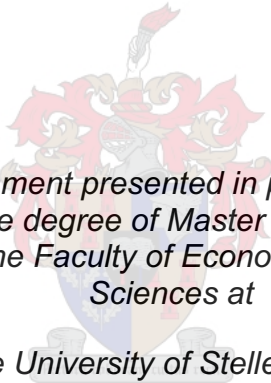


The Exploration of Job Performance and the Dark Triad: Practical Implications for Industrial Psychologists

by
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DECLARATION

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ABSTRACT

The field of Industrial Psychology has pursued the understanding of various variables that impact job performance. Most research efforts thus far have focused on the individual level. These findings suggest that personality and cognitive abilities are the main antecedents of job performance. Within the realm of personality, much of the focus has remained on positive personality frameworks, such as the Big Five taxonomy and the HEXACO model. The relationship between maladaptive personality and job performance has been investigated to a lesser degree. Nevertheless, research that has been conducted suggests that there is a relationship between maladaptive personality and job performance.

The Dark Triad, a narrow framework of maladaptive personality has recently received much attention in the field of Industrial Psychology. The research interest in the Dark Triad varies. Some researchers argue that the three variables in the Dark Triad (i.e. Psychoticism, Machiavellianism, and Narcissism) are too similar, while others have provided support for an overlap between the three variables. Moreover, there is evidence that there is enough difference between the three variables to be considered three distinct concepts.

Recently, Industrial Psychologists have been urged to start taking the research on maladaptive personality more seriously by investigating the role that it has in the workplace. The Dark Triad has been found to be present in multiple working environments. Moreover, given the proposed relationship between the Dark Triad and job performance it is in the interest of the field to gather a more in-depth understanding of how to effectively intervene and manage workplace environments where individuals may display traits associated with the Dark Triad.

This research study aimed to provide Industrial Psychologists with a practical guide within the scope of Industrial Psychology on the management of the Dark Triad in the workplace with the aim of improving job performance. The practical guide was developed using an interpretive research methodology and a two-phase data gathering process. Firstly, semi-structured interviews were conducted with experts in the field. Secondly, a focus group with Industrial Psychologists was undertaken to

establish whether the five themes identified in the first phase are practical and within the scope of practice of Industrial Psychologists.

The data gathered was analysed using a thematic analysis. The thematic analysis delivered five themes identifying key areas in which guidance on how to manage people who display traits of the Dark Triad could be focused. The themes include organisational culture, organisational policies and processes, performance management, training, and coaching. The merits of each theme were evaluated against existing literature to develop relevant guidelines. Each of the themes and associated codes was adapted to reflect practical actions (i.e. guidelines) for the management of the Dark Triad in an organisational context. The study thus culminated in a proposed set of guidelines that can be used by Industrial Psychologists to manage people who display traits of the Dark Triad. The guidelines adhere to the scope of practice of Industrial Psychologists but can also be used by other Human Resource practitioners. To conclude, the limitations of the study are acknowledged, and suggestions for future research are proposed.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT.....	ii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER 1.....	1
INTRODUCTION AND BACKGROUND TO THE STUDY	1
1.1. INTRODUCTION	1
1.2. THE FIELD OF INDUSTRIAL PSYCHOLOGY.....	2
1.3. PURPOSE OF THIS STUDY.....	6
1.4. RESEARCH INITIATING QUESTIONS	7
1.5. RESEARCH OBJECTIVES	7
1.6. RESEARCH METHODOLOGY	7
1.7. STRUCTURE OF THE RESEARCH STUDY.....	8
CHAPTER 2.....	9
LITERATURE REVIEW	9
2.1. INTRODUCTION	9

v

2.2. JOB PERFORMANCE	9
2.2.1. Task Performance and Contextual Performance	11
2.2.2. Organisational Citizenship Behaviour	12
2.2.3. Counterproductive Work Behaviour	15
2.2.4. General Factor in Job Performance	17
2.3. ANTECEDENTS OF JOB PERFORMANCE	17
2.3.1. Organisational Antecedents of Job Performance	18
2.3.2. Individual Antecedents of Job Performance	18
2.3.2.1. Big Five	20
2.3.2.2. HEXACO	21
2.3.2.3. Big Five, HEXACO and the Dark Triad	21
2.3.2.4. DSM 5	22
2.3.2.5. Maladaptive Personality	24
2.3.2.6. Conclusion	24
2.4. THE DARK TRIAD	25
2.4.1. Machiavellianism	26
2.4.1.1. Machiavellianism and Work Behaviour	27

2.4.1.2. Managing Machiavellianism in the Workplace.....	29
2.4.2. Psychopathy.....	30
2.4.2.1. Psychopathy and Work Behaviour.....	32
2.4.2.2. Managing Psychopathy in the Workplace.....	34
2.4.3. Narcissism.....	35
2.4.3.1. Narcissism and Work Behaviour.....	36
2.4.3.2. Managing Narcissism in the Workplace.....	37
2.5. RELEVANCE OF THE STUDY.....	38
2.6. SUMMARY.....	39
CHAPTER 3.....	40
RESEARCH METHODOLOGY.....	40
3.1. INTRODUCTION.....	40
3.2. RESEARCH APPROACH.....	40
3.3. RESEARCH METHOD.....	41
3.4. DATA GATHERING TECHNIQUE.....	42
3.4.1. Semi-Structured Interview.....	43
3.4.2. Focus Group.....	44

3.5. SAMPLING STRATEGY	45
3.6. DATA GATHERING PROCESS.....	48
3.7. DATA ANALYSIS	49
3.7.1. Phases of Thematic Analysis	51
3.8. STRATEGIES USED TO PROMOTE QUALITY RESEARCH	53
3.9. ETHICAL CONSIDERATIONS	55
3.10. SUMMARY.....	57
CHAPTER 4.....	58
FINDINGS AND DISCUSSION	58
4.1. INTRODUCTION	58
4.2. SEMI-STRUCTURED INTERVIEWS.....	58
4.2.1. Theme 1: Organisational Culture	62
4.2.2. Theme 2: Policies and Processes in the Organisation	66
4.2.3. Theme 3: Performance Management in the Organisation	67
4.2.4. Theme 4: Training for Employees in the Organisation	70
4.2.5. Theme 5: Coaching	72
4.3. FOCUS GROUP	74

4.3.1. Theme 1: Organisational Culture	75
4.3.2. Theme 2: Policies and Processes in the Organisation	77
4.3.3. Theme 3: Performance Management in the Organisation	78
4.3.4. Theme 4: Training for Employees in the Organisation	79
4.3.5. Theme 5: Coaching	79
4.4. RESEARCHER'S REFLECTION	82
4.5. SUMMARY.....	83
CHAPTER 5.....	85
CONCLUSION AND RECOMMENDATIONS.....	85
5.1. INTRODUCTION	85
5.2. PRACTICAL IMPLICATIONS	86
5.2.1. Guideline 1: Organisational Culture	87
5.2.2. Guideline 2: Policies and Processes in the Organisation	89
5.2.3. Guideline 3: Performance Management in the Organisation.....	90
5.2.4. Guideline 4: Training for Employees in the Organisation.....	93
5.2.5. Guideline 5: Coaching	95
5.3. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH	97

ix

5.4. CONCLUSION	99
REFERENCES	100
APPENDIX A.....	124
APPENDIX B	126
APPENDIX C	128
APPENDIX D.....	129
APPENDIX E	132
APPENDIX F	133
APPENDIX G.....	134

LIST OF TABLES

Table 1: Demographic Interview Participants.....	47
Table 2: Demographic Focus Group Participants.....	48
Table 3: Final Themes and Definitions.....	58

LIST OF FIGURES

Figure 1. Summary of findings for the management of the Dark Triad.....	82
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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

Today, organisations face many challenges in their attempt to keep up with the pace of development that is taking place across the world. Traditionally, organisations were known as rigid, hierarchical structures that represented stability. In the twenty-first century, these fixed, hierarchical structures that defined organisations for decades are neither sufficient nor reliable to promote continuous growth and wealth (Heerwagen, Kelly, & Kampschroer, 2016). This ever-changing environment has called the general survival and sustainability of organisations into question.

In the past few decades, the nature of work environments has also undergone significant changes. Traditionally, the typical working environment was characterised by people working with the primary objective of producing or selling goods and delivering services. Most work activities were centralised around what is essential to grow the organisation's bottom-line. Limited attention was given to the welfare and rights of employees, as they were deemed less important for achieving the organisation's goals (Kahreh, Ahmadi, & Hashemi, 2011). This approach to people management has had many negative implications, including, but not limited to, burnout, decreased work engagement, and lack of commitment (Kristensen, Borritz, Villadsen, & Christensen, 2005). More recently, organisations have realised that their employees are amongst their most valuable assets (Gabčanová, 2011).

To reflect the importance of employee well-being, some organisations have recreated how they manage their people to support and value the well-being of their employees. Effective people management is one of the most critical challenges that organisations of the twenty-first-century face (Gabčanová, 2011). Therefore, this research study will focus on exploring people management further, which is the speciality of the field of Industrial Psychology. The field of Industrial Psychology will now be discussed in more detail.

1.2. THE FIELD OF INDUSTRIAL PSYCHOLOGY

Industrial Psychology is the field in which psychological knowledge is applied to the working environment to determine why and how people engage in work activities, while also attempting to improve the interaction and fit between employees, their work, their working environments, and other relevant parties (Bergh & Theron, 2009). The role of Industrial Psychologists is to develop all human resources in the workplace to function optimally, develop intrinsic human capacities to maximise effective employee and organisational behaviour, and facilitate better coping skills in the face of problems and adversity (Aamodt, 2010).

In 2011, the Republic of South Africa published the scope of practice for Industrial Psychologist, as defined by the Department of Health in accordance with the Health Professions Act 1974 (Act No. 56 of 1974), that specify the following:

“(a) planning, developing, and applying paradigms, theories, models, constructs, and principles of psychology in the workplace in order to understand, modify, and enhance individual, group, and organisational behaviour effectively

(b) performing psychometric, and other assessments in order to determine the potential and/or suitability for training, development and employment and to determine individual, group and organisational effectiveness; referring clients to appropriate professionals for assessment or intervention; designing, developing, standardising, and implementing assessment tools, and procedures related to the work environment

(c) facilitating individual, and group processes for effective organisational functioning; designing, and implementing training programmes for effective organisational functioning; designing, and developing strategies in consumer behaviour; developing interventions to ameliorate poor performance in work settings; designing, and implementing programmes based on understanding ergonomics

(d) advising on the development of policies, based on psychological theory and research; designing, managing, and evaluating industrial psychology intervention programmes

(e) training and supervising other registered psychology practitioners in industrial psychology

(f) conducting psychological practice, and research in accordance with the Ethical Rules of Conduct for Practitioners registered under the Health Professions Act, 1974; adhering to the scope of practice of Industrial Psychologists

(g) designing, managing, conducting, reporting on, and supervising the industrial psychology research

(h) providing expert evidence and / or opinions”

(Republic of South Africa, 2011, p.9)

The scope of practice is currently being revised. However, the above serve to demonstrate the range of the responsibilities of an Industrial Psychologist. It is evident throughout this scope that there are many activities that an Industrial Psychologist takes responsibility for, that relate to job performance.

Job performance forms a core part of every organisation and has remained a prominent topic of interest in the field of Industrial Psychology (Austin & Villanova, 1992; Campbell; 1990; Motowidlo, Borman, & Schmit, 1997; Schmidt & Hunter, 2004; Viswesvaran & Ones, 2000). Job performance is important, both on the organisation level and the individual level.

There are multiple reasons, at both the individual and organisational level, why job performance is a central construct to the field of Industrial Psychology, for example: recruitment and selection, training programmes, assessments, performance management, and individual satisfaction (Sonnentag & Frese, 2002; Viswesvaran & Ones, 2000). Recruitment and selection are based on the premise of selecting from a pool of candidates who are likely to perform more successfully at the job than others (Viswesvaran & Ones, 2000). The results of assessments are also used in recruitment to establish the best job-person fit (Viswesvaran & Ones, 2000). Within the organisation assessments of employees are also undertaken to determine their

strengths and weaknesses to provide training programmes that help improve their job performance (Viswesvaran & Ones, 2000). The underlying goal of all training programmes is to improve job performance, whether directly or indirectly (Viswesvaran & Ones, 2000).

Amongst many of the uses for employee performance information, one of the most frequent applications is in the performance appraisal system (Viswesvaran & Ones, 2000). For individuals, high performance can be experienced as satisfactory, along with feelings of pride and mastery (Sonnentag & Frese, 2002). Individual performance is often recognised by others and leads to financial rewards and other benefits (Sonnentag & Frese, 2002). High performers are also more likely to get promoted and make better progress in their careers in comparison with low performers (Sonnentag & Frese, 2002). Performance information is, therefore, used to monitor and provide employees with feedback on how they are performing in their current position and can also be used to determine rewards (e.g. bonus, salary increase, etc.) (Viswesvaran & Ones, 2000).

Many studies have explored what drives job performance and how different constructs interact with job performance (Hunter, 1983; Schmidt, Hunter, & Outerbridge, 1986; Fogaça, Rego, Melo, Armond, & Coelho Jr, 2018). Two main areas have been investigated in the pursuit of garnering a better understanding of job performance, i.e. organisational- and individual antecedents. Organisational antecedents of job performance include organisational justice, poor workplace conditions, task characteristics, satisfaction and motivation, turnover, organisational environments elements (i.e. culture, HR policies, performance remuneration) and the JD-R model. (Fogaça et al., 2018; Kahya, 2007; Keijsers, Schaufeli, Le Blanc, Zwerts, & Miranda, 1995; Nasurdin & Khuan, 2007; Wright & Cropanzano, 1998). Individual antecedents of job performance include cognitive ability and personality (Motowidlo, 2003).

Many researchers have explored the relationship between job performance and positive personality traits, such as the Big Five taxonomy and the HEXACO model (Barrick & Mount, 1991; Fogaça et al., 2018; Judge, LePine, & Rich, 2006; Rothmann & Coetzer, 2003; Salgado, 1997). An understanding of these two main areas of

antecedents of job performance creates a foundation for this study. It emphasises the complex nature of job performance.

In recent years the field of Industrial Psychology has been urged to explore the relevance of maladaptive personality at work across all jobs (Guenole, 2014), specifically focusing on the narrow aspects of maladaptive personality, such as the Dark Triad (Guenole, 2014). The Dark Triad consists of three constructs: narcissism, Machiavellianism, and psychopathy (Paulhus & Williams, 2002). These constructs have been examined alongside the Big Five and job performance (Paulhus & Williams, 2002; Lee & Ashton, 2005; Jakobwitz & Egan, 2006). Veselka, Schermer, and Vernon (2012) explored whether the Big Five is a complete model of personality and found that it is not the case. Their findings from four behavioural genetic studies suggested that the Dark Triad can contribute to a more comprehensive understanding of personality (Veselka et al., 2012). Other researchers have explored the relationship between job performance and the Dark Triad and found support for this proposition (O'Boyle, Forsyth, Banks, & McDaniel, 2012; Wu & LeBreton, 2011).

Guenole (2014) argues that the field of Industrial Psychology should be focusing on maladaptive personality traits such as the Dark Triad as it could have significant implications for job performance. Most of the research studies between personality and job performance has been conducted with positive personality traits, i.e. the Big Five and HEXACO (Barrick & Mount, 1991; Johnson, Rowatt, & Petrini, 2011; Rothmann & Coetzer, 2003; Salgado, 1997). A recent review of the Dark Triad confirm that it has significant relevance for Industrial Psychologists in the workplace. The review confirmed that there is a relationship between the Dark Triad and task performance, counterproductive work behaviours, organisational citizenship behaviour, job and work attitudes, leadership, creativity and innovation, faking and personnel selection, work groups and teams (LeBreton, Shiverdecker, & Grimaldi, 2018). Which supports Guenole's (2014) argument that Industrial Psychologists should start focusing on the maladaptive side.

A consequence of the focus being on positive personality traits so far means that there is limited information available about how the Dark Triad presents itself in the workplace, let alone how the impact it has on job performance can be managed.

1.3. PURPOSE OF THIS STUDY

The value of this research study is to understand the view of Industrial Psychologists when working with individuals who display traits from the Dark Triad. Currently, most research efforts are focused on the Dark Triad, gathering information about the nature of the Dark Triad, how to measure the Dark Triad, and what the relationship is between the Dark Triad and other variables. Research has already established that there is a relationship between the Dark Triad traits and job performance (O'Boyle et al., 2012; Wu & LeBreton, 2011). However, a gap has been identified within the literature on how the relationship between the Dark Triad and job performance is managed by Industrial Psychologists (Guenole, 2014). Spain, Harms, and LeBreton (2014) also mention in their review, *The dark side of personality at work*, that much is known about the nature of the Dark Triad, but very little has crossed over into the workplace.

