

As a result, people with dark triad personality traits seek opportunities to participate in unproductive job conduct to meet their goals. A psychological contract breach provides them with additional internal motivation. A psychological contract breach provides them with extra internal motivation. Furthermore, because narcissists necessitate a feeling of entitlement, it would not be surprising if understandings of psychological contract breach

rose, as this mechanism could control the performance of counterproductive work behaviour (Cohen & Diamant, 2017). Psychopaths, on the other hand, are characterised by apathy toward social values and compliance based on reciprocity. Individuals with a high level of psychopathy, on the other hand, break psychological contracts to justify a high level of counterproductive work behaviour (O'Boyle et al., 2012).

Moreover, Machiavellianism causes people to be cold and distant and influence others to attain their aims (Jones & Paulhus, 2011). As a result, they have become less inclined to give organisations the due credit to examine the reasons why the psychological contract breach occurred, aggravating their responses to do the same because people who have high levels of Machiavellianism personality will react badly to a psychological contract breach as compared to participants with a lower level of Machiavellianism personality (Muris et al., 2017). As a result, the researcher proposed the following hypothesis:

Hypothesis 2a: Psychological contract breach positively mediates the relationship between narcissism and counterproductive work behaviour.

Hypothesis 2b: Psychological contract breach positively mediates the relationship between psychopathy and counterproductive work behaviour.

Hypothesis 2c: Psychological contract breach positively mediates the relationship between Machiavellianism and counterproductive work behaviour.

2.3 Perceptions of Organizational Politics (POPS) as Mediator Between Dark Triad and Counterproductive Work Behaviour

Individuals are fascinated by organisations where they believe they are indeed a good match, according to (Schneider, 1987). In contrast, employers recruit employees who are just a suitable fit for the organisation and employees who are not a decent match depart for organisations where they will be a suitable replacement. According to Schneider, employees move toward organisations that are a perfect fit for their attributes. For example, those with high degrees of political skills in the dark triad model are more interested in working in deeply politicised businesses.

According to (Rosen & Levy, 2013), political contexts are defined by people seeking to maximise their consciousness, frequently at the detriment of others. According to (Boddy, 2011), who argues that a political climate is suited for the shrewd and deceptive abilities of psychopaths in organisations, that's quite indicative of psychopaths' behaviour in the workplace. It is simpler for them to disguise their lousy attitude in such a setting because performance appraisals aren't as objective and aren't immediately related to externalist evaluation criteria like earnings. Politics also plays a significant role in performance evaluations and advancements, giving those who are crafty and unscrupulous an edge.

Dark triad individuals are more likely than others to see their organisation's political potential. They are also better prepared to do so since they are drawn to situations that give them a more convenient atmosphere to do their business. Witt and Spector (2012) described how psychopaths react to their political surroundings (Witt & Spector, 2012). They began by claiming that perceptions of organisational politics are an appraisal of the social nuances of the organisation's surroundings, offering cues that transmit expected behaviour standards (Witt & Spector, 2012). Individuals watch and model the actions of others while also linking these acts to information regarding environmental incentives; according to the underlying concept, individuals can analyse events, grasp norms, and make judgments based on these contextual clues (Crick & Dodge, 1994). As a result of environmental clues, socially imposed beliefs emerge, indicating what behaviour is expected, proper, anticipated and necessary to survive and progress.

According to Witt and Spector (2012), views of higher levels of governance in an organisation are likely to imply that conscience behaviour leads to advantages and that there are just a few organisational norms of loyalty and act with integrity. As a result, employees in highly politicised firms may follow suit by manipulating their coworkers. As a result, they are likely to have a high tolerance for self-interest as a means of development and a conviction that political action is normatively acceptable. As a result, persons who perceive high aspects of organisational politics are more inclined to assume that abstaining from exerting attempt on things that are unlikely to advance their careers, such as poor work and contextual performance, is not wrong and will probably go unchecked. Employees may be tempted to lower their moral preferences in such circumstances through thought phenomena of transference or deindividuation, and they may overlook the repercussions of their acts (Witt & Spector, 2012).

As a result, an extremely political climate appears to be the context in which dark triad types feel most at ease in directive to accomplish their objectives. Dark triad personalities will be more motivated and qualified to discover

political possibilities in any situation in which they operate since they are continuously observing for an atmosphere that is viewed as approachable about helping them to attain their goalmouths.

Hypothesis 3a: Perceptions of organisational politics (POPS) positively mediates the relationship between narcissism and counterproductive work behaviour

Hypothesis 3b: Perceptions of organisational politics (POPS) positively mediates the relationship between psychopathy and counterproductive work behaviour.

Hypothesis 3c: Perceptions of organisational politics (POPS) positively mediates the relationship between Machiavellianism and counterproductive work behaviour

2.4 Perceived Accountability as a Mediator Between Dark Triad and Counterproductive Work Behaviour

Accountability is required for any business to function effectively (Hochwarter et al., 2005). It is predicated on the necessity for firms to exert some control over their employees' behaviour (Ammeter et al., 2004). If there is no accountability, there could be no framework for a social structure that preserves the societies in organisations as we perceive them (Tetlock, 1992). When left to their own devices, many people prioritise their interests over the interests of the greater social community (Hogan & Kaiser, 2005). Formal accountability methods are performance evaluation systems, financial reporting procedures, and rules and regulations. On the other hand, the information such as a sense of devotion to a company (Hogan & Kaiser, 2005).

According to Ammeter et al. (2004), accountability is defined as the supposed requirement to defend or outline a verdict or deed to specific addressees that do not have budding recompense or authorisation power, and when such compensations and permissions are seen as conditional on accountability criteria. As a result, accountability is an observation based on common prospects around the possibility of having to elucidate one's movements or ideas concerning an organisational matter to an area for motives such as societal appeal.

Perceptions of accountability are subjective, with responses based on individual interpretations of cues instead of consented binary terms (Hochwarter et al., 2014). Individuals may interpret and feel external emotional conditions differently. Therefore, accountability assessments are based partly on views of such perceived constraints. Thus, perceived accountability can be characterised as implied anticipation that someone whose judgments or acts would be judged significant or notable. They will be evaluated by substantial individuals, possibly getting either accolades or consequences (Hochwarter et al., 2005).

High levels of accountability are likely to imply that self-interested behaviour is under control, leading to the organisation taking preventive action. Occupational criteria, including such performance targets and the responsibility to meet those targets, are likely to avoid time thievery (Martin et al., 2010). Individuals are less likely to engage in counterproductive behaviour if appropriate restrictions are in place. Those with a high level of psychopathy are more aware of these cues and may be more cautious about considering and carrying out acts such as abusing others in the organisation. As a result, individuals are more likely to achieve higher endurance for consciousness as a method of self and a belief in the normative legitimacy of political activity. As a result, psychopaths who have little personal accountability but perceive many responsibilities in their environment are more likely to decide that it's best to stay away from CWBs.

Hypothesis 4a: Perceived Accountability negatively mediates the relationship between narcissism and counterproductive work behaviour.

Hypothesis 4b: Perceived Accountability negatively mediates the relationship between psychopathy and counterproductive work behaviour.

Hypothesis 4c: Perceived Accountability negatively mediates the relationship between Machiavellianism and counterproductive work behaviour.

3. Research Objectives

This research aims to discover how dark triad personality traits influence counterproductive work behaviour. The following are the study's primary goals:

- To study the concept of dark triad personality traits in general and in the specific context of counterproductive work behaviour.
- To identify the variables related to dark triad personality traits influencing counterproductive work behaviour, with the mediating role of selected variables between them.
- To propose a conceptual framework linking dark triad personality traits influencing counterproductive work behaviour.

- To empirically validate the proposed framework linking dark triad personality traits influencing counterproductive work behaviour.

4. Conceptual Model

Figure 1 depicts the link between dark triad personality traits influencing counterproductive work behaviour.

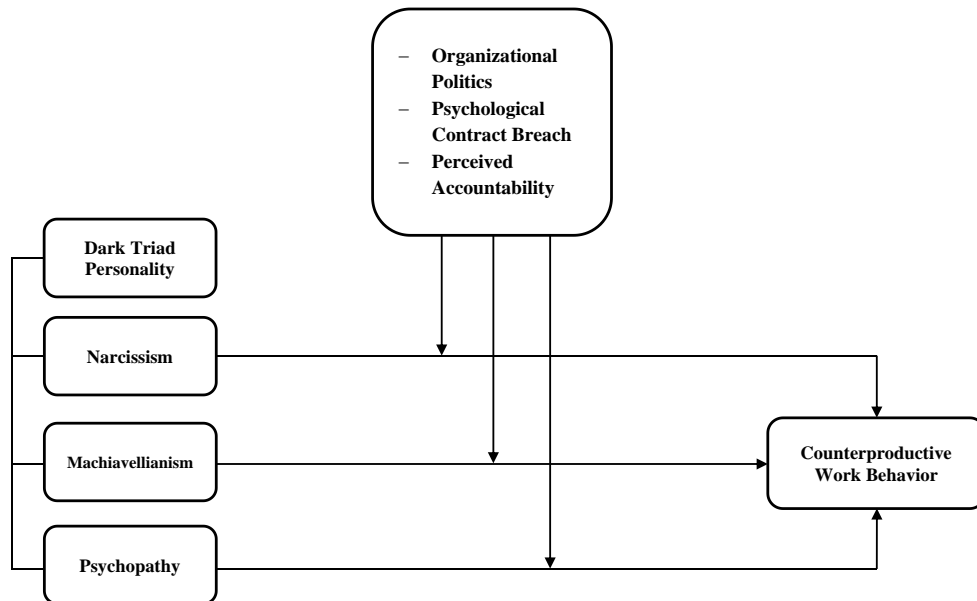


Figure 1. Conceptual framework showing the relationship between dark triad personality traits influencing counterproductive work behaviour with select mediating variables

5. Research Methodology

The questionnaire has two sections: Respondents were asked about their demographics in the first section. The second section asked their thoughts on the link between dark triad personality traits influencing counterproductive work behaviour. The assertions are rated on a Likert scale of 1 to 5, with 1 denoting strong agreement and 5 denoting strong disagreement.

5.1 Sample Design

A convenience sample was used in this study of respondents (managers, senior executives, junior executives, and supervisors) from various manufacturing organisations in Egypt. A total of 415 questionnaires were distributed, with 342 being fully completed. After careful examination, a response rate of 82.40 percent was discovered, which is considered excellent.

Table 1. Demographic Characteristics: Summary Statistics of the Population

		Frequency	Valid %			Frequency	Valid %
Gender Profile	Male	291	85.1	Marital Status	Married	303	88.6
	Female	51	14.9		Un-Married	39	11.4
	21-29 years	46	13.5	AED.1-5 thousands	86	25.1	
Age Profile	30-39 years	100	29.2	AED.6-10 thousands	120	35.1	
	40-49 years	63	18.4	AED.11-15 thousands	91	26.6	
	46-55 years	83	24.3	AED. 16-20 thousand	21	6.1	
Highest Education Level	60 Years and older	50	14.6	Monthly Income	More than -AED 20 thousand	24	7.0
	Diploma/ 10+2	44	12.9	Current Designation	managers	90	26.3
	Bachelor Degree	91	26.6		Executive	119	34.8
Master Degree	146	42.7	Supervisors		111	32.5	
Length of Affiliation	Professional Education	61	17.8	Others	22	6.4	
	1-2 years	75	21.9				
	3-5 years	118	34.5				
	6-10 years	128	37.4				
	11 years and more	21	6.1				

6. Results and Discussion

The data were analysed with SPSS version 22. To establish construct validity and Cronbach alpha to check internal consistency, the study uses the exploratory factor analysis method. The potential associations between the variables were discovered using the regression approach.

PCA (Principal Component Analysis) was used for conforming constructs in the EFA (Exploratory Factor Analysis). Hair et al. (1998) state that factor loading more than or equal to 0.30 is deemed to meet the lowest level; factor loading greater or equal to 0.40 is considered relevant; factor loading greater or equal to 0.50 is considered highly significant. A factor loading of 0.50 was utilised as a stopping point for this study.