Currently, there is no guidance for Industrial Psychologists on how to manage individuals after they have been assessed and identified as displaying traits of the Dark Triad. It is not in the scope of practice for Industrial Psychologists to diagnose individuals as being psychopathic, narcissistic or as Machiavellian. An Industrial Psychologist can only suspect that a person displays traits of the Dark Triad by high scores on certain traits or a display of derailing behaviour. Once an Industrial Psychologist suspects that the individual should be assessed they should refer the individual to a Clinical Psychologist or Psychiatrist for a formal diagnosis.

However, there is an evident lack of focus on what transpires in the workplace once these individuals have been identified and how Industrial Psychologists can guide others to manage those individuals to optimise performance. Therefore, the purpose of this study is to determine the impact of the Dark Triad on the world of work as perceived by Industrial Psychologists. Insights will be gathered from Industrial Psychologists on how to ethically manage these individuals that exhibit the traits of the Dark Triad to optimise job performance.

1.4. RESEARCH INITIATING QUESTIONS

How is the field of Industrial Psychology responding to the effects that the Dark Triad personality has on job performance?

What role do Industrial Psychologists see the Dark Triad traits playing in employee job performance?

How do Industrial Psychologists attempt to manage the effects that the Dark Triad has on job performance?

1.5. RESEARCH OBJECTIVES

The specific objectives of this research study are the following:

To explore how Industrial Psychologists, manage the perceived role of the Dark Triad traits on job performance in the workplace

To make recommendations within the scope of practice of Industrial Psychologists on the management of the Dark Triad with the aim of improving job performance

1.6. RESEARCH METHODOLOGY

Existing studies indicate that it is difficult to determine the prevalence of the Dark Triad (Babiak, Neumann, & Hare, 2010; Campbell, Hoffman, Campbell, & Marchisio, 2011; Neumann & Hare, 2008; Stinson et al., 2008). Given the unknown prevalence, the researcher will be using a qualitative research design. The researcher conducted a two-phase data gathering process. The first phase consisted of semi-structured interviews and member checking, that is, when the researcher returns an interview or analysed data to a participant, also known as participation validation (Birt, Scott, Cavers, Campbell, & Walter, 2016). The second phase involved a focus group with Registered Industrial Psychologists to validate that the findings from the first phase are practical and appropriate. The outcome of the data collection and analysis is a practical guideline for how Industrial Psychologists can help manage the impact that individuals that display traits of the Dark Triad have in their organisation.

1.7. STRUCTURE OF THE RESEARCH STUDY

Chapter 1 contains the introduction to the study, the research initiating question, and the research objectives for this research study.

Chapter 2 presents a preliminary review of the relevant literature, mainly, previous methods that were used to define and measure job performance in general, and antecedents of job performance, more specifically, maladaptive personality and the Dark Triad.

Chapter 3 discusses the research methodology used to determine whether the Dark Triad is significant in the field of Industrial Psychology and how it should be managed.

Chapter 4 discuss the analysis and present the results of the semi-structured interviews and focus group.

Chapter 5 covers a discussion about the practical implications, limitations and future recommendations for the field.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

The previous chapter provided the overview and background of the study. It emphasised the nature of the world of work and the importance of job performance in organisations today.

This chapter will build on the research questions asked in the first chapter by providing an overview of job performance. The focus will be on gaining an understanding of the organisational and individual antecedents that influence job performance. The discussion will then move to a more detailed review of the individual antecedents of job performance, specifically, maladaptive personality. The different frameworks for understanding maladaptive personality will then be reviewed. Findings of the relationship between job performance and maladaptive personality will also be discussed along with the practical implications that have been found thus far.

2.2. JOB PERFORMANCE

During the last decades, the performance dimension has been widely researched with the focus on understanding performance in the workplace. In 2018, Fogaça et al. published an article that contained the summary of studies linked to job performance conducted through a bibliometric review of empirical studies that appeared in the leading journals of management and psychology during 2006-2015. Their findings suggest that job performance lacks a comprehensive theory because most of the studies investigated job performance as a dependent variable (Fogaça et al., 2018). Furthermore, there is a clear trend that majority of studies only focus on quantitative research design in pursuit of evaluating the relationship between an individual's contribution and the achievement of organisational goals (Fogaça et al., 2018). The lack of qualitative research studies leads to the limited exploration of the performance construct (Fogaça et al., 2018). Thus, leaving the conceptualisation of the performance construct stagnant. A review of job performance will follow to gain a more in-depth understanding of the progress that has been made in the field.

Austin and Villanova (1992) conducted a detailed analysis of the historical trends of the performance dimension and its problems from 1917 until 1992, and they coined this the criterion problem. This analysis explained the difficulties involved in the process of conceptualising and measuring performance as a construct because of its multidimensional nature. Early research focused on the role of task performance as the only dimension in the performance domain. Research has evolved and broadened its focus based on the findings of Austin and Villanova (1992) that it is multidimensional (Sonnentag & Frese, 2002). The movement away from task performance as the sole dimension is also a result of the interest in exploring the behavioural side of job performance.

The first workable definition of job performance was proposed by Motowidlo et al. (1997). They defined job performance as the aggregated value to the organisation of the discrete behavioural episodes that an individual performs over a standard interval of time (Motowidlo et al., 1997). Motowidlo (2003) adapted this definition to describe job performance as the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a standard period. The difference between the two definitions is the clarification of what is meant by the aggregated value to the organisation, that is, what the organisation is expected to gain or lose from it.

In the past, the difference between performance, behaviour and results was seldom clarified, and the three constructs were almost deemed to be one united construct. Performance refers to the expected organisational value of what individuals do, whereas results are the consequences of individual behaviour (Fogaça et al., 2018; Motowidlo, 2003). Behaviour refers to what the individual does in the work situation (Fogaça et al., 2018; Motowidlo, 2003). It is now common practice to distinguish between the behavioural aspect and result aspect when researching the concept of performance (Campbell, 1990; Motowidlo, 2003; Sonnentag & Frese, 2002).

There are two main advantages of linking the performance construct with behaviour, rather than with results (Motowidlo, 2003). Firstly, an individual's performance cannot be seen in isolation (Motowidlo, 2003). There are factors outside the individual's

control that can lead to change in the states or conditions of things or individuals that affect the job performance of the individual. For example, the availability of the appropriate resources (e.g. tools and raw materials) will change the probability that an individual will perform behaviours that involve using resources to produce goods and services. Secondly, focusing on performance from a psychological view emphasises that performance is a behavioural phenomenon. Therefore, the most appropriate way of understanding the performance of the individual is to focus on the behaviour of the individual rather than the results of the behaviour (Motowidlo, 2003).

Consequently, the performance of an individual consists of multiple behavioural episodes (Motowidlo, 2003). These behavioural episodes refer to the act of contributing or detracting from the organisation's goals (Motowidlo, 2003). Behavioural episodes can have varied expected values for the organisation, ranging from slight to extreme and positive to negative (Motowidlo, 2003). Therefore, any model or framework that attempts to define job performance must take into account that the organisation should positively or negatively value the behaviours underlying job performance. There are several taxonomies that have attempted to describe the complex dimensions of job performance, namely Campbell's (1990) multifactor model; the distinction between task- and contextual performance (Borman & Motowidlo, 1993); the three-dimensional model (Viswesvaran & Ones, 2000); and the general factor model (Viswesvaran, Schmidt, & Ones, 2005). The most recent taxonomies will be discussed to gather a better understanding of the nature of the job performance construct.

2.2.1. Task Performance and Contextual Performance

Borman and Motowidlo (1993) started from the eight factors of performance that Campbell (1990) created when they began to explore the differences between task performance and contextual performance. Borman and Motowidlo (1993) defined task performance as the effectiveness with which an employee performs any activity that contributes to the organisation's technical core, either through directly implementing it as a part of its technological process or through indirectly providing the organisation's technical core with needed materials or services. Borman and Motowidlo (1993) divided task performance into two components. The first representation of task

performance involves all the activities that directly contribute to the production of the organisation's products, that is, converting raw materials into goods and services (Borman & Motowidlo, 1993). The second representation focuses on the service and maintenance component of the technical core that allows it to operate more effectively and efficiently (Borman & Motowidlo, 1993). Thus far, the definition of task performance as laid out by Borman and Motowidlo (1993) has been used by most researchers as an acceptable representation of the construct (Christian, Garza, & Slaughter, 2011; Rich, Lepine, & Crawford, 2010).

Initial research in the performance domain focused on task performance and contextual performance as being part of one construct (Campbell, 1990; Motowidlo, 2003). Borman and Motowidlo (1993) originally distinguished between task performance and contextual performance as they argued that researchers and practitioners tended to focus only on the part of the performance dimension and paid less attention to the other part. Motowidlo and Van Scotter (1994) and Borman and Motowidlo (1997) later provided more evidence to support the separation of the two. Motowidlo and Van Scotter (1994) found that both task performance and contextual performance contribute independently to overall performance and should, therefore, be seen as two distinct theoretical constructs.

Contextual performance has since evolved, and different constructs have been used to describe it, namely organisational citizenship behaviour (OCB) (Smith, Organ, & Near, 1983), a model of soldier effectiveness (Campbell, 1990), prosocial organisational behaviour (POB) (Brief & Motowidlo, 1986), and organisational spontaneity (George & Brief, 1992). Recently, most research studies refer to contextual performance as OCB. OCB will be discussed in the subsequent section to provide a review of the latest developments in the field.

2.2.2. Organisational Citizenship Behaviour

Early research focused on contextual behaviour and organisational citizenship behaviour as two separate concepts. However, Organ (1997) reviewed the literature and classified them as the same domain and urged the academic community to embrace the more appropriate name, organisational citizenship behaviour. The

definition as laid out by Organ (1997) is still the most widely used definition of OCB (Hafidz, Hoesni, & Fatimah, 2012). OCB is defined as contributions made by individuals to the maintenance and enhancement of the social and psychological context that supports task performance (Organ, 1997). Also, there have been several efforts by researchers to categorise OCB.

In their study, Smit et al. (1983) found that OCBs include at least two distinct dimensions, namely altruism and generalised compliance. In the same year, Bateman and Organ (1983) suggested a measurement of OCB which included items on cooperation, compliance, altruism, housecleaning, punctuality, protecting company property, conscientiously following company rules and dependability. After this, Borman, Motowidlo, Rose, and Hanser (1985) devised a model of three major performance dimensions, namely organisational socialisation, organisational commitment, and morale (Borman et al., 1985).

Brief and Motowidlo (1986) developed a framework of OCB that identifies thirteen specific types of prosocial organisation behaviour, namely assisting colleagues with job-related matters; assisting colleagues with personal matters; showing leniency in personnel decisions; providing services or products to consumers in organisationally consistent ways; helping consumers with personal matters unrelated to organisational services or products; complying with organisational values, policies, and regulations; suggesting procedural, administrative, or organisational improvements; objecting to improper directives, procedures or policies; putting forth extra effort on the job; volunteering for additional assignments; staying with the organisation despite temporary hardships; and representing the organisation favourably to outsiders (Brief & Motowidlo, 1986).

In 1988, Organ suggested five factors of OCB, altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Williams and Anderson (1991) divided OCB into behaviour that serves the organisation (OCB-O) and behaviour that serves the organisation indirectly and a specific individual directly (OCB-I). Podsakoff, MacKenzie, Paine, and Bachrach (2000) identified seven dimensions: civic virtue,

helping behaviour, individual initiative, organisational compliance, organisational loyalty, self-development, and sportsmanship.

In 1992, George and Brief expanded on the original concept of spontaneity from Katz (1964), and called it organisational spontaneity. Organisational spontaneity refers to extra-role behaviours that are performed voluntarily and that contribute to organisational effectiveness (George & Brief, 1992). There are five forms of organisational spontaneity, namely helping co-workers; protecting the organisation; making constructive suggestions; developing oneself, and spreading goodwill (George & Brief, 1992).

In 1997 Borman and Motowidlo proposed a taxonomy that defines the dimensions of contextual performance. In this taxonomy, there are five dimensions, namely persisting with enthusiasm and extra effort as necessary for successful task completion; volunteering to carry out tasks that are not formally part of one's job; helping and cooperating with others; following organisation rules and procedures; and endorsing, supporting, and defending organisational objectives (Borman & Motowidlo, 1997).

In 2000, Viswesvaran and Ones deduced a model of job performance that contains three dimensions, namely task performance, organisational citizenship behaviour, and counterproductive work behaviour. Many researchers have argued that OCB and CWB belong on one continuum, where conforming acts are in the middle, and behaviour that violates norms (i.e. CWB) on one end, and behaviour that surpasses normative expectations (i.e. OCB) are on the other end (Heckert & Heckert, 2002). Findings from a meta-analysis conducted by Dalal (2005) indicate that there is a weak negative relationship between OCB and CWB. Thus, OCB and CWB are outlined as distinct dimensions of performance (Dalal, 2005).

As with OCB, multiple words have been used to describe CWB, for example, workplace deviance, work aggression, deviance, retaliation, revenge, organisational misbehaviour (Robinson & Bennett, 1995; Vardi & Wiener, 1996). This domain of performance has also been interpreted differently by a variety of researchers (Berry,

Ones, & Sackett, 2007; Gruys & Sackett, 2003; Lowman, 1993; Martinko, Gundlach & Douglas, 2002; Robinson & Bennett, 1995; Rotundo & Sackett, 2002; Sackett, 2002; Vardi & Wiener, 1996). The different perspectives will be discussed in the next section.

2.2.3. Counterproductive Work Behaviour

Counterproductive work behaviours (CWBs) are any volitional acts by employees that potentially violate the legitimate interest of, or do harm to, an organisation or its stakeholders (Sackett & DeVore, 2001). The defining aspect of CWBs is the observability of an effect, i.e. harm (Marcus, Taylor, Hastings, Sturm, & Weigelt, 2016). Three models are currently prevalent in the CWB research. Firstly, Robinson and Bennett's (1995) distinction between organisational deviance (OD) and interpersonal deviance (ID). Organisational deviance is deviant behaviour targeted at the organisation (e.g. intentionally working slowly, damaging organisational property, sharing confidential organisational information) (Berry et al., 2007). Interpersonal deviance is deviant behaviour targeted towards individuals (e.g. violence, gossip, theft from co-workers) (Berry et al., 2007). Secondly, the five dimension model from Spector, Penney, Bruursema, & Kessler (2006), namely, production deviance, abuse, theft, sabotage, and withdrawal. Thirdly, the eleven-facet model suggested by Gruys and Sackett (2003) which includes: destruction of property, theft and related behaviour, misuse of time and resources, misuse of information, poor attendance, unsafe behaviour, poor quality work, drug use, alcohol use, inappropriate verbal actions, and inadequate physical actions (Gruys and Sackett, 2003).

Another contribution from Gruys and Sackett (2003) included testing the theory that CWB is a hierarchical model that consists of a single general factor under which there are two more specific factors. The theory was proposed by Sackett and DeVore (2001). It suggested that the two specific factors underlying the general factor are property and production deviance, along with organisational deviance and interpersonal deviance. Gruys and Sackett's (2003) findings alluded to a general factor that consists of two dimensions and that the first of the dimensions reflect an interpersonal versus organisational dimension. This finding is consistent with the typology that Robinson and Bennett (1995) suggested. They also discovered that the second dimension suggests production deviance and task relevance, not property

deviance as previously argued. Task relevance can be described as relevant tasks that are performed within the context of a job (Gruys & Sackett, 2003). Recently, Marcus et al. (2016) conducted a study in which they tested which of these three models best describes CWB. The findings suggested that the best descriptor of CWB was to use both a reflective high-order factor, namely, general factor, along with specific complex combinations of the three different models.

The three-dimension model as laid out by Viswesvaran and Ones (2000), task performance, OCB and CWB have been criticised for reflecting a static view of job performance, in response to this, a new dimension of performance was identified called adaptive performance (Griffin, Neal, & Parker, 2007). Task performance is the effectiveness with which an employee performs any activity that contributes to the organisation's technical core, either through directly implementing it as a part of its technological process or through indirectly providing the organisation's technical core with needed materials or services (Borman & Motowidlo, 1993). OCB is classified as contributions made by individuals to the maintenance and enhancement of the social and psychological context that supports task performance and is distinguishable from CWB (Organ, 1997). CWB is any volitional acts by employees that potentially violate the legitimate interest of, or do harm to, an organisation or its stakeholders (Sackett & DeVore, 2001).