Table 2 shows the findings of the factor analysis. KMO A component analysis is beneficial for data if the value is between 0.5 and 1.0. The sphericity test by Bartlett reveals the degree of interdependence between the variables. When determining the test's significance level, researchers can learn the outcome. There are likely significant correlations between the variables when the values are minimal (less than 0.05). If the p-value is larger than 0.10, the data may not be suitable for factor analysis to be performed on them. They show that factor analysis is appropriate for this set of data. No item had a loading lower than 0.5, hence all thirty items were confirmed for further analysis.

Table 2. Results of EFA

Variables		Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity Chi-Square	Sig. (<.10)	Items confirmed	Items dropped	Cum % of loading
Narcissism	1	.961	.716	1321.53	.000	4	0	71.228
	2	.821						
	3	.587						
	4	.953						
Machiavellianism	1	.919	.729	1013.37	.000	4	0	74.684
	2	.762						
	3	.866						
	4	.901						
Psychopathy	1	.701	.773	1172.93	.000	4	0	76.600
	2	.942						
	3	.900						
	4	.936						
Perception of Organizational Politics	1	.909	.667	711.556	.000	4	0	63.479
	2	.733						
	3	.598						
	4	.905						
Psychological Contract Breach	1	.984	.819	2719.56	.000	4	0	90.136
	2	.865						
	3	.981						
	4	.963						
Perceived Accountability	1	.891	.723	1539.930	.000	5	0	69.357
	2	.890						
	3	.652						
	4	.866						
	5	.841						
Counterproductive Work Behaviour	1	.840	.795	676.348	.000	5	0	59.774
	2	.835						
	3	.691						
	4	.842						
	5	.631						

6.1 Reliability Analysis

The questionnaire's internal consistency was established by computing Cronbach Alpha to determine its dependability. A lower alpha value is acceptable for new scales, according to Nunally and Bernstein (1994), who recommends using an alpha value as low as 0.60. Otherwise, the requirement of an internally consistent established scale with an alpha value of 0.70 is frequently used. The study's Cronbach's alpha cutoff value is 0.7.

Table 3's Cronbach's alpha values are over the cutoff value of 0.7, which is acceptable. With a Cronbach's alpha value of 0.963, the questionnaire's overall reliability is demonstrated.

Table 3. Results of the Reliability Examination

	Independent Variable	Cronbach Alpha
1	Narcissism	.848
2	Machiavellianism	.882
3	Psychopathy	.893
4	Perception of Organisational Politics	.793
5	Psychological Contract Breach	.962
6	Perceived Accountability	.889
	Counter Productive Work Behaviour	.827
Overall Reliability of the Questionnaire		.963

6.2 Regression Analysis and Sobel Test

The dependent and independent variables are subjected to regression analysis to determine the predictor-criterion relationship. It was done to see if there was a correlation between the independent factors (Narcissism, Machiavellianism, and Psychopathy) and the dependent variable (Counter-Productive Work Behaviour) with mediating variables (Perception of Organisational Politics, Psychological Contract Breach, and Perceived Accountability).

6.2.1 Psychological Contract Breach (PCB) As Mediator Variable Between Narcissism and Counterproductive Work Behaviour

From Table 4, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R2 is used. In this aspect, 60.1% of the variability of counterproductive work behaviour and 57.5% variability of Psychological Contract Breach (PCB) were explained by the independent variable, Narcissism. Additionally, 78.8% of the variability of counterproductive work behaviour was explained by Narcissism (NRSCM) and Psychological Contract Breach (PCB) while regressing them together as independent variables.

Table 4 displays that the independent variable (narcissism) is significantly related with the dependent variable (counterproductive work behaviour) (t = 24.039, p < .001). The independent variable (narcissism) is also significantly related to the mediating variable psychological contract breach. (t = 21.440, p < .001). Table 4 also indicates that while controlling for the independent variable (narcissism), the mediating variable (Psychological contract breach) is significantly related to the dependent variable (counterproductive work behaviour) (t = 15.923, p < .001). It shows that the unstandardized coefficients (B) value .601, .875, and .401 are statistically significant

Table 4. Regression Analysis of Narcissism (NRSCM) and Psychological Contract Breach (PCB) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
Regression of Narcissism (NRSCM) on counterproductive work behaviour (CPWB)	.630	NRSCM	.601	.025	.793	24.039	.000	.601	.025
Regression of Narcissism (NRSCM) on Psychological Contract Breach (PCB)	.575	NRSCM	.875	.041	.758	21.440	.000	.794	.955
Regression of Narcissism (NRSCM) and Psychological Contract Breach (PCB) on counterproductive work behaviour (CPWB)	.788	NRSCM	.251	.029	.331	8.620	.000	.193	.308
		PCB	.401	.025	.611	15.923	.000	.352	.451

- Following the confirmation of the three mediation requirements, additionally, the Sobel test has also been used to inspect if the mediating variable (PCB) is statistically significant.
- Narcissism, unstandardized coefficients = .875 and their standard errors = .041 as found in table 4
- Psychological contract breach (PCB), unstandardized coefficients = .401 and their standard errors = .025 as found in table 4.
- First, Narcissism was a statistically significantly related with counterproductive work behaviour (b = .601, beta = .793, t = 24.039, p < .01). Then, in the regression analysis, the Mediator variable, psychological contract breach (PCB), was added, Narcissism was still a significantly related with counterproductive work

behaviour ($b = .251$, $\beta = .331$, $t = 8.62$, $p < .001$). Subsequently, the mediator variable, psychological contract breach (PCB), emerged as a significant influencer of counterproductive work behaviour ($b = .401$, $\beta = .611$, $t = 15.923$, $p < .001$; 95% CI = .352 to .451).

- The Sobel test was used to see if psychological contract breach (PCB) substantially mediated the association between narcissism and CPWB, in order to learn more about the mediator. The findings show that psychological contract breach (PCB) mediates the connection between narcissism and CPWB ($Z = 12.823$, $p < .001$). The obtained z score ($Z = 12.823$ at $p < .001$) is statistically significant because it goes well outside z critical values of ± 2.58 .

6.2.2 Psychological Contract Breach (PCB) As Mediator Variable Between Psychopathy and Counterproductive Work Behaviour

From Table 5, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R² is used. In this aspect, 76.9% of the variability of counterproductive work behaviour and 67.3% variability of Psychological Contract Breach (PCB) were explained by the independent variable, Psychopathy (PSY). Additionally, 83.1% of the variability of counterproductive work behaviour was explained by Psychopathy (PSY) and psychological Contract Breach (PCB) while regressing them together as independent variables.

Table 5 demonstrates a significant relationship between the independent variable Psychopathy (PSY) and the dependent variable (counterproductive work behaviour) ($t = 33.647$, $p < .001$). The independent variable Psychopathy (PSY) is also significantly related to the mediating variable psychological contract breach. ($t = 26.444$, $p < .001$). While controlling for the independent variable Psychopathy (PSY), Table 5 shows that the mediating variable (PCB) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 11.091$, $p < .001$). It shows that the unstandardized coefficients (B) value .639, .910 and .285 are statistically significant.

Table 5. Regression Analysis of Psychopathy (PSY) and Psychological Contract Breach (PCB) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
Regression of Psychopathy (PSY) on counterproductive work behaviour (CPWB)	.769	PSY	.639	.019	.877	33.647	.000	.602	.677
Regression of Psychopathy (PSY) on psychological contract breach (PCB)	.673	PSY	.910	.034	.820	26.444	.000	.842	.978
Regression of Psychopathy (PSY) and psychological contract breach (PCB) on counterproductive work behaviour (CPWB)	.831	PSY	.380	.028	.521	13.336	.000	.324	.436
		PCB	.285	.026	.434	11.091	.000	.234	.335

- Following the confirmation of the three mediation requirements, additionally, The Sobel test was also employed to determine the statistical significance of the mediating variable (psychological contract breach).
- For Psychopathy (PSY), unstandardized coefficients = .910 and their standard errors = .034 as found in table 5
- For Psychological contract breach (PCB), unstandardized coefficients = .285 and their standard errors = .026 as found in table 5
- First, Psychopathy (PSY) was a statistically significantly related with counterproductive work behaviour ($b = .639$, $\beta = .877$, $t = 33.647$, $p < .01$). Then, in the regression analysis, the Mediator variable, psychological contract breach (PCB), was added, Psychopathy (PSY) was still a significantly related with counterproductive work behaviour ($b = .380$, $\beta = .521$, $t = 13.336$, $p < .001$). Subsequently, the mediator variable, psychological contract breach (PCB), emerged as a significant influencer of counterproductive work behaviour ($b = .285$, $\beta = .434$, $t = 11.091$, $p < .001$; 95% CI = .234 to .335).
- The Sobel test was used to see if psychological contract breach (PCB) substantially mediated the association between psychopathy and CPWB, in order to learn more about the mediator. The findings show that psychological contract breach (PCB) mediates the connection between psychopathy and CPWB ($Z = 10.144$, $p < .001$). The obtained z score ($Z = 10.144$ at $p < .001$) is statistically significant because it goes well outside z critical values of ± 2.58 .

6.2.3 Psychological Contract Breach (PCB) As Mediator Variable Between Machiavellianism (MCVLM) And Counterproductive Work Behaviour (CPWB)

From Table 6, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R2 is used. In this aspect, 43.3% of the variability of counterproductive work behaviour and 18.2% variability of Psychological Contract Breach (PCB) were explained by the independent variable, Machiavellianism (MCVLM). Additionally, 84.5% of the variability of counterproductive work behaviour was explained by Machiavellianism (MCVLM) and psychological Contract Breach (PCB) while regressing them together as independent variables.

Table 6 displays that the independent variable Machiavellianism (MCVLM) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 16.107, p < .001$). The independent variable Machiavellianism (MCVLM) is also significantly related to the mediating variable psychological contract breach. ($t = 8.709, p < .001$). Although controlling for the independent variable, Machiavellianism (MCVLM), Table 6 shows that the mediating variable (psychological contract breach) is significantly related with the dependent variable (counterproductive work behaviour) ($t = 29.965, p < .001$). It shows that the values of the unstandardized coefficients .433, .182 and .845 are statistically significant.

Table 6. Regression Analysis of Machiavellianism (MCVLM) and psychological contract breach (PCB) on counterproductive work behaviour

Regression Analysis	R-Square		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Regression of Machiavellianism (MCVLM) on counterproductive work behaviour (CPWB)	.433	MCVLM	.519	.032	.658	16.107	.000	.455	.582
Regression of Machiavellianism (MCVLM) on psychological contract breach (PCB)	.182	MCVLM	.512	.059	.427	8.709	.000	.397	.628
Regression of Machiavellianism (MCVLM) and psychological contract breach (PCB) on counterproductive work behaviour (CPWB)	.845	PCB	.280	.019	.355	14.981	.000	.243	.316
			.466	.016	.710	29.965	.000	.436	.497

- Following the confirmation of the three mediation requirements, additionally, The Sobel test was also employed to determine the statistical significance of the mediating variable (psychological contract breach).
- For Machiavellianism (MCVLM), unstandardized coefficients = .512 and their standard errors = .059 as found in table 6
- For Psychological contract breach (PCB), unstandardized coefficients = .466 and their standard errors = .016 as found in table 6
- First, Machiavellianism (MCVLM) was a statistically significantly related with the counterproductive work behaviour ($b = .519, \beta = .658, t = 16.107, p < .01$). Then, in the regression analysis, the Mediator variable, psychological contract breach (PCB), was added, Machiavellianism (MCVLM) was still significantly related with the counterproductive work behaviour ($b = .280, \beta = .355, t = 14.981, p < .001$). Subsequently, the mediator variable, psychological contract breach (PCB), emerged as a significant influencer of counterproductive work behaviour ($b = .466, \beta = .710, t = 29.965, p < .001; 95\% CI = .436$ to $.497$).
- The Sobel test was used to see if psychological contract breach (PCB) substantially mediated the association between Machiavellianism (MCVLM) and CPWB, in order to learn more about the mediator. The findings show that psychological contract breach (PCB) mediates the connection between Machiavellianism (MCVLM) and CPWB ($Z = 10.144, p < .001$). The obtained z score ($Z = 8.32$ at $p < .001$) is statistically significant because it goes well outside z critical values of ± 2.58 .