Griffin et al. (2007) suggested adding adaptive performance to the conceptualisation of job performance. Adaptive performance is focused on behaviours that reflect the degree of responsiveness an individual requires to display in their work (Griffin et al., 2007). These behaviours reflect the skill to respond to anticipated or existing change (Shoss, Witt, & Vera, 2012). Adaptive performance refers to the degree of skill with which individuals change how they behave in response to the demands of a new task, event, situation, or environmental constraints (Pulakos, Arad, Donova, & Plamondon, 2000). Pulakos et al. (2000) suggested a taxonomy of adaptive performance that consists of eight categories of behaviour: handling emergencies or crises; handling work stress; solving problems creatively; dealing with uncertain and unpredictable work situations; learning work tasks, technologies, and procedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating

physically oriented adaptability. The relationship between adaptive performance and other performance dimensions are unclear (Motowidlo & Kell, 2012). Some researchers suggest that adaptive performance cannot occur independently of task and contextual performance (Ployhart & Bliese, 2006). While other researchers admit that there is a small overlap, they argue that adaptive performance is a distinct construct from task and contextual performance (Griffin et al., 2007). Given the lack of clarity of where adaptive performance belongs within the job performance domain, this research study will not focus on adaptive performance.

2.2.4. General Factor in Job Performance

Even though the three-dimensional model classifies the constructs as distinct from each other, Viswesvaran et al. (2005) tested a general factor theory of job performance. Viswesvaran et al. (2005) used a database that integrated 90 years of empirical studies reporting intercorrelations among rated job performance dimensions to test the hypothesis of a general factor in job performance. Their findings supported the notion of a general factor in job performance ratings. Moreover, they found that the general factor accounted for 60% of the total variance in job performance ratings. Thus, for this research study job performance will be understood as consisting of one general dimension. Job performance is, therefore, defined as the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a standard period (Motowidlo, 2003).

2.3. ANTECEDENTS OF JOB PERFORMANCE

A considerable number of studies, both theoretical and empirical, have been reported over the years exploring different casual variables for job performance (Breevaart, Bakker, Demerouti, & van den Heuvel, 2015; Hunter, 1983; Johnson et al., 2011; Keijsers et al., 1995; Wright & Cropanzano, 1998; Kahya, 2007; Nasurdin & Khuan, 2007; Schmidt et al., 1986). The nature of these causal variables can either be attributed to individual differences or organisational differences. A brief overview of causal variables of job performance that are based on organisational differences will now be discussed. The purpose of this is to gather a brief understanding of the causal

variables on the organisational level before doing an in-depth review of the literature of causal variables on the individual level.

2.3.1. Organisational Antecedents of Job Performance

Some of the organisational characteristics that have been explored as antecedents of job performance include organisational justice, poor workplace conditions and the Job Demands-Resources (JD-R) model (Breevaart et al., 2015; Keijsers et al., 1995; Wright & Cropanzano, 1998; Kahya, 2007; Nasurdin & Khuan, 2007).

Organisational justice has been established as an antecedent of job performance. (Nasurdin & Khuan, 2007). More specifically, distributive justice has been found to have a significant positive relationship with task performance, and procedural justice to have a significant positive relationship with contextual performance (Nasurdin & Khuan, 2007). Findings support that poor workplace conditions, such as physical effort required, environmental conditions, and hazards, are antecedents of job performance (Kahya, 2007). Job resources and job demands from the JD-R model have also received some attention as potential antecedents of job performance (Wright & Cropanzano, 1998). Existing research findings do not suggest conclusive relationships, as some researchers found positive relationships, while others found negative or no relationships (Bakker, Demerouti, & Verbeke, 2004; Bakker, Van Emmerik, & Van Riet, 2008; Keijsers et al., 1995).

2.3.2. Individual Antecedents of Job Performance

Over the past 30 years, there have been multiple empirical reports published on the causal models of performance, ranging from cognitive ability to personality variables (Motowidlo, 2003). Hunter (1983) reported one of the first causal models on job performance and Borman, White, Pulakos, and Oppler (1991) contributed to it, while Campbell, Gasser, and Oswald (1996) validated the findings. They presented a causal model that contained three direct determinants of job performance, namely declarative knowledge, procedural knowledge and skill, and motivation (Campbell et al., 1996). They classified declarative knowledge as principles, procedures and the knowledge of facts (Campbell et al., 1996). Procedural knowledge and skill were labelled as the skills

involved in the doing action, that is, delivering on the knowledge of what to do and then the ability to do it. (Campbell et al., 1996). Motivation was defined as the combination of three choices, namely to use effort, how much effort to use, and how long to continue the effort (Campbell et al., 1996). In their model, they assumed that individual differences in personality, cognitive ability, and interests combine and interact with education, training, and experience to shape declarative knowledge, procedural knowledge and skill and motivation (Campbell et al., 1996). Therefore, concluding that performance is only indirectly affected by cognitive ability and personality; and mediated by motivation, knowledge and skill (Campbell et al., 1996).

Motowidlo et al. (1997) presented a theory similar to Campbell et al.'s (1996) theory. Their theory stipulated that cognitive ability is a more significant predictor of task performance and personality is a more significant predictor of contextual performance. (Motowidlo et al., 1997). This was supported by a study conducted by Borman, Penner, Allen, and Motowidlo (2001). They found evidence that conscientiousness and dependability correlate more highly with contextual performance than task performance (Borman et al., 2001). Schmidt and Hunter (1998) suggested that this is because more intelligent people learn job knowledge faster and more in-depth, and that is the reason for the relationship between cognitive ability and job performance.

Based on the above mentioned, Motowidlo (2001) proposed four causal mechanisms of job performance. The first is the capacity to learn, and it is a causal mechanism for the effects of cognitive ability (Motowidlo, 2001). The second are opportunities for learning, the casual mechanism for the effects of experience (Motowidlo, 2001). The third is the motivation to learn, the casual mechanism for the effects of conscientiousness (Motowidlo, 2001). Motowidlo (2001) specifies that these three causal mechanisms, experience, ability and conscientiousness are related to the acquisition and retention of knowledge and skill. The fourth causal mechanism implies that different personality characteristics influence various domains of job performance through the influence of multiple domains of knowledge and skills (Motowidlo, 2001). This causal mechanism assumes that people that are high on a specific personality trait will be most effective to respond to a situation where high levels of that particular personality trait are required (Motowidlo, 2001). Thus, knowledge attained through

dispositional fit is suggested as the fourth mechanism, which includes three components (Motowidlo, 2001). Many research findings have supported the reasoning that personality has a causal relationship with job performance (Barrick & Mount, 1991; Johnson et al., 2011; Rothmann & Coetzer, 2003; Salgado, 1997). Therefore, for this research study, the focus will remain on the fourth causal mechanism that Motowidlo (2001) suggested, personality.

2.3.2.1. Big Five

Most studies examining personality have focused on utilising the Big Five model of personality (Barrick & Mount, 1991; Rothmann & Coetzer, 2003; Salgado, 1997). Barrick and Mount (1991) found evidence that conscientiousness showed consistent relationships with all job performance criteria (job proficiency, training proficiency, and personnel data). Furthermore, their results indicated that Extraversion, Emotional stability, Agreeableness and Openness to Experience were valid predictors of some occupations and some performance criterion types (Barrick & Mount, 1991). Salgado (1997) tested the relationship of personality and job performance in a European sample and reported findings that conscientiousness is a valid predictor across job criteria and occupational groups. In addition to Conscientiousness, Salgado (1997) found that Emotional stability was also found to be an accurate predictor across job criteria and occupational groups. Extraversion, openness to experience and agreeableness were found to be valid predictors for some criteria and some occupational groups (Salgado, 1997). A South African study conducted on the Big Five personality dimensions and job performance also provided support for casual relationships (Rothmann & Coetzer, 2003). More specifically, their findings indicated that emotional stability, extraversion, openness to experience and agreeableness are related to task performance and creativity (Rothmann & Coetzer, 2003). They also reported that Emotional stability, Openness to Experience and Agreeableness, explained 28% of the variance in participants' management performance (Rothmann & Coetzer, 2003).

2.3.2.2. HEXACO

Research findings have also been reported about the HEXACO model of personality and job performance (Johnson et al., 2011). The HEXACO model includes the Big Five dimensions of personality along with the honesty-humility dimensions (Johnson et al., 2011). Research findings support the relationship between the HEXACO model and job performance (Johnson et al., 2011; Lee, Berry, & Gonzalez-Mulé, 2019). According to Johnson et al., (2011), the honesty-humility dimension was found to correlate positively with supervisor ratings of overall job performance. It was also found to be a unique predictor of performance over and above the five other main factors (emotionality, extraversion, agreeableness, conscientiousness, and openness to experience). It is clear from the findings discussed above that the relationship between personality, specifically positive aspects of personality and job performance, have been thoroughly investigated.

In the workplace, Industrial Psychologists have also adopted the use of the Big Five or HEXACO as a framework to understand and manage the workforce (Guenole, 2014). Some research studies have started exploring the relationship between these positive personality frameworks and maladaptive personality (Paulhus & Williams, 2002; Lee & Ashton, 2005; Jakobwitz & Egan, 2006). Amongst these studies are investigations about the relationship between the Big Five model of personality and HEXACO with the Dark Triad model (Lee & Ashton, 2005; Lee et al., 2013; Jakobwitz & Egan, 2006; Paulhus & Williams, 2002).

2.3.2.3. Big Five, HEXACO and the Dark Triad

Paulhus and Williams (2002) reported findings on the Big Five and the Dark Triad that indicated that narcissism is positively related to extraversion and openness, and negatively related to agreeableness. They also reported that Machiavellianism was found to negatively relate to agreeableness and conscientiousness (Paulhus & Williams, 2002). Psychopathy was found to have a negative relationship with all five factors (Paulhus & Williams, 2002). Similar findings were reported by Lee and Ashton (2005). In contrast, Jakobwitz and Egan (2006) reported no significant relationship between the Dark Triad and openness and extraversion. As previously mentioned,

Veselka et al. (2012) summarised the findings between the Big Five model and the Dark Triad by indicating that the Big Five model is not exhaustive and that the Dark Triad can contribute to a more comprehensive understanding of personality in the workplace. Furthermore, findings between the Dark Triad and the HEXACO model suggest that there is a common variance shared by the Dark Triad and low honesty-humility dimension (Lee et al., 2013). Machiavellianism has also been reported to overlap with low agreeableness and low extraversion, narcissism with high extraversion, and psychopathy with low conscientiousness and low emotionality (Lee et al., 2013).

Although some research has been conducted about positive personality and maladaptive personality, limited focus has been given to maladaptive personality in the workplace (Guenole, 2014). Regarding this, Guenole (2014) urges Industrial Psychologists to explore the relevance of maladaptive personality at work across all jobs. He argues that the rationale is not to screen for personality disorders, but to consider maladaptive personality traits with implications for job performance.

Moreover, Industrial Psychologists have been pursuing research into maladaptive personality in isolation, without consideration of the broader environment in which their research is being conducted. Guenole (2014) also states that Industrial Psychologists cannot ignore the developments taking place in clinical psychology; it is an unnecessary separation. Hence, Guenole (2014) proposes that Industrial Psychologists make use of the new maladaptive trait model published in DSM 5.

2.3.2.4. DSM 5

The model published by the DSM 5 is moving away from using categorical descriptions when assessing personality disorders and instead of recognising the different levels of symptom frequency and intensity (Dilchert, Ones, & Krueger, 2014). Research suggests that maladaptive traits reflect extremes of normal-range personality constructs (Dilchert et al., 2014). This is based on the notion that personality constructs range between maladaptive positive and negative extremes, with the middle range representing normal/typical traits (Dilchert et al., 2014).

The new trait model in DSM 5 is seen as the maladaptive equivalent of the Big Five (Krueger, Derringer, Markon, Watson, & Skodol, 2012). The trait model delineates five broad domains of maladaptive personality, namely: negative affect, detachment, antagonism, disinhibition, and psychoticism (Krueger et al., 2012). These five domains consist of 25 traits (e.g. hostility, suspiciousness, impulsivity, and eccentricity) that are distinct from a conceptual and empirical perspective (Krueger et al., 2012). This new trait model is suggested to be used as to describe a commonality between the DSM-IV personality disorders and those outside the DSM-IV (e.g. Machiavellianism) in terms of the combinations of the new DSM-5 traits (Spain et al., 2014). For example, describing Machiavellians as very disagreeable with low conscientiousness, and strong deceitfulness and manipulateness (Spain et al., 2014). A description of each of the five dimensions will now be discussed.

Negative affect refers to a person who experiences a wide range of negative emotions (e.g. anxiety, depression, etc.) and the behavioural and interpersonal manifestations of those experiences (Guenole, 2014). Detachment indicates the withdrawal from other people that can range from people that the individual is more intimate with and people that the individual is not familiar with at all (Krueger et al., 2012). Antagonism refers to individuals that display diverse manifestations of dislike towards others, along with a corresponding exaggerated sense of self-importance (Krueger et al., 2012). Disinhibition refers to individuals who display diverse manifestations of being present (vs future- or past-) oriented, these individuals show lack of restraint, irresponsibility, impulsivity, and distractibility (Krueger et al., 2012). Psychoticism indicate those individuals that exhibit a range of odd or unusual behaviours and cognitions (Krueger et al., 2012). Findings suggest that four of the five in the maladaptive trait model are regarded as variations of the Big Five (Widiger & Simonsen, 2005). The four Big Five traits are Neuroticism, Extraversion, Agreeableness, and Conscientiousness (Widiger & Simonsen, 2005). The corresponding maladaptive variants of these are, as in the order above, Negative Emotionality, Detachment, Antagonism, and Disinhibition (Widiger & Simonsen, 2005).

2.3.2.5. Maladaptive Personality

The latest research on maladaptive or dark personality traits has focused either on the Dark Triad (Machiavellianism, narcissism, and psychopathy) or on models based on DSM-IV Axis II PDs (Hogan & Hogan, 1989; Paulhus & Williams, 2002). The Dark Triad is focused on pathologies characterised by motives to elevate the self and harm others, while the models based on DSM-IV Axis II PDs approached the dark side as negative characteristics that emerge when individuals let their guard down (Spain et al., 2014). The latter of the two is focused on attaining a subclinical version of the DSM-IV Axis II PDs, often through using the Hogan Development Survey (HDS) as measurement tool (Spain et al., 2014). The HDS assesses 11 sub-clinical traits, also referred to as derailment themes that include: excitable, skeptical, reserved, cautious, bold, leisurely, mischievous, imaginative, colourful, dutiful and diligent (Hogan & Hogan, 1989).

The HDS traits can be problematic in some situations and settings but are not displayed consistently on a day-to-day basis (Hogan & Hogan, 1989; Wu & LeBreton, 2011). The reason for this is that the nature of the model is based on waiting for individuals to let their guard down and display their negative characteristics (Spain et al., 2014). The nature of the HDS lends itself to inconsistent displays of these traits and the possibility that they may occur less frequently. While the Dark Triad is based on pathology that suggests a more consistent presence of the traits (Spain et al., 2014).

2.3.2.6. Conclusion

Along with Guenole (2014), Wu and LeBreton (2011) argue that there is a distinct gap concerning research into the narrow aspects of maladaptive personality at work. Spain et al. (2014) emphasise that comprehensive research has been conducted on the nature of the traits included in the Dark Triad but very little has been done in investigating these traits in the workplace. Recent studies have indicated that there is a good reason for expecting the narrow aspects of the trait model to be relevant in the workplace. A meta-analysis conducted by O'Boyle et al. (2012) considered articles on the Dark Triad and relationships they have with other constructs, published between

1951 and 2011, which included 245 independent samples ($n = 43,907$). Their results indicated a relationship between all three components of the Dark Triad and counterproductivity (O'Boyle et al., 2012). Findings also supported a relationship between job performance and Machiavellianism, and job performance and psychoticism (O'Boyle et al., 2012). Similarly, Paulhus and Williams (2002) found that the three traits in the Dark Triad are related positively to one another, but that they are sufficiently distinctive to be classified as three separate constructs.

Therefore, for this research study, the focus will be on contributing to the gap identified by Guenole (2014), and Wu and LeBreton (2011), by focusing on the impact of the Dark Triad on Job Performance in the workplace. The outcome of this research study is a guideline that contains practical actions on how an Industrial Psychologist can help manage the impact that people that display traits of the Dark Triad have on performance. A detailed review of the literature on the Dark Triad will follow to gain an understanding of what it is and how it could impact the workplace.

2.4. THE DARK TRIAD

In the previous section, an understanding was developed about the relevance of the Dark Triad in job performance. This section will now review the literature on the Dark Triad to gain a better understanding of what the Dark Triad looks like in the organisation. As previously mentioned, the Dark Triad consists of three traits, namely Machiavellianism, narcissism, and psychopathy. Machiavellians are individuals that have beliefs about the gullibility of others and use their lack of concern for the rights of others to participate in manipulative behaviours (O'Boyle et al., 2012). Narcissists are individuals that have an inflated view of self along with delusions of grandeur, this leads to the desire to self-promote and engage in attention-seeking behaviours (O'Boyle et al., 2012). Individuals that are high in psychopathy have a general disregard for societal norms, which leads to various forms of antisocial behaviour (O'Boyle et al., 2012). Each of the three will now be discussed in more detail.