6.2.4 Perceptions of Organizational Politics (POPS) As Mediator Variable Between Narcissism and Counterproductive Work Behaviour

From Table 7, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R2 is used. In this aspect, 63% of the variability of counterproductive work behaviour and 64.3% variability of Perceptions of Organizational Politics (POPS) were explained by the independent variable, Narcissism (NRSCM). Additionally, 76.2% of the variability of counterproductive work behaviour was explained by Narcissism (NRSCM) and Perceptions of Organizational Politics (POPS) while regressing them together as independent variables.

Table 7 displays that the independent variable Narcissism (NRSCM) is significantly related with the dependent variable (counterproductive work behaviour) ($t = 24.039, p < .001$). The independent variable Narcissism (NRSCM) is also significantly related with the mediating variable Perceptions of Organizational Politics (POPS). ($t = 24.755, p < .001$). Table 7 also shows that the mediating variable, Perceptions of Organizational Politics (POPS) is significantly related with the dependent variable counterproductive work behaviour ($t = 13.718, p < .001$) when the independent variable Narcissism (NRSCM) is controlled for. It shows that the unstandardized coefficients (B) values .630, .643 and .762 are statistically significant.

Table 7. Regression Analysis of Narcissism (NRSCM) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Regression of Narcissism (NRSCM) on counterproductive work behaviour (CPWB)	.630	NRSCM	.601	.025	.793	24.039	.000	.552	.651
Regression of Narcissism (NRSCM) on Perceptions of Organizational Politics (POPS)	.643	NRSCM	.794	.032	.802	24.755	.000	.731	.857
Regression of Narcissism (NRSCM) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)	.762	NRSCM	.231	.034	.305	6.879	.000	.165	.297
		POPS	.466	.034	.609	13.718	.000	.399	.533

- Following the confirmation of the three mediation requirements, additionally, the Sobel test has also been used to examine if the mediating variable, Perceptions of Organizational Politics (POPS), is statistically significant.
- For Narcissism (NRSCM), unstandardized coefficients = .794 and their standard errors = .032 as found in table 7
- For Perceptions of Organizational Politics (POPS), unstandardized coefficients = .466 and their standard errors = .034 as found in table 7
- First, NRSCM (narcissism) was found to be a statistically significantly related with CPWB ($b = .601, \beta = .793, t = 24.039, p.01$). When the mediator variable Perceptions of Organizational Politics (POPS) was added to the regression analysis, Narcissism (NRSCM) remained a significantly related variable with the CPWB ($b = .231, \beta = .305, t = 6.879, p.001$). Perceptions of Organizational Politics (POPS), subsequently, emerged as a significantly associated variable with the CPWB ($b = .466, \beta = .609, t = 13.718, p < .001$; 95% CI = .399 to .533).
- The Sobel test was used to see if Perceptions of Organizational Politics (POPS) significantly mediated the association between Narcissism (NRSCM) and CPWB, in order to learn more about the mediator. The findings showed that Perceptions of Organizational Politics (POPS) mediates the association between Narcissism (NRSCM) and CPWB ($Z = 11.998, p < .001$). Because the computed z score ($Z = 11.998$ at $p < .001$) falls well outside the z critical value of ± 2.58 , it implies that the result is statistically significant.

6.2.5 Perceptions of Organizational Politics (POPS) As Mediator Variable Between Psychopathy (PSY) And Counterproductive Work Behaviour (CPWB)

From Table 8, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R^2 is used. In this aspect, 76.9% of the variability of counterproductive work behaviour and 78% variability of Perceptions of Organizational Politics (POPS) were explained by the independent variable, Psychopathy (PSY). Additionally, 79.7% of the variability of counterproductive work behaviour was explained by Psychopathy (PSY) and Perceptions Of Organizational Politics (POPS) while regressing them together as independent variables.

Table 8 displays that the independent variable, Psychopathy (PSY) is significantly associated with the dependent variable (counterproductive work behaviour) ($t = 33.647, p < .001$). The independent variable Psychopathy (PSY) is also significantly related to the mediating variable Perceptions of Organizational Politics (POPS). ($t = 34.708, p < .001$). Table 8 shows that, when the independent variable Psychopathy (PSY) is controlled for, the mediating variable Perceptions of Organizational Politics (POPS) is significantly related with the dependent variable counterproductive work behaviour ($t = 6.899, p < .001$). It shows that the unstandardized coefficients (B) value .769, .780 and .797 are statistically significant.

Table 8. Regression Analysis of Psychopathy (PSY) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Regression of Psychopathy (PSY) on counterproductive work behaviour (CPWB)	.769	PSY	.639	.019	.877	33.647	.000	.602	.677
Regression of Psychopathy (PSY) on Perceptions of Organizational Politics (POPS)	.780	PSY	.841	.024	.883	34.708	.000	.793	.888
Regression of Psychopathy (PSY) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)	.797	PSY	.408	.038	.560	10.740	.000	.333	.483
		POPS	.275	.040	.359	6.899	.000	.197	.354

- Following the confirmation of the three mediation requirements, additionally, the Sobel test has also been used to examine if the mediating variable, Perceptions of Organizational Politics (POPS), is statistically significant.
- For Psychopathy (PSY), unstandardized coefficients = .841 and their standard errors = .024 as found in table 8
- For Perceptions of Organizational Politics (POPS), unstandardized coefficients = .275 and their standard errors = .040 as found in table 8.
- To begin with, psychopathy (PSY) was found to be a significant determinant of CPWB ($b = .639, \beta = .877, t = 33.647, p < .01$). Next, When the mediator variable Perceptions of Organizational Politics (POPS) was added to the regression analysis, Psychopathy (PSY) remained a significantly related variable with the CPWB ($b = .408, \beta = .560, t = 10.740, p < .001$). subsequently, the mediator variable, Perceptions of Organizational Politics (POPS), emerged as a significant influencer of counterproductive work behaviour ($b = .275, \beta = .359, t = 6.899, p < .001; 95\% CI = .197 \text{ to } .354$).
- The Sobel test was used to see if Perceptions of Organizational Politics (POPS) significantly mediated the association between Psychopathy (PSY) and CPWB, in order to learn more about the mediator. The findings showed that Perceptions of Organizational Politics (POPS) significantly mediates the association between Psychopathy (PSY) and CPWB ($Z = 6.746, p < .001$). Because the computed z score ($Z = 6.746$ at $p < .001$) falls well outside the z critical value of ± 2.58 , it implies that the result is statistically significant.

6.2.6 Perceptions Of Organizational Politics (POPS) As Mediator Variable Between Machiavellianism (MCVLM) And Counterproductive Work Behaviour (CPWB)

From Table 9, in order to understand the extent to which the variability of the dependent variable is explained by the independent variable, R^2 is used. In this aspect, 43.3% of the variability of counterproductive work behaviour

and 18.7% variability of Perceptions of Organizational Politics (POPS) were explained by the independent variable, Machiavellianism (MCVLM). Additionally, 83.1% of the variability of counterproductive work behaviour was explained by Machiavellianism (MCVLM) and Perceptions of Organizational Politics (POPS) while regressing them together as independent variables.

Table 9 displays that the independent variable Machiavellianism (MCVLM) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 16.107, p < .001$). The independent variable Machiavellianism (MCVLM) is also significantly related to the mediating variable Perceptions of Organizational Politics (POPS). ($t = 8.837, p < .001$). Table 9 also shows that the mediating variable, Perceptions of Organizational Politics (POPS) is significantly related with the dependent variable counterproductive work behaviour ($t = 28.291, p < .001$) when the independent variable, Machiavellianism (MCVLM) is controlled for. It shows that the values of the unstandardised coefficients .433, .187, and .831 are statistically significant.

Table 9. Regression Analysis of Machiavellianism (MCVLM) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
Regression of Machiavellianism (MCVLM) on counterproductive work behaviour (CPWB)	.433	MCVLM	.519	.032	.658	16.107	.000	.455	.582
Regression of Machiavellianism (MCVLM) on Perceptions of Organizational Politics (POPS)	.187	MCVLM	.445	.050	.432	8.837	.000	.346	.544
Regression of Machiavellianism (MCVLM) and Perceptions of Organizational Politics (POPS) on counterproductive work behaviour (CPWB)	.831	MCVLM	.280	.020	.355	14.362	.000	.242	.318
		POPS	.536	.019	.700	28.291	.000	.499	.573

- Following the confirmation of the three mediation requirements, additionally, the Sobel test has also been used to examine if the mediating variable, Perceptions of Organizational Politics (POPS), is statistically significant.
- For MCVLM, unstandardized coefficients = .445 and their standard errors = .050 as found in table 9
- For POPS, unstandardized coefficients = .536 and their standard errors = .019 as found in table 9
- First, Machiavellianism (MCVLM) was found to be a statistically significantly related with counterproductive work behaviour ($b = .519, beta = .432, t = 8.837, p < .01$). Next, When the mediator variable Perceptions of Organizational Politics (POPS) was added to the regression analysis, Machiavellianism (MCVLM) remained a significantly related variable with the CPWB ($b = .280, beta = .355, t = 14.362, p < .001$). subsequently, the mediator variable, Perceptions of Organizational Politics (POPS), emerged as a significant influencer of counterproductive work behaviour ($b = .536, beta = .700, t = 28.291, p < .001; 95\% CI = .499 to .573$).
- The Sobel test was used to see if Perceptions of Organizational Politics (POPS) significantly mediated the association between Machiavellianism (MCVLM) and CPWB, in order to learn more about the mediator. The findings showed that Perceptions of Organizational Politics (POPS) significantly mediates the association between Machiavellianism (MCVLM) and CPWB ($Z = 8.487, p < .001$). Because the computed z score ($Z = 8.487$ at $p < .001$) falls well outside the z critical value of ± 2.58 , it indicates a statistically significant result.

6.2.7 Perceived Accountability (PACNT) As Mediator Variable Between Narcissism (NRSCM) And Counterproductive Work Behaviour (CPWB)

From Table 10, to see how much the independent variable explains the dependent variable's variability, R^2 is used. In this aspect, 63% of the variability of counterproductive work behaviour and 19.2% variability of Perceived Accountability (PACNT) were explained by the independent variable, Narcissism (NRSCM).

Additionally, 73% of the variability of counterproductive work behaviour was explained by Narcissism (NRSCM) and Perceived Accountability (PACNT) while regressing them together as independent variables.

Table 10 displays that the independent variable Narcissism (NRSCM) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 24.039, p < .001$). The independent variable Narcissism (NRSCM) is also significantly related to the mediating variable Perceived Accountability (PACNT). ($t = -8.978, p < .001$). Table 10 also shows that the mediating variable, Perceived Accountability (PACNT) is significantly related with the dependent variable counterproductive work behaviour ($t = -20.359, p < .001$) when the independent variable, Narcissism (NRSCM) is controlled for. It shows that the values of the unstandardized coefficients .601, -.416 and -.281 are statistically significant.

Table 10. Regression Analysis of Narcissism (NRSCM) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
Regression of Narcissism (NRSCM) on counterproductive work behaviour (CPWB)	.630	NRSCM	.601	.025	.793	24.039	.000	.552	.651
Regression of Narcissism (NRSCM) on Perceived Accountability (PACNT)	.192	NRSCM	-.416	-.046	-.438	-8.978	.001	-.825	-.507
Regression of Narcissism (NRSCM) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)	.730	NRSCM	-.485	-.024	-.639	-20.359	.002	-.738	-.231
		PACNT	-.281	-.025	-.352	-11.211	.001	-.631	-.330

- Following the confirmation of the three mediation requirements, additionally, the Sobel test has also been used to examine if the mediating variable, Perceived Accountability (PACNT), is statistically significant.
- For Narcissism (NRSCM), unstandardized coefficients = -.416 and their standard errors = -.046 as found in table 10
- For Perceived Accountability (PACNT), unstandardized coefficients = -.281 and their standard errors = -.025 as found in table 10
- First, Narcissism (NRSCM) was found to be a statistically significantly related with CPWB ($b = .601, \beta = .793, t = 24.039, p < .01$). Next, When the mediator variable, Perceived Accountability (PACNT) was added to the regression analysis, NRSCM (Narcissism) remained a significantly related variable with the CPWB ($b = -.485, \beta = -.639, t = -20.359, p < .001$). subsequently, the mediator variable, Perceived Accountability (PACNT), emerged as a significant influencer of counterproductive work behaviour ($b = -.281, \beta = -.352, t = -11.211, p < .001; 95\% CI = -.631 to -.330$).
- The Sobel test was used to see if Perceived Accountability (PACNT) significantly mediated the association between Narcissism (NRSCM) and CPWB, in order to learn more about the mediator. The findings showed that Perceived Accountability (PACNT) significantly mediates the association between Narcissism (NRSCM) and CPWB ($Z = 7.046, p < .001$). Because the computed z score ($Z = 7.046$ at $p < .001$) falls well outside the z critical values of ± 2.58 , it implies that the result is statistically significant.