2.4.1. Machiavellianism

The concept of Machiavellianism was initially developed by Christie and Geis (1970) and based on the philosophy and writings of Niccolò Machiavelli. Niccolò Machiavelli lived from 1469 until 1527 and was a Florentine diplomat that observed the success and failures of leaders in the courts of Europe (Wilson, Near, & Miller, 1996). He wrote the book *The Prince* in 1513 (Machiavelli & Donno, 1981) that focuses on how to acquire and maintain power, based on expediency, without the conventional values of trust, honour and decency. A primary theme of the book was the degree to which people can be manipulated, along with identifying different tactics to identify those who can influence and those who are influenced (Kessler et al., 2010). Christie and Geis (1970) were the first psychologists to study Machiavellianism as a component of human behaviour. They conducted their research on leaders of political and religious extremist groups, with the focus being on how the leaders manipulated their followers. They created a questionnaire based on the philosophy of Niccolò Machiavelli. They used this to distinguish between high scorers and low scorers on the test. Their research findings supported that individuals would also behave in this manner in their personal lives if they agreed with the statements (Christie & Geis, 1970).

Christie (1970) extracted three characteristics from Machiavelli's writing. Firstly, they expect that people are only invested in their self-interest and have a cynical view of other people and the world (Christie, 1970). Secondly, they influence others and secure desired outcomes by willingly using manipulative tactics (Christie, 1970). Lastly, they are willing to let go of ethical standards when it provides an advantage over others (Christie, 1970). This willingness to let go includes the choice to behave unethically but does not refer to a propensity to always do so (Christie, 1970).

Four characteristics that are portrayed by successful manipulators were proposed by Christie and Geis (1970), that is, lack of interpersonal affect in interpersonal relationships, lack of concern with conventional morality, lack of gross psychopathology, and low ideological commitment. They found the successful manipulator to be an individual who is devoid of affective attachments to others, with normal reality contact, who would be both willing and able to manipulate others (Christie & Geis, 1970). Wilson et al. (1996) defined Machiavellianism as a strategy of

social conduct that involves manipulating others for personal gain, often against the other's self-interest. They also regarded Machiavellianism as a quantitative trait and that all individuals are capable of manipulative behaviour to some degree, but some individuals are more willing and able than others.

A similar definition was outlined by Jakobwitz and Egan (2006) that define Machiavellianism as interpersonal strategies that advocate self-interest, deception and manipulation. Dahling, Whitaker, and Levy (2009) developed and validated a scale to test Machiavellianism. The measurement was based on four dimensions of Machiavellianism: an active distrust of others, a willingness to engage in amoral manipulation, a desire for control over others in interpersonal situations, and a desire to accumulate a status for oneself (Dahling et al., 2009).

O'Boyle et al. (2012) emphasised three sets of interrelated values that underlie the Machiavellian personality, that is; the belief in the effectiveness of manipulative tactics in dealing with other people; a cynical view of human nature, and a moral outlook that views expediency above principle. Research indicates that the motivation behind how Machiavellians behave is to secure extrinsic achievements, rewards, status, and power over others (Dahling et al., 2009).

Other characteristics that have been used to describe Machiavellians include cold, cynical, pragmatic, immoral thinking; long-term strategic planning; agentic motivation (e.g. power and money); along with deceit and exploitation (Christie & Geis, 1970). Also, Machiavellians can also be described as cunning impression-managers, self-beneficial, low in pro-social orientation, less intrinsically motivated at work, and power-oriented, thus making them socially undesirable to work with in the workplace. Although they can also be judged in a favourable light and be preferred as leaders (Rauthmann & Kolar, 2013; Wilson et al., 1996).

2.4.1.1. Machiavellianism and Work Behaviour

Kessler et al. (2010) state that it is essential to consider Machiavellianism in the organisational context as individuals are likely to behave and think differently in comparison to how they do in their personal lives. They defined Machiavellianism as

“the belief in the use of manipulation, as a necessity, to achieve one’s desired ends in the context of the work environment” (p. 1871). They describe these individuals as comfortable with exploiting others (Kessler et al., 2010). Individuals that are high in Machiavellianism are likely to use deceitful strategies when they stand to benefit from them (Kessler et al., 2010). Machiavellians will display any behaviour, e.g. respectful, vindictive, accommodating, nasty, etc., but only if it is in their best interest to be so (Kessler et al., 2010).

Some researchers have found positive and negative relations between Machiavellianism and work behaviour (Austin, Farrelly, Black, & Moore, 2007; Hurley, 2005; Kessler et al., 2010; O’Boyle et al., 2012). Hurley (2005) reports Machiavellianism to have a positive relationship with work behaviour, in that, Machiavellians can be social chameleons. Machiavellians can take on the attitude and behaviours of those around them, while also subtly manipulating them to get to their desired outcome (Hurley, 2005). O’Boyle et al. (2012) confirm that this could have many positive impacts on the workplace, for example, establishing robust networks, extracting desired outcomes from clients, and gaining the trust and respect of colleagues. Machiavellians will also engage in the public display of altruistic behaviour that is considered as OCBs to gain the favour of others and to portray themselves in the best possible way (Kessler et al., 2010). The benefit of being able to take on the behaviours and attitudes of others and to manipulate them subtly is counterbalanced by the significant risk of regularly disrupting exchange relationships through interpersonal manipulation (O’Boyle et al., 2012).

Austin et al. (2007) emphasised that willingness to manipulate does not necessarily mean that one can successfully manipulate. Therefore, colleagues are likely to recognise when someone is trying to manipulate them if the individual does not have the skill to manipulate successfully. The lack of this skill is likely to weaken relationships and have a negative impact on performance. Machiavellians’ tendencies to violate principles of social exchange are also likely to weaken their connections with their colleagues (O’Boyle et al., 2012). Dahling, Kuyumcu, and Librizzi (2012) suggest that Machiavellian employees detract from social relationships in many ways. They lack the willingness to share information or resources and seek to maintain strategic

power as boundary spanners between groups (Dahling et al., 2012). Machiavellian employees are also prone to break the trust shown to them by others which creates unstable exchange relationships with others (Dahling et al., 2012).

Research also indicates that Machiavellian employees are more readily willing to steal, even within trusting relationships (Dahling et al., 2012). Geis and Moon (1981) suggested that lying is another unethical tactic used by Machiavellian employees. Machiavellian employees will take advantage of ambiguity in ethical guidelines to deceive others (Dahling et al., 2012). Research findings indicate that Machiavellians are most likely to lie in situations where they stand to benefit, and not for reasons of altruism or social acceptance (McLeod & Genereux, 2008). When it comes to obeying or conforming to organisation rules that are designed to promote fairness and ethical behaviour, Machiavellians show little interest (Dahling et al., 2012).

The findings of O'Boyle et al. (2012) suggest that Machiavellianism is negatively related to job performance. The rationale being that Machiavellians have the tendency to violate principles of social exchange with others, and the weakened desire of Machiavellians to abide by normative requirements of fair social exchange.

2.4.1.2. Managing Machiavellianism in the Workplace

Dahling et al. (2012) suggest that the best way to manage Machiavellians is to prevent the expression of Machiavellian unethical behaviour from taking place. Individual rewards systems can be one tool in helping such prevention if carefully constructed to encourage adherence to rules, ethical conduct, and helpful behaviours (Dahling et al., 2012). Furthermore, it is advised to provide structured contexts that have some form of monitoring, as previous research indicates that Machiavellians thrive in unstructured contexts that offer the opportunity to engage in unethical behaviour (Dahling et al., 2012). Lastly, several measures have been successful in identifying high Machiavellian individuals and low Machiavellian individuals. The usage of these measures may assist with prevention when used in the hiring process (Dahling et al., 2012).

According to Belschak, Den Hartog, and Kalshoven (2015), high Machiavellian need to be appropriately managed as they respond differently to leaders than low Machiavellian and whether they are considered to be a resource or a liability is dependent on their leaders' behaviours. Research suggests that leaders should use a transformational leadership style towards high Machiavellian employees (Belschak et al., 2015). It is also recommended that leaders monitor the behaviour of their Machiavellian employees closely (Belschak et al., 2015). Research indicates that it is the increased autonomy that transformational leaders offer that Machiavellian employees respond positively to (Belschak et al., 2015). Therefore, Belschak et al. (2015) caution leaders to avoid obstructing the autonomy of the Machiavellian employees through their process of monitoring. It is also suggested that leaders clarify the specific goals that Machiavellian employees are responsible for and that this will formulate part of their performance evaluation in the future (Belschak et al., 2015).

In this section, an understanding has been gathered about how individuals that display traits of Machiavellianism behave in the workplace, the expected impact that it has on job performance and current knowledge about how this type of behaviour can be managed. The second trait of the Dark Triad, psychopathy, will now be discussed.

2.4.2. Psychopathy

Individuals that are high in psychopathy exhibit high impulsivity and thrill-seeking behaviours paired with low empathy, low anxiety, and lack of guilt or remorse (Hare 1985; Rauthmann & Kolar, 2013). They are also characterised by anti-social behaviour; manipulation, specifically interpersonal manipulation; and serial lying (Hare 1985; Rauthmann & Kolar, 2013).

There are two popular models that attempt to conceptualise the multidimensionality of psychopathy, namely Cooke and Michie's (2001) three-factor model and Karpman's (1941, 1948) two-dimensional model. The three-factor model argues that psychopathy is comprised of 1) a deceitful and arrogant interpersonal style; 2) a deficient affective experience, and 3) an irresponsible and impulsive behavioural style. In accordance with the first factor, individuals that are high in psychopathy harbour the belief that they are superior to others and they continuously engage in self-promoting behaviours

(LeBreton, Binning, & Adorno, 2006). Along with the belief of superiority, they are egocentric and put their interests before those of others (Wu & LeBreton, 2011). Individuals high in psychopathy often believe that they do not have to abide by the rules and that they deserve special treatment (LeBreton et al., 2006).

Furthermore, they are often critical of people that they deem to pose a threat to them (LeBreton et al., 2006). The second characteristic in Cooke and Michie's (2001) conceptualisation is the psychopath's unique experience of affect. Some researchers use the lack of affect as the identifying factor to determine whether someone is a psychopath or not (Hare, 1999). Along with the lack of affect, psychopaths experience anxiety and fear to a lesser extent than others (Hare, 1999). Psychopaths tend to be malicious towards others; they are not likely to experience embarrassment and tend to be extremely dishonest and manipulative (Hare, 1999). The last factor in the model focuses on the impulsivity and irresponsibility of psychopaths. They are ego-driven and often struggle to maintain long-term relationships, irrespective of the nature of the relationship (e.g. romantic, platonic, and work-related) (Hare, 1999; Wu & LeBreton, 2011). Individuals high in psychopathy seek immediate gratification of their needs (Hare, 1999).

The two-dimensional conceptualisation of psychopathy consists of primary psychopathy and secondary psychopathy. Primary psychopathy is related to interpersonally-oriented behaviours. It includes traits such as selfishness, callousness, lack of interpersonal affect, superficial charm and remorselessness (Hare, 1999; Jakobwitz & Egan, 2006) while secondary psychopathy focuses on anti-social lifestyle and behaviours (Hare, 1999). Wu and LeBreton (2011) deduced that primary psychopathy coincides with the first and second characteristics of psychopathy as outlined by Cooke and Michie (2001) (i.e. manipulative, dishonesty, arrogance, and lack of affect). Furthermore, secondary psychopathy coincides with the third characteristic (i.e. impulsivity and irresponsibility) (Wu & LeBreton, 2011).

Researchers have suggested that the main difference between primary and secondary psychopathy is anxiety (McHoskey, Worzel, & Szyarto, 1998). Primary psychopaths have reported little to no anxiety, and secondary psychopaths report the experience

of anxiety (McHoskey et al., 1998). Psychopathy can also be tested as an extreme variant of common dimensions of personality, more specifically, psychopathy appears as exceptionally low scores on conscientiousness and agreeableness in the Big Five Taxonomy (Miller, Lynam, Widiger, & Leukefeld, 2001).

2.4.2.1. Psychopathy and Work Behaviour

The term organisational psychopath and corporate psychopath are used interchangeably throughout literature, although the latter has become the most commonly adopted term to describe the people who display these traits (Boddy, 2015). According to Coid, Yang, Ulrich, Roberts, and Hare (2009), in Great Britain, corporate psychopaths are approximately 1% segment of the population who work for organisations. Babiak et al. (2010) suggest that there could be as many as three million employees and employers in the workforce that could be classified as expressing psychopathy. Their study was conducted in the United States with employees that were sent to participate in management development programmes by their companies (Babiak et al., 2010). Their findings indicated that the prevalence of psychopathic traits was higher than those found in community samples (Babiak et al., 2010). Findings have also suggested that an estimate of 3.5% of top executives earn high scores on standard measures of psychopathy (Babiak & Hare, 2006).

Corporate psychopaths are more prone to making unethical decisions (Marshall, Ashleigh, Baden, Ojiako, & Guidi, 2015). Their lack of remorse, guilt and shame mean that they are capable of making decisions that will put others' lives at risk in situations where other managers would have made a different decision (Boddy, 2015). It has been suggested that this is one of the most significant threats to business ethics across the world (Marshall et al., 2015). As with Machiavellianism, it has been found that some individuals who are psychopathic in their personal orientation prosper in business and corporate settings (O'Boyle et al., 2012).

Boddy (2015) reports that corporate psychopaths look and dress the same as any other business people. During recruitment interviews, they can be fun and persuasive, and their charm gives others confidence in them (Boddy, 2015). This confidence and their ability to lie indicates that corporate psychopaths can easily enter organisations,

and they also do well in organisations (Boddy, 2015; Kirkman, 2005). Boddy (2006) suggested that psychopaths are aware of humans desire to be liked and approved of in order to gain social advantages and psychopaths leverage this desire by presenting themselves as people that can help others. This puts them in an ideal position to use other people and conceal their true motive of getting to the top (Boddy, 2015).

Work settings that are more likely to be suitable for psychopaths are settings where they are given the opportunity to display a rational, emotionless behavioural style; consistent focus on achievement, even if that achievement comes at the cost of harming others; willingness to take risks; and the social skills of the charismatic (O'Boyle et al., 2012). In some cases, the qualities of the psychopathic individual may be consistent with the organisation's mission and vision (O'Boyle et al., 2012). Once a corporate psychopath starts advancing and gaining more power in an organisation, two factions develop (Babiak & Hare, 2006). The first faction refers to the supporters and patrons of the psychopath (Babiak & Hare, 2006). The second faction refers to those who have been used and abused by the psychopath or those who have realised that the organisation is in danger (Babiak & Hare, 2006). A confrontation usually results from faction two, where the result is ultimately removal of the faction while the psychopaths continue to ascend to power (Babiak & Hare, 2006).

Psychopathy has also been positively associated with in-house ratings of charisma/presentation style (Babiak et al., 2010; Boddy, 2015). This suggests that psychopaths can be creative, think strategically and have excellent communication skills (Babiak et al., 2010). As mentioned earlier, the inconsistencies that psychopaths display concerning basic principles of social exchange are likely to have a significant impact on their work relationships (O'Boyle et al., 2012). This impact is expected to affect both those they work with closely and those that they are expected to serve (O'Boyle et al., 2012). They are also likely to engage in interpersonal CWB, for example, bullying because of their lack of care for the rights of others (O'Boyle et al., 2012). Psychopaths are expected to display a lack of respect for the rights of others in the workplace, along with a lack of diligence and disdain for deadlines and responsibilities (O'Boyle et al., 2012). Findings indicate a negative relationship between psychopathy and ratings of performance and responsibility (Babiak et al.,

2010). This means that psychopaths fail to act as team players, they have poor management skills, and they have poor performance appraisals (Babiak et al., 2010). Babiak et al. (2010) suggest that interpersonal skills, communication and persuasion overrides their poor performance appraisals leading them to advance in their careers (Babiak et al., 2010).

Psychopathy is the most closely associated with violent, dangerous and aggressive CWBs of all three components of the Dark Triad (Hare & Neumann, 2009). O'Boyle et al. (2012) found a negative relationship between psychopathy and job performance. They indicated the following characteristics of psychopaths in the workplace, namely erratic behaviour and failure to empathise with others; they find little value in indirect rewards, for example, social regard and acceptance by colleagues; they are unconcerned with meeting social obligations and compliance with the norm of reciprocity; their low affectivity is likely to indicate that they have a low sense of loyalty towards their employer; they are less likely to maintain production standards, meet job requirements; and less likely to be concerned when given negative feedback about their shortcomings. Furthermore, findings indicated a positive relationship with CWB (O'Boyle et al., 2012). This may suggest that their impulsive destructiveness and decreased inhibitions lead to the increased likelihood of incidence of thefts and sabotage (O'Boyle et al., 2012).