6.2.8 Perceived Accountability (PACNT) As Mediator Variable Between Psychopathy (PSY) And Counterproductive Work Behaviour (CPWB)

From Table 11, to see how much the independent variable explains the dependent variable's variability, R2 is used. In this aspect, 76.9 % of the variability of counterproductive work behaviour and 25% variability of Perceived Accountability (PACNT) were explained by the independent variable, Psychopathy (PSY). Additionally, 81.9% of the variability of counterproductive work behaviour was explained by Psychopathy (PSY) and Perceived Accountability (PACNT) while regressing them together as independent variables.

Table 11 displays that the independent variable Psychopathy (PSY) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 33.647, p < .001$). The independent variable Psychopathy (PSY) is also significantly related to the mediating variable Perceived Accountability (PACNT). ($t = -10.634, p < .001$). Table 11 also shows that the mediating variable, Perceived Accountability (PACNT) is significantly

related with the dependent variable counterproductive work behaviour ($t = -9.686, p < .001$) when the independent variable, Psychopathy (PSY) is controlled for. It shows that the values of the unstandardized coefficients. .639, -.457 and -.206 are statistically significant.

Table 11. Regression Analysis of Psychopathy (PSY) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Regression of Psychopathy (PSY) on counterproductive work behaviour (CPWB)	.769	PSY	.639	.019	.877	33.647	.000	.602	.677
Regression of Psychopathy (PSY) on Perceived Accountability (PACNT)	.250	PSY	-.457	-.043	-.500	-10.634	.002	-.541	-.372
Regression of Psychopathy (PSY) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)	.819	PACNT	-.206	-.021	-.258	-9.686	.001	-.248	-.164

- Following the confirmation of the three mediation requirements, additionally, The Sobel test was also utilised to determine the statistical significance of the mediating variable, Perceived Accountability (PACNT).
- For Psychopathy (PSY), unstandardized coefficients = -.457 and their standard errors = -.043 as found in table 11
- For Perceived Accountability (PACNT), unstandardized coefficients = -.206 and their standard errors = -.021 as found in table 11
- First, Psychopathy (PSY) was found to be a statistically significantly related with ($b = .639, \beta = .877, t = 33.647, p < .01$). Next, When the mediator variable Perceived Accountability (PACNT) was added to the regression analysis, Psychopathy (PSY) remained a significantly related variable with the CPWB ($b = -.545, \beta = -.748, t = -28.046, p < .001$). subsequently, the mediator variable, Perceived Accountability (PACNT), emerged as a significant influencer of counterproductive work behaviour ($b = -.206, \beta = -.258, t = -9.686, p < .001; 95\% CI = -.248 \text{ to } -.164$).
- The Sobel test was used to see if Perceived Accountability (PACNT) significantly mediated the association between Psychopathy (PSY) and CPWB, in order to learn more about the mediator. The findings showed that Perceived Accountability (PACNT) significantly mediates the association between Psychopathy (PSY) and CPWB ($Z = 7.208, p < .001$). Because the computed z score ($Z = 7.208$ at $p < .001$) falls well outside the z critical values of ± 2.58 , it implies that the result is statistically significant.

6.2.9 Perceived Accountability (PACNT) As Mediator Variable Between Machiavellianism (MCVLM) And Counterproductive Work Behaviour (CPWB)

From Table 12, to see how much the independent variable explains the dependent variable's variability, R2 is used. In this aspect, 43.3% of the variability of counterproductive work behaviour and 17.8% variability of Perceived Accountability (PACNT) were explained by the independent variable, Machiavellianism (MCVLM). Additionally, 58.5% of the variability of counterproductive work behaviour was explained by Machiavellianism (MCVLM) and Perceived Accountability (PACNT) while regressing them together as independent variables.

Table 12 displays that the independent variable Machiavellianism (MCVLM) is significantly related to the dependent variable (counterproductive work behaviour) ($t = 16.107, p < .001$). The independent variable Machiavellianism (MCVLM) is also significantly related to the mediating variable Perceived Accountability (PACNT). ($t = -8.586, p < .001$). Table 12 also shows that the mediating variable, Perceived Accountability (PACNT) is significantly related with the dependent variable counterproductive work behaviour ($t = -11.175, p < .001$) when the independent variable, Machiavellianism (MCVLM) is controlled for. It shows that the values of the unstandardized coefficients .519, -.417 and -.344 are statistically significant.

Table 12. Regression Analysis of Machiavellianism (MCVLM) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)

Regression Analysis	R-Square		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			B	Std. Error	Beta			Lower Bound	Upper Bound
Regression of Machiavellianism (MCVLM) on counterproductive work behaviour (CPWB)	.433	MCVLM	.519	.032	.658	16.107	.000	.455	.582
Regression of Machiavellianism (MCVLM) on Perceived Accountability (PACNT)	.178	MCVLM	-.417	-.049	-.422	-8.58	.001	-.513	-.322
Regression of Machiavellianism (MCVLM) and Perceived Accountability (PACNT) on counterproductive work behaviour (CPWB)	.585	MCVLM	-.375	-.030	-.476	-12.33	.003	-.435	-.315
		PACNT	-.344	-.031	-.431	-11.17	.001	-.404	-.283