2.4.2.2. Managing Psychopathy in the Workplace

Clarke (2005) suggested that employees should exit the organisation as quickly as possible once they came across a corporate psychopath in their organisation. This advice stems from the concern that once an employee tries to reveal the corporate psychopath, the employee would have already lost credibility within the organisation, and no one will believe them (Clarke, 2005). Unfortunately, testing for psychopathy in the workplace requires a trained psychologist and cannot be applied in recruitment and employee assessments (Langbert, 2010).

Other assessments that can be considered, for example, integrity tests and biodata are unlikely to indicate psychopathy, because psychopaths are naturals at lying (Langbert, 2010). Strategies that can be considered during the interviewing process is

to search for contradictions in the applicant's or employee's narrative. Langbert (2010) suggests that it is critical to check the resumes for factual evidence by calling previous employers. Babiak and Hare (2006) also propose that multiple interviewers should be involved in the interview, and each should separately ask the interviewee to describe their response to a past problem. After the interview, the interviewers should compare responses and review them for inconsistency. Other suggestions from Langbert (2010) include monitoring systems, tip lines, discussion of teamwork and integrity, open-door policies and training. Training would consist of educating employees on the traits and characteristics of psychopaths (Langbert, 2010). Langbert (2010) mentions one drawback of the suggested recommendations, which is that the suggestions have not been scientifically validated.

In this section, an understanding was developed about how individuals that display traits of psychopathy behave in the workplace, the expected impact that their behaviour has on job performance, and what existing literature recommends for managing individuals that exhibit this behaviour. The third trait of the Dark Triad, narcissism, will now be discussed.

2.4.3. Narcissism

The term "narcissism" was first coined by Havelock Ellis in 1898, and it was derived from the Greek myth of Narcissus. The myth was about a young man that was destined to fall in love with the perfection of his reflection (Rosenthal & Pittinsky, 2006). Ellis (1898) coined the term to describe a clinical condition of perverse self-love. Many years later, Freud (1950) suggested that there is a specific narcissistic personality type that is characterised by outwardly unflappable strength, confidence, and sometimes arrogance (Greenhalgh & Gilkey, 1997). More recently, narcissism has been defined in terms of personality characteristics used to describe individuals ranging from those who can function normally in society and those individuals who are clinically impaired by their grandiose perception of themselves and their willingness to exploit others (Greenhalgh & Gilkey, 1997).

Individuals that are high in narcissism are likely to possess feelings of dominance, entitlement, exploitation, as well as exhibitionism (Raskin & Terry, 1988). Narcissists

are focused on self-enhancement, which involves convincing oneself, as well as others, that one is worthwhile, attractive, competent, lovable, and moral (Wu & LeBreton, 2011). Another characteristic of narcissists is that they attribute success to themselves even if they were not responsible for the success (Rhodewalt & Morf, 1998). Narcissists usually struggle with interpersonal relationships with others, and they are rarely able to maintain them (Wu & LeBreton, 2011). Morf and Rhodewalt (2001) found that individuals high in narcissism do not trust, do not care for, and at times may even feel disdain towards others. Individuals that are high in narcissism value individuals for what they can offer in terms of affirming their self-image and narcissistic self-views (Morf & Rhodewalt, 2001). Although being self-centred, overly sensitive to feedback, self-aggrandising and self-absorbed, people are attracted to narcissists but grow weary of their constant demands for admiration and attention (Morf & Rhodewalt, 2001).

2.4.3.1. Narcissism and Work Behaviour

The classical narcissist in the workplace is described as someone who is “(over)confident, extraverted, high in self-esteem, dominant, attention-seeking, interpersonally skilled and charming, but also unwilling to take criticism, aggressive, high in psychological entitlement, lacking true empathy, interpersonally exploitative and grandiose or even haughty” (Campbell et al., 2011, p. 270). Campbell et al. (2011) describe narcissism as three components: the self, interpersonal relationships and self-regulatory strategies. The self is distinguished by positivity, uniqueness, vanity, a sense of entitlement and a desire for power and esteem (Campbell et al., 2011). The interpersonal relationships are shallow relationships that range from exciting and engaging to manipulative and exploitative, characterised by low levels of empathy and emotional intimacy (Campbell et al., 2011). The self-regulatory strategies focus on strategies that serve to maintain inflated self-views (Campbell et al., 2011).

Narcissists have frequently been found in top management positions, which is not unexpected, given their need for power, prestige, glamour; their ability to manipulate others; their sense of drama; and their ability to establish superficial relationships quickly (Kets de Vries & Miller, 1984). It is natural to assume that they will eventually seek out leadership positions (Kets de Vries & Miller, 1984). O’Boyle et al. (2012)

suggest that the delusions of grandeur, elitism, hyper competitiveness, and feelings of superiority of narcissists could lead to both formal and informal corrective actions, for example, low-performance ratings, beings passed over for promotion, ostracism, and interpersonal deviance targeted at the narcissists.

From all three components of the Dark Triad, narcissism is the component that there is most uncertainty about, because of the limited researched that has been conducted in the organisational context (Campbell et al., 2011). Researchers speculate that there is an inverse relationship between narcissism and performance, but the evidence is inconclusive so far (Blair, Hoffman, & Helland, 2008; Judge et al., 2006; O'Boyle et al., 2012).

According to Judge et al. (2006), narcissism was found to be related to enhanced self-ratings of leadership and enhanced leadership self-perceptions, while other ratings were negatively related to leadership. Narcissism was also found to be connected with more favourable self-ratings of workplace deviance and contextual performance compared to other (supervisor) ratings (Judge et al., 2006). Narcissism was more strongly negatively related to contextual performance than to task performance (Judge et al., 2006). Blair et al. (2008) found that narcissism was negatively related to supervisor ratings of interpersonal performance, while no relationship was found between subordinate ratings of interpersonal performance. They also reported no relationship between supervisor and subordinate ratings of conceptual performance (Blair et al., 2008). O'Boyle (2012) reported findings of no relationship between job performance and narcissism. However, they did report a positive relationship between narcissism and CWB.

2.4.3.2. Managing Narcissism in the Workplace

Research available on managing individuals that display traits of narcissism is limited. There is, however, some research available of suggestions on how to manage narcissistic leaders. Grijalva and Harms (2014) offer four recommendations on what could help manage narcissistic leaders in the workplace. Firstly, in the event of negative behaviour that led to disciplinary actions, it is suggested to use behaviour-based feedback and carefully explain the decision-making processes involved

(Grijalva & Harms, 2014). Secondly, be aware that narcissistic individuals handle negative feedback poorly and are likely to react through some form of CWB. Monitoring systems can be put in place to detect and prevent CWB before it happens (Grijalva & Harms, 2014). Thirdly, provide an environment that is conducive for ethical behaviour; this decreases the likelihood of narcissists seeking opportunities to participate in CWBs (Grijalva & Harms, 2014). Lastly, Grijalva and Harms (2014) recommend implementing safeguards to ensure that narcissists do not have access to opportunities for CWB, for example, checks and balances and executive training.

Ouimet (2010) recommends implementing a system of accountability that is based on the principle that individuals understand that based on the adequacy of their actions and decisions, they will either be rewarded or punished. Therefore, having clear guidelines on accountability can help manage the opportunity that narcissists has for CWB. Ouimet (2010) does, however, caution that accountability systems cannot be relied on as the only mechanisms to manage narcissists. Unfortunately, research efforts thus far have not been able to establish successful interventions for narcissists in the workplace (Grijalva & Harms, 2014).

In this section, an understanding has been gathered about how individuals that display traits of narcissism behave in the workplace, the expected impact that their behaviour has on job performance, and what existing literature recommends for managing individuals that display this behaviour.

2.5. RELEVANCE OF THE STUDY

It is clear from the review above that there is relevance in investigating the gap identified by Guenole (2014). The Dark Triad has an impact on job performance, and limited information is available on how to manage the Dark Triad in the workplace. Specifically, with the view of how the display of these Dark Triad traits impact job performance. This study has the potential to directly impact how Industrial Psychologists manage job performance in organisations. The consequences of not having this information available mean that Industrial Psychologists are not as equipped as they could be when trying to manage people who display traits of the Dark Triad. As mentioned in Chapter 1, job performance forms a core part of the scope

of an Industrial Psychologist; therefore, there is a responsibility in the field to address the gap that has been identified. The outcome of this study will be a practical guide of how Industrial Psychologists can manage people who display traits of the Dark Triad.

2.6. SUMMARY

In this chapter, an overview was provided of job performance and the different possible antecedents of job performance. A more detailed review was provided of individual antecedents of job performance, with a specific focus on personality. Various aspects of personality were discussed, specifically, positive personality and maladaptive personality traits and their relationship with job performance. More narrow aspects of maladaptive personality, namely the Dark Triad, were discussed along with their relationship with job performance. From this, an in-depth review followed of existing literature on the Dark Triad model to gain a better understanding of its relevance and how it manifests itself in the workplace. Given the research available, limited strategies of how to effectively manage the Dark Triad in the workplace were reviewed. The next chapter will discuss the research design that will be used for this research study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter outlines the methodological considerations of the study. The philosophical assumptions that underpin this study along with the research method, data gathering technique and sampling strategy that were used, are presented. The chapter also includes a detailed discussion of the ethical considerations and methods that the researcher employed to ensure quality research.

3.2. RESEARCH APPROACH

Myers (2013) states that all research studies, irrespective of being quantitative or qualitative, are based on some underlying assumptions about what constitutes valid research and which research methods are appropriate. In the case of qualitative research, as employed in the current study, it is essential to understand the underlying philosophical assumptions based on the researcher's paradigm (Myers, 2013). The paradigm refers to a set of beliefs that guides the researcher's way of conducting research (Guba & Lincoln, 2005). A paradigm is thus a holistic view of how the researcher views knowledge and is encapsulated and expressed in the ontology, epistemology and methodology followed (Guba & Lincoln, 2005). Ontology refers to the researcher's approach or assumptions about the world, and the nature of the researcher's reality while epistemology refers to the nature of the researcher's knowledge and the grounds thereof (Heppner & Heppner, 2004; Punch, 2006). Lastly, methodology refers to the methods that the researcher uses to gather knowledge about the world (Heppner & Heppner, 2004).

Guba and Lincoln (2005), identified four ontologies that inform research, namely positivism, post-positivism, critical theory and constructivism. This study, was informed by an ontology of constructivism. Constructivism is based on relativity. That is, the reality is considered relative to each individual's understanding of their interactions with other individuals and their environment (Babbie & Mouton, 2003). Thus, the interactions and experiences of each individual are viewed as relative to reality. Each

individual creates mental models based on their experiences and interactions with others and the environment as a way of comprehending details of the environment that surround them (Donaldson, 2011). Constructivism assumes that reality is perceived as subjective for each individual. Therefore, the reality is assumed to be a construct of the human mind (Andrew, Pedersen, & McEvoy, 2011).

Three epistemologies were derived based on the four ontologies identified by Guba and Lincoln (2005). The three epistemologies are positivist, interpretive, and critical (Myers, 2013). For this research study, the interpretive paradigm was deemed the most appropriate as the study aimed to develop an understanding of how psychologists make sense of their experiences with individuals from the Dark Triad. Researchers who use the interpretive paradigm assume that access to reality is only through social constructions, for example, language, consciousness, shared meaning, and instruments (Myers, 2013). Interpretivism encourages individuals to explore a variety of ways of comprehending the self but discourages commitment to a single view as the 'true self' (Heppner & Heppner, 2004). Thus, an epistemology of interpretivism truly embraces the ever-changing nature of reality. The interpretivism approach allows research to explain the subjective reasons and meanings that lie behind social actions (Antwi & Hamza, 2015). Therefore, for this study, the focus will be on sense-making of situations that involve the psychologists and their interactions with individuals with Dark Triad personalities.

3.3. RESEARCH METHOD

As discussed in Chapter 1, research has indicated that it is difficult to determine the prevalence of the Dark Triad in organisations (Babiak, et al., 2010; Campbell et al., 2011; Neumann & Hare, 2008; Stinson et al., 2008). In the pursuit of understanding the view of psychologists when working with individuals with Dark Triad personalities, i.e. narcissists, psychopaths, and Machiavellians, a qualitative research design was deemed most appropriate. The qualitative research design also mitigated the risk of sacrificing the depth of information in the data collection process to harness the learning from the experiences of the psychologists.

Furthermore, the value of this research study was to understand the view of Industrial Psychologists when working with individuals with Dark Triad personalities. Currently, the focus of most research studies about the Dark Triad is on the nature of the Dark Triad, its measurement, and the relationship between the Dark Triad and other variables. Research has already established that there is a relationship between the Dark Triad traits and job performance (O'Boyle et al., 2012; Wu & LeBreton, 2011). However, a gap has been identified within the literature; that is, how the relationship between job performance and the Dark Triad is managed by Industrial Psychologists (Guenole, 2014). Spain et al. (2014) also mention in their review titled *The dark side of personality at work*, that much is known about the nature of the Dark Triad, but very little has crossed over into the workplace. Currently, there is no guidance for Industrial Psychologists on how to manage individuals after they have been assessed and identified as displaying traits of the Dark Triad. Thus, there is an evident lack of focus on what transpires in the workplace once these individuals have been identified and how Industrial Psychologists can managed and guide others to manage individuals displaying Dark Triad traits to optimise performance. To this end, the interpretive research methodology offered the most appropriate approach to meet the objectives of the study. An interpretive research methodology assumes that reality is socially constructed and the researcher's role is to be the vehicle through which reality is communicated (Walsham, 1995).

3.4. DATA GATHERING TECHNIQUE

This study used semi-structured interviews and a focus group to gather data. The data gathering process was conducted in two phases as each technique facilitated a unique contribution to the outcome, entailed a different set of activities and were employed for specific purposes. Interviews were selected to gather insights into what psychologists have experienced in the workplace when managing people who display traits of the Dark Triad. A focus group served to triangulate the data gathered from the interviews and drew on a sample of Industrial Psychologists to debate the relevance and practicality of the themes based on their experience. Each technique will be described and justified in the subsequent sections.

3.4.1. Semi-Structured Interview

In the first phase, semi-structured interviews were used to gain a deeper level of understanding of Dark Triad personalities, specifically how psychologists, in their personal interaction, managed individuals with Dark Triad personalities and their recommendations for effective management of individuals with Dark Triad personalities to improve job performance. Ryan, Coughlan, and Cronin (2009) indicate that the use of semi-structured interviews are underpinned by the assumption that there is little knowledge that exists about the topic. Therefore, more general questions are posed to interviewees that allow them to free flow on the subject (Ryan et al., 2009).

As previously mentioned, there is limited knowledge available on the management of the Dark Triad, which reinforces the need for semi-structured interviews. Semi-structured interviews fall between structured and unstructured interviews (Myers, 2013). Structured interviews only allow the researcher to ask pre-formulated questions, while unstructured interviews make use of very few (if any) pre-formulated questions (Myers, 2013). Structured interviews provide consistency across interviews. Although this is an advantage, it may also be disadvantageous as it binds the interviewer to strictly follow pre-formulated questions. This restricts the interviewer from following any new lines of inquiry that might emerge during the interview, potentially limiting the insight gathered from the interview. Unstructured interviews allow the interviewee to talk freely about anything that they deem important. This could be problematic in situations where the interviewee is not in a talkative mood or when the interviewee talks a lot, but there is also the risk that what is being said is irrelevant to the study. Semi-structured interviews are, therefore, seen as the best of both worlds where the best of both approaches is harnessed while minimising the risks (Myers, 2013).

During the semi-structured interview, the interviewer and the interviewee have a conversation about the topic with the interviewer guiding the discussion with the use of broad, open-ended questions (Ryan et al., 2009). New questions can emerge during the conversation and are encouraged to be pursued (Myers, 2013). In this research study, the semi-structured interviews were conducted face-to-face or via Skype,

depending on the location of the interviewee in South Africa. After the interviews were conducted and transcribed the interviewee's were once again contacted for member checking. The participants were sent the transcribed interview to confirm that the transcription was an accurate reflection of the interview. The member checking was also conducted to allow the participant to add anything that they might deem relevant or to remove anything that they felt uncomfortable with disclosing. See section 3.8 for more information about member checking.

3.4.2. Focus Group

A focus group is a method to gather qualitative data from a small group of people in an informal discussion focused on a specific topic/issue (Wilkinson, 2004). A focus group has multiple benefits in social sciences, for example, it is an economical, fast, and efficient method for obtaining data from various participants increasing the possibility of more participants in the study (Onwuegbuzie, Dickinson, Leech, & Zoran, 2009). Focus groups are also socially orientated and create a sense of belonging to a group which in turn can increase the participants' sense of cohesiveness and provide them with a feeling of a safe environment in which they can share information (Onwuegbuzie et al., 2009). The interaction between participants in a focus group can also unlock spontaneous responses and produce important data that could potentially have been missed (Onwuegbuzie et al., 2009). A core feature of the focus group is to give the researcher access to the language and concepts that participants use to describe their experiences and how they think and talk about the designated topic (Smithson, 2007).

Some of the challenges in focus groups can include an immediate convergence of opinions towards the view shared by the majority of the participants, limited time for all participants to express their opinions and the presence of others influencing the way judgement is formulated, and answers are provided (Acocella, 2012). The researcher will focus the group on a specific topic and keep to it as closely as possible. Furthermore, the researcher will ask participants to write down their reflections to mitigate the risk of convergence and limited sharing of opinions.

Given the nature of the topic, the focus group methodology was chosen to encourage interactive debate amongst participants and to stimulate the co-creation of ideas based on their collective experiences. Only Industrial Psychologists were considered for the focus group. The study aimed to provide guidelines, specifically for Industrial Psychologists, on how to manage individuals that display traits of the Dark Triad. Therefore, it made sense to use Industrial Psychologists as part of the focus group to ensure that the guidelines provided are within the scope of practice.

3.5. SAMPLING STRATEGY

Purposive sampling and snowball sampling was used for both the semi-structured interview and the focus group. Through using purposive sampling, the researcher selects participants who have experience of the phenomenon being studied (Thomson, 2011). By selecting the participants in this way, the researcher is choosing experts in the subject matter that will be able to provide the best quality data (Thomson, 2011). According to Palys (2008), purposive sampling signifies that the researcher sees sampling as a series of strategic choices about with whom, where, and how the researcher conducts their research. Purposive sampling is thus a cumulative process in which each interview provides the researcher with a selection of data that the researcher can use to build his/her theory (Thomson, 2011).

There are various types of purposive sampling, for example, stakeholder sampling, extreme or deviant case sampling, typical case sampling, paradigmatic case sampling, maximum variation sampling, criterion sampling, theory-guided sampling, critical case sampling and disconfirming or negative case sampling (Palys, 2008). The specific, purposeful sampling that will be used in this research study is criterion sampling. Criterion sampling involves searching for cases of individuals who meet a particular criterion (Palys, 2008). To meet the objectives of this study the invited participants were required to be registered, with a minimum of 5 years experience, under one of the following categories: Counselling Psychologist, Clinical Psychologist, Research Psychologist or Industrial Psychologist. The participants were also selected based on their knowledge of the Dark Triad as well as their experience dealing with individuals from the Dark Triad. This experience could have ranged from working in the workplace context to a formal coaching type relationship.

In addition to criterion sampling, snowball sampling was also used. Snowball sampling is a recruitment strategy where the researcher uses participants to recruit more participants (Marcus, Weigelt, Hergert, Gurt, & Gelléri, 2017). In this study, participants were asked to notify other prospective participants of the study if they believed that the prospective participants met the criterion as listed above and within the consent form.

The rationale for including the broader field of Psychology was to harness the opportunity to learn from the different fields and assess whether the approaches followed have applicability for the broader field of Industrial Psychology. The researcher approached professional bodies, a professional network and a test publisher that represent these categories as a starting point for recruitment, i.e. the regulatory bodies, SIOPSA and PsySSA, the professional network, Tygerberg Forum for Industrial Psychologists, and the test publisher, Psytech. Psytech granted the researcher access to share more information about the study at one of their Continuing Professional Development (CPD) sessions which delivered two participants for the semi-structured interviews. SIOPSA shared information of the study on their LinkedIn page from which two participants opted to participate in the semi-structured interviews. The chairperson of the Tygerberg Forum sent out an email to all their members with information about the study, but unfortunately, no one chose to participate in the study. No response was received from PsySSA when the researcher inquired for assistance with the study. The remainder of the participants were gathered from personal contacts who reached out to their networks for volunteers.

The sample size in a study of this nature is often not fixed. In the interview process, it is deemed best practice to proceed with interviews until the point of saturation has been reached, that is when there is no more value being added by continuing with interviews (Ryan et al., 2009). The initial goal was to interview a minimum of 10 participants. In total, 10 interviews were conducted. The interviewees included eight Industrial Psychologists with five to 16 years of experience in the field, one Clinical Psychologist with 13 years of experience, and one participant with a Doctor of Philosophy (PhD) in Organisational Behaviour. The last participant mentioned did not meet the criteria but was included based on the relevance and depth of his experience

to the study as he had consulted on the Dark Triad behaviour for more than 10 years (see table below).

Table 1

Demographic Interview Participants

Interview Participant (IP)	Years of Working Experience	Industrial Psychologist	Clinical Psychologist	PhD in Organisational Behaviour
IP 1	7	x		
IP 2	12	x		
IP 3	6	x		
IP 4	7	x		
IP 5	5	x		
IP 6	7	x		
IP 7	13		x	
IP 8	16	x		
IP 9	16			x
IP 10	9	x		

The participants that joined the focus group needed to meet the criteria of being a registered Industrial Psychologist with a minimum of five years of work experience, and knowledge of the Dark Triad. When conducting a focus group, it is recommended that it consists of six to 12 participants (Guest, Bunce, & Johnson, 2006). The rationale for this number is that it is enough to yield diversity in the information provided, but not so large to create an environment where participants feel uncomfortable in sharing their thoughts, beliefs and experiences (Onwuegbuzie et al., 2009). Based on this suggestion, the aim was to include a minimum of six Industrial Psychologists in the focus group, five individuals volunteered to participate, but only four Industrial Psychologists participated in the focus group on the day. The participants had between seven and 11 years of experience working in the field (see table below). The small sample size of the focus group is thus acknowledged as a limitation of the study.

Table 2

Focus Group Participants

Focus Group Participant (FGP)	Years of Working Experience
FGP 1	7
FGP 2	10
FGP 3	11
FGP 4	10

3.6. DATA GATHERING PROCESS

Interviewing is one of the predominant modes of collecting data in the field of social science (De Vos, Delpont, Fouché, & Strydom, 2011). As mentioned in section 3.4, the researcher conducted the data gathering process in two phases, that is, the semi-structured interviews followed by a focus group.

Before entering the semi-structured interview, the researcher provided the psychologists with construct clarification definitions of the Dark Triad and its manifestation in performance to ensure that the researcher and psychologist approached the interview with the same understanding. The interview protocol is provided in Appendix A.

All the interviews were recorded with the permission of the interviewee. The interviews were then transcribed, the hard copies of the interviews indexed and stored for the researcher to easily go back to if needed. The transcription of each interview was shared with the participant, as part of the member checking process, to verify the accuracy of the data as well as to confirm whether they wanted to add or remove anything that they felt uncomfortable disclosing before the researcher proceeded to data analysis. Field notes were used as an additional source of data. The field notes contained a short career history of each of the participants and from which position/role they were sharing their experience.

After the researcher received and incorporated the feedback from the member checking, the thematic analysis was conducted. The themes identified from the interview data were shared with participants in the focus group to critically evaluate the relevance and practicality thereof. The focus group provided a platform to debate and share ideas. At the start of the focus group, the researcher provided the participants with background on the research study, the semi-structured interviews and the thematic analysis that had been conducted (see Appendix B). The researcher provided each participant with a hard copy of the existing themes and asked them to keep the following questions in mind while reading through the themes and making their notes:

- Do you agree with the guidance? If not, why?
- Do you think the guidance is practical? If not, why?
- Is the guidance appropriate for an Industrial Psychologist to implement? If not, why?
- Do you have any feedback on the guidance provided?
- Do you have any suggestions for guidance that you feel is missing?

The term 'guidance' used in the questions refer to the guidance or practical actions deduced from the themes of the semi-structured interviews. The focus group was then asked for their general impressions of the themes, from which the discussion flowed organically. During this period, the participants challenged one another as well as built on each other's ideas. Once the debate ended, the researcher went through the themes one-by-one to ensure that all the feedback was gathered and noted. The focus group was also recorded with the permission of the participants, and the recording was then transcribed for further analysis. The transcription was analysed to create guidelines for the management of people that display traits of the Dark Triad (see section 5.2.).

3.7. DATA ANALYSIS

Thematic analysis was used to analyse the semi-structured interviews. The thematic analysis allows the researcher to identify, analyse and report patterns (themes) in the data (Braun & Clarke, 2006; Myers, 2013). Braun and Clarke's (2006) phases of

thematic analysis guided the analysis of the data. The advantages of this technique include; flexibility, relatively easy and quick to learn and do, accessible to researchers with little or no qualitative research experience, can summarise the key features of an extensive data set, can generate unanticipated insights, and allow for social and psychological interpretations (Braun & Clarke, 2006). The main disadvantage of this technique lies not with the method itself, but with poorly conducted analyses or inappropriate research questions. These shortcomings have been combatted with the steps taken to ensure quality research that is discussed in section 3.8. Although flexibility has been listed as one of the advantages, it can also be considered a disadvantage given the potential paralysis for a researcher of which aspect to focus on within the data set (Braun & Clarke, 2006). This disadvantage of thematic analysis can be mitigated through the use of semi-structured interviews that facilitate conversations that have a good balance between gathering the a variety of information but limits it to a specific topic. Another disadvantage of this method is that it may limit interpretation of the data beyond the basic descriptions if not used within an existing theoretical framework that anchors the claims (Braun & Clarke, 2006). In this research study, the choice has been made to focus on analysing the explicit or surface meaning of the data. Therefore, this is not seen as a disadvantage that will impact the study.

Thematic analysis has been reported to be relatively easy to conduct in relation to other qualitative techniques (Braun & Clarke, 2006). However, there are five common pitfalls associated with this technique that researchers need to be cognisant of (Braun & Clarke, 2006). The first is the failure to actually analyse the data. This refers to the analysis not just being a collection of extracts that are strung together with little or no narrative. The second pitfall is to use the questions outlined in the semi-structured interviews as the identified themes. This means that no real analytical work has been done to determine the themes across the entire data set. The third pitfall is weak or unconvincing data analysis. This is apparent where the themes do not appear to work, are internally inconsistent or overlap too much with each other. The fourth pitfall is a misalignment between the analytical claims and the data set. This pitfall refers to claims that cannot be supported by the data or that the extracts presented to contradict the claims. The last pitfall is related to discrepancies between the theory used and the analytical claims or between the research questions and the form of thematic analysis

used. For example, the data extracts presented suggest a different analysis technique than thematic analysis or contradict the claims. The researcher remained aware of these pitfalls throughout the analysis and adhered to the process that Braun and Clarke (2006) outlined to avoid these pitfalls.

Braun and Clarke (2006) suggest that the researcher needs to be clear about the following: 1) what counts as a theme; 2) the focus of the claims in relation to the data (i.e. will it be on a rich description of the data set or a detailed description of one particular aspect); 3) whether inductive or theoretical thematic analysis is used; 4) whether semantic or latent themes will be identified; and 5) where realist or constructionist thematic analysis is employed. The next section will discuss the decisions that were made for this study about each of these aspects.

A theme represents something valuable about the data concerning the research questions and reflects a patterned response or meaning within the data set around a central organising concept (Braun & Clarke, 2006). For this research study, themes were not necessarily dependent on quantifiable measures and were selected based on their value to answer the primary research question. The analysis was focused on providing a rich thematic description of the entire data set to get a sense of the predominant themes across all the interviews. Theoretical thematic analysis was used as the researcher was searching for answers to the specific research questions. Thus, themes in the interviews were identified based on the explicit or surface meaning of the data which falls within the semantic approach. Lastly, the realist approach was used to analyse the data set, by theorising on the motivations, experience and meaning conveyed in a straightforward way.

3.7.1. Phases of Thematic Analysis

There are six phases in the process that Braun and Clarke (2006) propose. The first phase requires familiarising oneself with the data. The transcription of the recorded interviews was initially conducted by the researcher (i.e. three interviews) to begin the process of immersion in the data and, thereafter a professional transcriber was contracted to assist with the remainder of the interviews, to save time. The researcher read the transcripts multiple times, making notes of initial ideas during this process.

The second phase involves generating the initial codes. The transcripts were coded line-by-line to find concepts that were repeated several times, were unexpected, that the interviewees noted as important, or that resonated with literature. This process resulted in over 1300 initial codes across the data set. An example of the coding is provided in Appendix E.

The third phase entails searching for meaningful patterns in the data, i.e. themes. This includes collating the codes that have been identified and gathering all data that is relevant to each theme. The researcher read through all the codes again to ensure familiarity across the data set. Once this was completed, the codes were assessed one-by-one to determine whether they could be collapsed/integrated based on overlap and relevance to one another. This reduction resulted in 151 remaining codes. The researcher then refocused on the remaining codes keeping the research objective in mind to disregard the codes that were not contributing to meeting/achieving the research objective. The remainder of the codes were then categorised into 13 themes (Appendix F). See Appendix G for linkages between codes and themes.

In the fourth phase, the themes identified were reviewed to ensure that they present an accurate reflection of the data collected. When examining the themes, it became clear that some of the themes should be collapsed as the data were more meaningful when it was grouped together. Some themes were removed as they weren't directly linked to the research objective.

The fifth phase involves defining and naming the themes. This included ongoing analysis and refinement of specifics in the themes and the overall story that the analysis told. After going through the themes multiple times, the name and description of each of the themes became clear. Through the process of defining the researcher attempted to keep each of the themes distinct enough to stand on their own but not too far removed so that they didn't contribute to formulating a coherent whole.

The last phase is producing the report. This included a final opportunity for analysis, where the researcher selected vivid and compelling extract examples that related back to the research questions and literature.

The thematic analysis framework outlined by Braun and Clarke (2006) was used as a guideline to analyse the focus group data. The analysis of the focus group focused on exploring whether the findings from the semi-structured interviews were supported and whether the focus group raised new information that needed to be added. The aforementioned phases were applied and the findings are reported and discussed in chapter 4.

3.8. STRATEGIES USED TO PROMOTE QUALITY RESEARCH

For this research study, the following criteria were used to ensure rigour in the study: credibility, transferability, dependability, and confirmability. Each of these will be discussed in detail, along with the methods the researcher employed to meet each of these criteria.

Credibility refers to the confidence that can be placed in the accuracy of the research findings (Anney, 2014). According to Guba and Lincoln (1982) credibility establishes whether or not the research findings reported represent plausible conclusions drawn from the participants' interviews and whether this is a correct interpretation of the participants' original view. Field notes and member checking was used as a strategy to ensure credibility for this research study. As mentioned in Chapter 1, member checking is used as a method to increase the validity and reliability of the findings from the semi-structured interview (Doyle, 2007). Member checking includes a variety of activities including returning the interview transcript to the participant, a member check interview using the interview transcript data or interpreted data, a member check focus group or returning analysed synthesised data (Birt et al., 2016). The member check serves several purposes providing the participant with the opportunity to: confirm the accuracy of the information and challenge incorrect interpretations; revisit their comments and provide additional information (Doyle, 2007).

Transferability refers to the extent to which the findings can be transferred to different contexts with other individuals (Bitsch, 2005). The transferability judgement can be facilitated through the use of detailed descriptions of the inquiry and purposive sampling (Bitsch, 2005). In this study, detailed descriptions of the process and findings are presented, along with the specific inclusion criteria and purposive selection of

participants to increase the likelihood of transferability. Connecting the findings to existing literature also strengthened the case of transferability of the study.

Dependability refers to the stability of the research findings over time (Bitsch, 2005). Dependability involves presenting the findings, the interpretation thereof, and recommendations emanating from the study to the participants so that they can evaluate whether it is supported by the data collected (Anney, 2014). In this research study, member checking and peer examination were used as strategies to ensure dependability, where the researcher's supervisor and the focus group participants evaluated and checked the findings.

Confirmability indicates the extent to which the findings of the research study can be confirmed or corroborated by other researchers (Anney, 2014). Confirmability is concerned with indicating that the findings are drawn from the data and are not figments of the researcher's imagination (Anney, 2014). The researcher used triangulation as a strategy to ensure confirmability. As mentioned in Chapter 1, triangulation is the use of multiple data sources to ensure accurate data analysis (Moon, 2019).

Triangulation is used as a strategy to motivate the relevance, trustworthiness of qualitative research findings (Moon, 2019). Although, there is a degree of speculation in the academic community about whether triangulation truly serves this purpose there is agreement that triangulation can increase confidence in the research data, provide a more thorough understanding of the research problem, and detect findings that would not have been uncovered through the use of a single research method (Renz, Carrington, & Badger, 2018).