- Following the confirmation of the three mediation requirements, The Sobel test was also utilised to determine the statistical significance of the mediating variable, Perceived Accountability (PACNT).
- For Machiavellianism (MCVLM), unstandardized coefficients = -.417 and their standard errors = -.049 as found in table 12
- For Perceived Accountability (PACNT), unstandardized coefficients = -.344 and their standard errors = -.031 as found in table 12
- First, Machiavellianism (MCVLM) was found to be a statistically significantly related with counterproductive work behaviour (b = .519, beta = .658, t = 16.107, p < .01). Next, When the mediator variable Perceived Accountability (PACNT) was added to the regression analysis, Machiavellianism (MCVLM) remained a significantly related variable with the CPWB (b = -.375, beta = -.476, t = -12.338, p < .001). subsequently, the mediator variable, Perceived Accountability (PACNT), emerged as a significant influencer of counterproductive work behaviour (b = -.344, beta = -.431, t = -11.175, p < .001; 95% CI = -.404 to -.283).
- The Sobel test was used to see if Perceived Accountability (PACNT) significantly mediated the association between Machiavellianism (MCVLM) and CPWB, in order to learn more about the mediator. The findings showed that Perceived Accountability (PACNT) significantly mediates the association between Machiavellianism (MCVLM) and CPWB (Z = 6.753, p < .001). Because the computed z score (Z = 6.753 at p < .001) falls well outside the z critical values of ±2.58, it implies that the result is statistically significant.

6.2.10 Test Results for Hypotheses

Within the conceptual framework of the study, an initial set of twelve hypotheses was put forward and Table 13 shows that all the twelve of the hypotheses' items in this category have been approved.

Table 13. Summary of Test Results for Hypotheses

Hy. No.	Hypotheses	R-Square	Beta Coefficient	t-value	Sig Value	Sobel Test: Z Value	Status of Hypotheses
H1a	Narcissism has a significant positive impact on counterproductive work behaviour	.630	.793	24.03	.000	N.A.	Accepted
H1b	Psychopathy has a significant positive impact on counterproductive work behaviour	.769	.877	33.64	.000	N.A.	Accepted
H1c	Machiavellianism has a significant positive impact on counterproductive work behaviour	.433	.658	16.10	.000	N.A.	Accepted
H2a	Psychological contract breach positively mediates the relationship between narcissism and counterproductive work	.788	.331 .611	8.62 15.92	.000 .000	12.823	Accepted

Hy. No.	Hypotheses	R-Square	Beta Coefficient	t-value	Sig Value	Sobel Test: Z Value	Status of Hypotheses
H2b	behaviour Psychological contract breach positively mediates the relationship between psychopathy and counterproductive work behaviour	.831	.521 .434	13.33 11.09	.000 .000	10.144	Accepted
H2c	Psychological contract breach positively mediates the relationship between Machiavellianism and counterproductive work behaviour	.845	.355 .710	14.98 29.96	.000 .000	8.32	Accepted
H3a	Perceptions of organizational politics (POPS) positively mediates the relationship between narcissism and counterproductive work behaviour	.762	.305 .609	6.87 13.71	.000 .000	11.998	Accepted
H3b	Perceptions of organizational politics (POPS) positively mediates the relationship between psychopathy and counterproductive work behaviour	.797	.560 .359	10.74 6.89	.000 .000	6.746	Accepted
H3c	Perceptions of organizational politics (POPS) positively mediates the relationship between Machiavellianism and counterproductive work behaviour	.831	.355 .700	14.36 28.29	.000 .000	8.487	Accepted
H4a	Perceived Accountability negatively mediates the relationship between narcissism and counterproductive work behaviour	.730	-.639 -.352	-20.35 -11.21	.002 .001	7.046	Accepted
H4b	Perceived Accountability negatively mediates the relationship between psychopathy and counterproductive work behaviour	.819	-.748 -.258	-28.04 -9.68	.002 .001	7.208	Accepted
H4c	Perceived Accountability negatively mediates the relationship between Machiavellianism and counterproductive work behaviour	.585	-.476 -.431	-12.33 -11.17	.003 .001	6.753	Accepted

In the above table, we can observe the p-value which explains the acceptance and rejection of the Alternative Hypothesis. Since the p values of all the alternative hypotheses from H1a to H4c are less than 0.05, thus all the alternative hypotheses H1a to H4c are accepted. The acceptance of all the alternative hypotheses also depicts that PSY and POPS have positive mediation between dark triad personality traits and CPWB. While PACNT negatively mediates the relationship between dark triad personality traits and CPWB.

7. Conclusion

The purpose of this study is to investigate the involvement of dark triad personality traits in CPW, as well as the role of psychological contract breach (PSY), perceptions of organisational politics (POPS), and perceived accountability as mediators. Prior research has only looked at the direct link between the dark triad and CPWB. As a result, the current study examines not only the impact of dark triad personality traits on CPWB, but also the role of psychological contract breach, perceptions of organisational politics (POPS), and perceived accountability (PACNT) in mediating the relationship between dark triad personality traits and CPWB.

The dark triad personality traits (narcissism, psychopathy, and Machiavellianism) have a favourable and substantial powerful effect on CPWB in H1a, H1b, and H1c, according to the findings. Furthermore, this research will fill a void in the existing literature by indicating that employees with a high degree of dark triad personality traits are more likely to engage in exploitative CPWB when faced with impediments to achieving their goals. As a result, our findings are consistent with previous research, implying that dark triad personality traits are key predictors of CPWB.

Findings show that PCB strongly mediates the relationship between dark triad personality traits and CPWB in H2a, H2b, and H2c. Likewise, the observations for H3a, H3b, and H3c suggest that POPS mediates the connection between dark triad personality traits and CPWB in a strong positive and significant way.

Furthermore, findings show that PACNT adversely modulates the link between dark triad personality traits and CPWB in H4a, H4b, and H4c. There is, however, a scarcity of implicit relationships that have been clearly stated in previous literature. As a result, our findings are consistent with previous findings. It demonstrates that

employees with dark triad personality traits seek out possibilities and participate in CPWB to achieve their goals, and also PCB and POPS, which provide them with additional internal motivation to do so. Perceived high levels of accountability, but at the other hand, limit the severity with which they indulge in CPWB, and it is preferable for them to avoid CWBs that may expose them to risk of exposing.

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