Denzin (1978) identified four types of triangulation, that is, methodological triangulation, investigator triangulation, theoretical triangulation, and data analysis triangulation. Methodological triangulation is gathering data through the use of more than one method (Renz et al., 2018). Investigator triangulation is the use of one or more observer, researcher, coder, or data analyst (Renz et al., 2018). Theoretical triangulation postulates through the use of multiple theories (Renz et al., 2018). Data

analysis triangulation combines two or more methods of analysing data from the same data source, typically a combination of a qualitative text analysis and quantitative statistical method (Renz et al., 2018). For this research study, methodological triangulation was used. This enabled the researcher to confirm the convergence of the themes between the semi-structured interviews and the focus group. The triangulation method also enabled the researcher to identify possible areas of misinterpretation of the themes. The meaning-making between participants from the focus group allowed more information to surface on each of the themes.

3.9. ETHICAL CONSIDERATIONS

This research study was conducted in accordance with the guidelines outlined by the American Psychological Association (APA), Annexure 12 of the Ethical Rules of Conduct for Practitioners Registered under the Health Professions Act (Act no. 56 of 1974) (Republic of South Africa, 2006) and the Standard Operating procedures of the University of Stellenbosch. Ethical clearance was obtained from the Research Ethics Committee Human Research (Humanities) of Stellenbosch University (see Appendix C).

The aim of the ethical clearance was to protect the rights, safety, well-being, and dignity of the research participants involved in the study through the consideration of any potential ethical risks that could be a consequence of the study (Standard Operating Procedure, 2012). The nature of this study involved the active involvement of individuals that could have resulted in the well-being of the individual being at potential risk.

The important question was whether the purpose of the research could validate the risk that these individuals were potentially being exposed to. As argued throughout the previous chapters, there was merit to the purpose of the research and the contribution of knowledge to the field. A further question was, therefore, whether the cost to the individual was balanced with the benefit that society will gain through proceeding with the research (Standard Operating Procedure, 2012).

Participants were given a consent form before the research study commenced, which explained the nature and purpose of the study, which procedures would be followed and to highlight the risks and benefits linked to the research study (see Appendix D). They were informed of their right to decline to participate and had the option to withdraw from the study, as well as the consequences of declining or withdrawing from the study. In this study, there were no consequences for the participant if they chose to withdraw. However, this would result in the researcher having to find another participant to take their place. The consent form ensured the participants that the data collected from them would be anonymised to protect their identity and privacy, as well as the limits of confidentiality of the study. The participants were also informed of the predictable factors, including potential risks or other effects, which might have influenced their willingness to participate.

The main factor that was considered was the time that was needed by the participants. The nature of the research methodology required the interviewees to be available for the interview as well as the member checking after the interview. Whilst the focus group required participants to be at the same place at the same time for a couple of hours. There was a concern as to whether this was a realistic expectation of all the participants. A specific risk that was not anticipated was that participants could find it traumatic to share their experiences. During some of the interviews the researcher felt ill equipped to comfort or reassure the participants. It became clear that a participant had experienced their interactions as traumatic which may have warranted emotional support after the interviews. However, this was not anticipated in advance, and the researcher was not equipped to provide this. Nevertheless, the participant that was impacted by this confirmed that they had the necessary support structure in their personal lives to proceed.

Participants were provided with the opportunity to review the transcription of the interview and provide feedback to confirm the accuracy. Any participant that gave consent to participate in this research study was deemed to be competent enough to give consent. There were no incentives used for participation in this research study. Lastly, another important ethical consideration that was taken into account was avoiding plagiarism. Plagiarism is when the researcher makes use of others' published

and unpublished ideas or intellectual property without attribution or permission and presenting them as new and original rather than derived from an existing source (Yip, Han, & Sng, 2016). In this study, the researcher gave recognition to all sources that contributed directly and indirectly, except the anonymous participants.

3.10. SUMMARY

This chapter provided an overview of the research design and practical execution of this research study. The ontology, epistemology, and paradigm of the researcher were discussed to frame the philosophical assumptions underpinning the research methodology employed. The process that was used for gathering and capturing the data was discussed in detail and included the sampling strategy that was used. The selected thematic data analysis technique was explained and followed by a discussion of the steps taken to ensure the quality of the findings. Lastly, the ethical considerations related to this research study were discussed as well as the actions taken to ensure that ethical research standards were met.

CHAPTER 4

FINDINGS AND DISCUSSION

4.1. INTRODUCTION

The research aim of this study was to establish guidelines for Industrial Psychologists on how to manage people who display traits of the Dark Triad. The previous chapter outlined the research methodology of the study. Given the limited literature that has been published on how to manage Dark Triad personalities, semi-structured interviews and a focus group facilitated the collection of rich descriptions of psychologists experiences and opinions. The development of the themes was guided by the research objectives, which are:

To explore how Industrial Psychologists, manage the perceived role of the Dark Triad traits on job performance in the workplace

To make recommendations within the scope of practice of Industrial Psychologists on the management of the Dark Triad with the aim of improving job performance

4.2. SEMI-STRUCTURED INTERVIEWS

The semi-structured interviews were conducted with 10 Psychologists from which thematic analysis delivered five themes. The themes delivered from the semi-structured interviews served as a starting point to create guidelines on how to manage people who display traits of the Dark Triad in organisations.

In table 3 the final themes and their definitions are outlined.

Table 3

Final Themes and Definitions

Theme	Definition of Theme	Key Features
Theme 1: Organisational culture	The culture of the organisation dictates what behaviours are acceptable and unacceptable.	<ul style="list-style-type: none"> • Culture is created by leaders • Acceptance and tolerance of bullying behaviour • Mirror destructive behaviour • Lack openness • Hide information • No respect • Values should be visible and present in all activities • Teamwork as a core value • Psychological safety • Ethical leadership • Educate employees on values • Define bullying behaviour
Theme 2: Policies and processes in the organisation	The policies and processes of the organisation govern the management of behaviour in organisations.	<ul style="list-style-type: none"> • Lack of formal policies support the Dark Triad behaviour • Lack awareness of what Dark Triad behaviour looks like • Education is required of policies and processes, e.g. e-learning

		<ul style="list-style-type: none"> • Process in place for employees to report Dark Triad behaviour • Anonymity important
<p>Theme 3: Performance management in the organisation</p>	<p>The performance management system represents what behaviours the organisation values, rewards and reinforces.</p>	<ul style="list-style-type: none"> • Performance send a message of what the organisation values • Misalignment between what is said to be valued and what is truly value • Results-driven culture can be detrimental • Performance management of leaders should reflect what is going on in their team • Lack of consequence management for senior positions • Link performance management with values • Adequate support from top management • Stop hiding employees who display Dark Triad behaviour • Support should be provided to the person who display the Dark Triad behaviour • Rethink how organisations reward and recognise behaviour

		<ul style="list-style-type: none"> • Use results from engagement surveys to detect potential Dark Triad behaviour
<p>Theme 4: Training for employees in the organisation</p>	<p>Through training we teach people how to perform acceptable behaviour.</p>	<ul style="list-style-type: none"> • Political skills • Resilience • Emotional Intelligence • Context of training is important – choose methods that has the most likelihood of success for the specific situation
<p>Theme 5: Coaching</p>	<p>Coaching allows individuals to focus on their developmental areas and understand how to improve job performance.</p>	<ul style="list-style-type: none"> • Mixed responses on whether coaching works • Directive coaching • Peer coaching might be easier • Psychodynamic-systemic coaching approach • Help the individual to understand how their behaviour impacts others • Specific factors should be considered when using external coaches • Coach must have experience in working with people who display traits of the Dark Triad • Lack of support when coaching process ends

Each theme will be further discussed in the subsequent sections.

4.2.1. Theme 1: Organisational Culture

Organisational culture plays a core role in how Industrial Psychologists manages job performance in the workplace. The culture of organisations is built on the shared values and basic assumptions that guide employees on the why, what and how the organisation functions (Schneider, González-Romá, Ostroff, & West, 2017). Culture is created by the leaders of the organisation and cascaded down to the rest of the organisation. The culture is influenced by the behaviour that employees see leaders displaying, and the behaviours leaders tolerate.

The participants in the interviews spoke about the acceptance of and tolerance for bullying behaviour in the workplace. Bullying behaviour is enhanced through the lack of clear values within the organisation. Acceptance and tolerance are higher when the person displaying the behaviour is in a position of power or delivering results that contribute to the bottom line of the organisation. For example, IP 1 stated that managers who think or act in way that conveys the message; “I am in charge you are nothing. You fit into what I am busy doing.” may feel that it gives them more power. O’Boyle et al. (2012) explain that there is a difference in how behaviour is perceived when an individual holds a position of power. When the person is in a position of power, the behaviour goes from being deviant to being appropriate and admired. The data also reflected that, because this behaviour is tolerated and sometimes even rewarded, other people in the organisation start mirroring the behaviour out of a need to fit in or to try and get ahead. This illustrated in the following extract from IP 4;

“And the other thing is, what happens is your staff eventually start mirroring the abusive behaviour. So his shouting and screaming or undermining or bullying, whatever it is, invalidating, I actually started finding myself mirroring some of that behaviour to him. And I think it creates huge conflict in the business when you’ve got people starting to reflect abusive behaviour who aren’t abusive people by nature...”

This aligns with previous research findings that bullies and victims share a wide range of bully-typifying personality traits, i.e. Machiavellianism, psychoticism, narcissism and other aggression measures (Linton & Power, 2013). Thus, it might come easier than expected for employees to mirror destructive behaviour.

Many of the participants reported a lack of openness from people who display traits of the Dark Triad. These individuals believe that their view is the most important one; therefore, the only one that matters. They also dislike any suggestions from others that require any form of change for them or around them. They refuse to do things differently because it has to be done the way they've always done it, and the emphasis is on their way of doing. Similarly, previous research has shown that people who display traits of the Dark Triad are autocratic, stubborn, head-strong (Garcia, Adrianson, Archer, & Rosenberg, 2015) and low in agreeableness (Kaufman, Yade, Hyde, & Tsukayama, 2019) which translates to lack of openness to change or even consider change. This leads to cultures where people are closed-minded and stuck in their ways, a culture where employees are too afraid to speak up when they have a better idea or when they disagree.

The data also reflected that people who display the traits of the Dark Triad tend to hide information to present the desired picture relating to anything that could impact their reputation, for example, progress on a project. This was mainly done as a manipulation play or to hide the negative side from others, often more senior than they are. For example, IP 2 stated; *"So, you are forced to kind of sugar coat things and anything that goes to the board as well, needed to only present a positive picture. So I had to write a board report for him and the moment I would highlight certain things that were problematic, he would send it back to me and I again had to do multiple iterations to get it to a point where he would like it to be, so not necessarily relaying the information. So never showing the bad stuff"*. Dalhing et al. (2012) suggest that the lack of willingness to share information is done to maintain strategic power. This enhances a culture of working in silos and limiting decision-making to those in positions of power.

Participants also mentioned that they have no respect for other employees and will not think twice to humiliate them in front of others, IP 2 stated; *"...the individual at the*

lower level management, will not feel free to speak and if they do, they would, kind of, get cut of at the knees in a public context.". Similarly, O'Boyle et al. (2012) found that irrespective of whether individuals from the Dark Triad are working closely with people or if they are expected to serve them, they have no respect for the rights of others. This creates a culture that limits creativity, where employees only do as they are told in fear of any repercussions.

The culture of an organisation is built from its shared values, beliefs and norms (Hartnell, Ou, Kinicki, Choi, & Karam, 2019). Findings have revealed that organisational culture influences the organisation's strategy, structure, leadership and high-performance work practices (Hartnell et al., 2019). The participants emphasised that the organisation's values should be visible and present in all the activities within the organisation, from recruitment and onboarding through to leadership development, amongst others. To illustrate, IP 10 indicated *"... what we do in our leadership development programmes, in any of our learning interventions we'll make sure that that [values] comes through as the watermark of everything a leader does. So wherever we can bring it in. We bring it into meetings, we bring it into leadership programmes, we put it on the walls, we put it on the intranet. Very, very visible."* A few of the participants mentioned that the values should also be broken down to reflect, practically what the desired behaviour should look like.

The importance of teamwork as a core value of the organisation was also highlighted. People who display traits of the Dark Triad find it difficult to work in a team environment. Therefore, conducting team interventions and building a strong team culture is stated by participants as a mechanism to hold the person accountable. The rationale is that everyone in the team is going through the same experiences, everyone understands the behaviours that they need to look out for and there is nowhere to hide. For example IP 10 stated, "So the way to address it would be within a group, within a team effectiveness exercise, a team effectiveness context, a culture-shaping journey where multiple people get multiple feedback simultaneously". This suggestion is supported by Kets de Vries (2012) who advocates the building of a team-oriented culture with effective team leaders who will ensure that this culture prevails.

The participants emphasised the fear that people are faced with when working with a person that displays traits of the Dark Triad. They describe that people must constantly be on their guard about what they say, completely lacking a safe environment. For example, IP 2 stated;

“They were also not highly approachable – fear-based tactics, looked like they didn’t have time for anyone, derogatory as well so people would just avoid them all together to avoid the verbal/emotional abuse. The alternative is that they would also break people down/make those who pose a potential threat in their eyes feel small.”

This supports the findings that the perception of psychological safety can serve as a buffer against deviant behaviour (Kuyumcu, 2013). The inclination for Dark Triad personalities to exploit others are deactivated when they perceive organisations higher psychological safety within the organisation. This stems from the desire to avoid negative consequences. Psychologically safe environments are perceived by Dark Triad personalities as high-risk, because of the increased likelihood of being exposed (Kuyumcu, 2013). An interesting data point was highlighted by a participant about why people who display the traits of the Dark Triad keep people in this mode of fear. For example, IP 7 indicated;

“... I tell them about the five levels of focus where level five is drama. And when we’re stuck in the drama of a situation, we’re in fight or flight because we feel threatened. And so for me it’s part of the tact, the strategy of these people, is to keep people in fear mode, because then they’re not thinking clearly. Then their primitive brain is triggered and so they can then carry on with this behaviour.”

Many of the participants spoke about the presence of fear as a constant when working with people who display traits of the Dark Triad. It is also clear that power allows Dark Triad personalities to create this fear. Therefore, it makes sense to keep people in a state where they are not able to think clearly and are in survival mode. From the above

it is evident that a culture of respect and support is needed to ensure that employees are not continuously in fight or flight mode.

In sum, Dark Triad individuals thrive in a culture that lacks clear values, lack openness, and where employees have no psychological safety. Overall, the need to clarify values as means to define unacceptable behaviour is aligned with Delbecq's (2001) assertion that the best way to deal with evil in organisations is to establish explicit group norms regarding behaviour, processes, and cultural values.

4.2.2. Theme 2: Policies and Processes in the Organisation

The findings emphasised the effect that a lack of policies that guards against the Dark Triad behaviour influence how associated behaviour is managed. Hence, the second theme is centred on the existing policies and processes of the organisation that govern the management of behaviour in organisations. The lack of these types of policies allows people to behave in a detracting manner without real consequences to the behaviour. This is supported by Salin's (2003) proposition that people interpret the lack of a monitoring policy or policy against deviant behaviour (e.g. bullying), and lack of punishment as acceptance of this behaviour.

The data also reflected, along with the lack of formal policy, that people lack awareness of what the Dark Triad behaviour looks like and that it is not acceptable for people to behave in that way. For example, IP 7 said; *"... I think there's a lack of awareness in individuals to say that actually the way you're being treated is not acceptable, no matter who it is..."*. Correspondingly, when looking at bullying behaviour, Kets de Vries (2012) states that policies should be clear on what constitutes bullying behaviour and that employees should receive training on what the traits and characteristics are, how Dark Triad personalities manipulate employees and organisational control systems and why this behaviour can sometimes be perceived as good leadership. The data also reflected that once the policies exist, employees need to be educated about the content thereof. Overall, findings from the literature suggest that having organisational policies will decrease the fit of people who display traits of the Dark Triad in organisations (Cohen, 2016; Kets de Vries, 2012).

4.2.3. Theme 3: Performance Management in the Organisation

The third theme focuses on how performance management is conducted in the workplace and how this influences job performance. The performance management process sends a message to all employees about what behaviour the organisation values. This indicates that there is a direct impact between the behaviour of employees and how the consequences thereof. This aligns with previous findings that implementing quality performance evaluations are essential in managing people who display traits of the Dark Triad (Chiaburu, Muñoz, & Gardner, 2013).

The participants indicated that the problem with managing the Dark Triad behaviour is with the constant misalignment between what is said to be valued and what is truly valued. IP 7 noted; *“I think it’s the profit over everything else. I think it’s the results-driven culture. I think it’s the fact that whilst we preach collaboration and values, ultimately people get performance managed for their individual performance.”*

The impact of having a results-driven culture can be detrimental to the people inside, (i.e. employees) and outside of the organisation, (i.e. clients). The participants stated that results-driven culture leads to unhealthy competitive behaviour. The behaviour that reflects that there is no care for others as long as the results are achieved. For example, narcissists may be high achievers who will drive their own goals and agendas, even at the cost of their teams. When these individuals are in leadership positions, their behaviour may be detrimental to the culture of the organisation and the reputation of the business, for example IP 4 explained *“...eventually these types of people will do something that will alienate clients. Or you’ll see, like with Enron, they will do something so unethical that they’ll destroy the whole fabric of the business.”*. Literature also suggests that people who display traits of the Dark Triad are drawn to organisations that they perceive as having competitive cultures as it provides them with the opportunity for high risk, unethical and counterproductive work behaviour (Spurk & Hirschi, 2018). Once more, this emphasises the critical role of organisational values, as discussed in Theme 1.

Multiple participants in the interviews indicated that the problem lies with how leaders are performance managed. They stated that the performance management of leaders

should rather focus on reflecting what is going on in their teams than on the bottom line, for example, IP 7 said “...in my ideal it would be a leader should only be measured on the morale and performance of their team and have no performance indicators of their own, like tangible, technical ones...”. In addition, it was emphasised that there is little to no consequence management for the Dark Triad behaviour displayed. This may be because the person displaying the Dark Triad behaviour is in a senior position in the organisation and it is therefore overlooked, for example IP 10 said. “It’s linked to my role, so I am the king of the castle and therefore it’s okay for me to behave this way”.

Another reason for the lack of consequence management is that people do not know how to manage those who are displaying the inappropriate behaviour. For example, one participant thought that performance management does not necessarily hold individuals accountable for their behaviour especially if they are technically competent. It may be more difficult to performance manage an individual that is “*not behaving well and causing havoc*” (IP 7). From the findings it was inferred that some organisations may not be focusing on the correct performance indicators. Kets de Vries (2012) suggests that creating clear key performance indicators can offer a means by which people can be held accountable.

The participants proposed that the Dark Triad behaviour is being reinforced by what is recognised and rewarded in the organisation. Moreover, the Dark Triad behaviour serves the purpose of the organisation as it is perceived to be closely linked to delivering results that contribute to the bottom line. Multiple participants stated that changing the merit system and how organisations reward behaviour can be a good starting point in changing the culture of the organisation.

When Dark Triad behaviour is rewarded and employees take note of this, it may result in people modelling this behaviour because it is seen as the only way to get ahead, i.e. be promoted or earn more money. This impacts the organisation at large because then it becomes ingrained in the organisation as part of their culture. To illustrate, IP 9 said;

“And that sends a very strong implicit message to people as to what is expected in the organisation to go through the ranks in an organisation. And I’ve seen that many times, that people start to change and learn these behaviours because it’s the culture of the organisation or the culture in a team. It might not be the culture in a whole organisation, it might be the culture only in a specific team. Especially if the leader also have some of these tendencies, then it might promote others also to show that.”

Therefore, a few participants said that an organisation must link the performance management approach with the values of the organisation. This is supported by the latest findings that most organisations currently include the evaluation of competencies to their performance management (Gorman, Meriac, Roch, Ray, & Gamble, 2017). Competencies are typically connected to the values and/or goals of the organisation (Gorman et al., 2017). Practically, competencies are the knowledge, skills, abilities, and other characteristics (Campion et al., 2010). Organisations use competencies to differentiate high performers from the average performers (Campion et al., 2010).

Although it is common practice to link competencies to performance management, one participant did caution against using this approach (Gorman et al., 2017). The participant advised that including values in performance management might have its own set of challenges, such as, increasing competitiveness, targeting those who have input into the performance review, and distorting the performance data in the organisation. IP 2 stated; “I found the way that the managers operated was by being highly controlling, demanding perfection and not allowing room for error. They had to be right/ have perfect results, if you provided information with an error it was a huge deal, with aligning repercussions for you. Highly competitive environment even amongst different stores or divisions – about the best, the winner, the alpha male”.

Overall, if adequate support is provided, from the top management, to evaluate the performance management process with the mandate to make the necessary change or redesign the organisational culture, this will reduce the amount of Dark Triad behaviour at all organisational levels (Marshall et al., 2015).

4.2.4. Theme 4: Training for Employees in the Organisation

Theme 4 addresses the need for various types of training that can be offered in organisations to equip people better when they find themselves in a difficult situation. Especially when dealing with people forms a fundamental part of operating in a business. Participants offered the following types of training as a means to support employees in working with others in the organisation: political skills, resilience and emotional intelligence (EQ).

Multiple participants indicated that the presence of politics in organisations is inevitable. Organisational politics include any behaviour, from an individual or group, that has not been sanctioned by formal authority, that is informal, seemingly trivial, typically contentious, and illegitimate (Ferris, Adams, Kolodisnky, Hochwarter, & Ammeter, 2002). The data suggested that the participants see politics as chess moves, and inferred that in order to navigate the political environment one needs to be able to understand why people are making certain decisions and the possible motives underlying those decisions. Individuals who display traits of the Dark Triad are exceptionally good at using political skills as a manipulative tool to their advantage.

Political skills are the ability to enhance one's personal and/or organisational objectives by influencing others through an understanding and knowledge of how they work (Treadway, Witt, Stoner, Perry, & Shaughnessy, 2013). One participant posited that employees of an organisation, are always playing a political game whether they want to or not. This was supported by IP 7 who said; *"But playing the game of politics almost is a, it's a must in order to survive I think"*. This eludes to the belief that being part of organisational politics is inevitable. Hence, employees need to proactively craft the role they play in the politics of the organisation in order to navigate this environment.

Therefore, the suggestion was to offer political intelligence training in the organisation to develop political intelligence. Research has identified four dimensions in political intelligence that can form the basis for a political skills training programme i.e. social astuteness, networking ability, interpersonal influence, and apparent sincerity (McAllister, Ellen III, Perrewé, Ferris, & Hirsch, 2015). It has also been emphasised

that political skills are gained through experience. Therefore, it is recommended to deliberately practise the skills and get a mentor that will provide accurate feedback (McAllister et al., 2015).

The data also suggested that when working with people who display traits of the Dark Triad, there can be many setbacks, mainly because it is never clear when they are authentic. They might seem supportive, but when it comes to showing their support in front of others, they end up not supporting the cause or opposing it. For example, IP 3 mentioned; “*..they make a commitment and they say I’m going to support this in the meeting, in the planning meeting, and when you get to the meeting, they just don’t*”. It was evident that working with people who display traits of the Dark Triad can have a detrimental impact on an individual’s well-being, ranging from physical illness to mental well-being. Therefore, participants proposed that resilience training as a means to buffer the adversity that comes with working with people who display traits of the Dark Triad.

Psychological resilience is “the role of mental processes and behaviour in promoting personal assets and protecting an individual from the potential negative effect of stressors” (Fletcher & Sarkar, 2013, p. 16). From a trait point of view, resilience refers to an individual’s ability to adapt to changing circumstances. This suggestion is supported by Robertson, Cooper, Sarkar, and Curran’s (2015) systematic review of the literature on resilience that found that above the benefit of personal resilience improving with this type of training it is also useful in developing mental health and subjective well-being in employees (Robertson et al., 2015).

Another commonality across the data set was the suggestion of emotional intelligence training, specifically the ability to understand and control your emotions. This ability will help manage situations when the person, who displays the Dark Triad traits, is lashing out, blaming others for their mistakes, being manipulative and behaving unprofessionally. Therefore, it was suggested to provide people with emotional intelligence training, as this can help individuals understand the emotions they are experiencing and help them to channel the emotions appropriately and respond in a professional manner. Thus, developing a high level of emotional intelligence may

“...you cannot lose control of yourself because that is then against what they can use against you...” (IP 9).

This aligns with the finding that when employees have low emotional control, they are more likely to feel negative emotions and express CWB (Keskin, Akgün, Ayar, & Kayman, 2016). Emotional intelligence training interventions can assist employees in effectively dealing with emotions. Results from the literature show that training can be used successfully in improving an employee's ability to understand emotions which links to their work performance (Hodzic, Scharfen, Ripoll, Holling, & Zenasni, 2018).

4.2.5. Theme 5: Coaching

Theme 5 covers coaching the people who display traits of the Dark Triad. The topic of coaching had mixed responses from the participants, while multiple participants thought that coaching is potentially a waste of time for people who display the traits of the Dark Triad, others said that they believe that there are situations in which coaching can be effective. It is not yet clear from literature which coaching situations have the best probability of success.

One participant said that it could potentially be easier to coach someone who displays the traits of the Dark Triad when they are a subordinate rather than trying to coach a peer or manager. The participant indicated that directive coaching can be used as an effective tool to manage the person who is displaying the traits of the Dark Triad. For example, IP 3 stated:

“So it's work coaching, it's not coaching for self-discovery or for development. Let's just make that distinction. It's a directive coaching to set goals for both deliverables and behaviours and you have to do it at least once a week, then you seem to keep the person on track. So it's directive work performance coaching, it's not coaching in the definition that we probably would like to think of it”.

Directive coaching promotes goal-setting and directing employees on precisely what they should do (McCarthy & Milner, 2013). The manager leaves minimal room for reflection and interpretation (McCarthy & Milner, 2013). This method of coaching does

not encourage employees to think on their own, and it increases the reliance that the employee has on the manager/coach (Stower & Barker, 2010). Directive coaching is most effective when used for skill-based activities that already have a pre-defined answer (McCarthy & Milner, 2013).

The data also suggested that it might be easier to go into a peer coaching type relationship when the person is on the same level as you. The key is to call them out when they are displaying unacceptable behaviour and support them in understanding how their behaviour is not professional and what they can do differently. For example, IP 8 said, *“So you can quite easy go to them and say to them your behaviour is not acceptable and you go into a coaching type relationship there”*. Limited research is available on peer-level coaching, but it has been reported to have some success (Parker, Hall, & Kram, 2008).

Whilst many of the participants stated that efforts to coach people who display traits of the Dark Triad will be futile, others believed this to only be true for a few. A number of the participants reflected on whether the Dark Triad behaviour that they had seen in organisations was reflective of true nature or nurture. They mentioned that many of the behaviours that are perceived as Dark Triad behaviours have been learned as a mechanism to survive or to excel within an organisation and that there is a possibility that people do not know better. This is demonstrated in the following excerpt from IP 7:

“Those people would benefit from, those are not part of the Dark Triad although the behaviour can sometimes look the same, but those people I think would benefit from coaching, EQ training. Because basically they just need the mirror to be held up and they’re able to see, oh, this behaviour isn’t acceptable. I’ve behaved like this either because I thought that’s how leaders behave or that’s what I was taught or I just don’t know. But with sufficient coaching and training and feedback they can shift their behaviour. Because from my understanding they have both the ability to have insight and their brain structure is set up to be able to have empathy and manage their impulse control.”

Others indicated that a psychodynamic-systemic approach could be used as coaching to focus on the unconscious, i.e. hidden rationale for emotions, thinking and behaviour, as suggested by Kets de Vries and Rook (2018). However, it was mentioned that this should only be considered as a possibility when there is an external coach involved. One of the participants said that given the nature of the suggested coaching technique that it may not be successfully implemented when the coach is someone that works in the same organisation as they are seen as a threat to the person who is being coached.

In sum, coaching can be challenging when the target audience is employees who display traits of the Dark Triad. However, across the interviews the statements indicated that it remains an option worth exploring, irrespective if you use internal or external coaches. Directive coaching and psychodynamic-systemic approach coaching were discussed as possibilities as well as aspects to be aware of when using an external coach. The role of the Industrial Psychologist is critical in coaching to take into consideration the contextual factors when recommending a coaching approach.

Overall, the five themes that were discussed above, i.e. organisational culture, policies and processes, performance management, training and coaching provided a foundation of guidance for the focus group to evaluate in line with the scope of practice of Industrial Psychologists.

4.3. FOCUS GROUP

The focus group was used to ensure that the guidance of themes identified in the semi-structured interviews, from the broader field of Psychology, was practical and within the scope of Industrial Psychologists. The focus group consisted of Industrial Psychologists that reviewed whether the guidance was appropriate and whether they had any suggestions to add to the guidance. From the analysis it proved that the themes remained the same as those identified in the semi-structured interviews. The similarities, differences, and new suggestions to the five themes will now be discussed.

4.3.1. Theme 1: Organisational Culture

The participants supported the findings of the semi-structured interviews. The following inclusions were proposed: ethical leadership, educating employees on values, defining the negative side of values/competencies, and defining bullying behaviour.

They added the incorporation of ethical leadership as core part of the organisation's culture ("I just think integrity and the ethics I think for me was important. As we know, they tend to colour outside of the lines to get to where they want and what they want."). There is mixed evidence with regards to ethical leadership and the impact that it has on the Dark Triad. Findings from Palmer (2016) suggest that perceived ethical leadership has no impact on the frequency with which employees reported engaging in CWB. Whilst others found that the lack of ethical leadership sends the signal to people who display traits of the Dark Triad that anything goes (Belschak, Den Hartog, & Hoogh, 2018).

Another element of values that were highlighted in the focus group was the education around values, specifically when it comes to onboarding new people that are joining the organisation. The training of new employees in the values of the organisation is essential to guide them in behaving appropriately within the organisation and towards other employees. Another opportunity for training that was emphasised was performance management. One participant said that performance management is a cycle that repeats itself every year. Therefore, it makes logical sense to conduct training in preparation for the performance evaluations to ensure that employees are comfortable in assessing their team in accordance with the correct values. The participant stated that it may be an effective way to keep the discussion going around the values. In addition to performance management being used as a training opportunity around the values, participants also indicated the use of workshops to create visibility and dialogue around the values. This emphasises Hassan's (2007) call to the Human Resources community that if the values are not communicated through sound mechanisms, then organisational values will only remain the printed piece of glossy paper.

Participants agreed that the values of the organisation should advocate openness, transparency, respect, and support, but also inclusivity as an essential component. Findings suggest that there is evidence to support that organisations need to promote these values as they have the potential to impact various HR practices, i.e. appraisals, promotions, learning/training, and performance guidance and development (Hassan, 2007). Frink and Klimoski (2004) also suggested that a higher level of transparency is one of the best tools that an organisation can use to limit the activities of the Dark Triad. Although research has shown that there is a value-add in focusing on organisational values, this is not without risk (Cha & Edmondson, 2006). Leaders are perceived as the role models of the values, but they also face the dilemma of their personal values getting in the way. Sometimes their personal values impact their decision making, which could be interpreted by others as misalignment to the organisation's values, therefore increasing the perception of hypocrisy in the organisation (Cha & Edmondson, 2006).

Another element of values that was added by the focus group was to define the negative side of competencies as is illustrated by FGP 3;

“And sometimes I know we skip it because it takes so much effort and money I suppose, but we only document the positive indicators of a particular competency, we don't often go the extra mile and say...These are the negative behaviours of this particular competency. And that is when people then play it around, make it work for them, because we haven't been explicit in terms of when does this competency show up positive versus negative in terms of outlining the behaviours.”

Furthermore, the participants agreed that there is not enough clarity on what bullying behaviour means, for example, FGP 3 stated: *“So, I'm wondering if there is an opportunity to say, to break down and define what is bullying behaviour so that we are all clear on what is the things that we don't tolerate here. Because I don't think that it's enough to just say that we don't tolerate bullying, because what is bullying?”*. Literature suggests that Dark Triad traits are significant predictors of traditional and cyberbullying (Van Geel, Goemans, Toprak, & Vedder, 2017). Therefore, it could

potentially be beneficial to investigate the literature on the management of bullying behaviour in the workplace and investigate whether these findings can be applied to manage people who display traits of the Dark Triad.

4.3.2. Theme 2: Policies and Processes in the Organisation

There was alignment between the findings from the semi-structured interviews and the focus group regarding the guidance offered in Theme 2. The focus group reported that the most important part of policies and processes is to have a structure in place for employees to be able to report Dark Triad behaviour (*"If you experience this behaviour, call this number or WhatsApp this group. So there is a well-known process to be followed, that any employee can follow, that they can feel all right"* - FGP 2). Cowan (2011) reported only one out of 36 HR professionals in the USA felt that the organisation had an anti-bullying policy that contained the actual word bullying and also included detailed information about what activities constitute bullying. This clearly shows that there is a lack of acknowledging bullying behaviour and how it presents itself in the workplace. This directly impacts employees ability to report Dark Triad behaviour as they need to be aware of what the behaviour looks like before they can report it.

Other suggestions included training of the policies and processes in the form of e-learning and reporting Dark Triad behaviour to your manager and HR business partner. Findings suggest that training has been successful in decreasing Dark Triad behaviours (Stagg, Sheridan, Jones, & Speroni, 2011; Vartia & Tehrani, 2012). Specifically, equipping people with the knowledge of how to report these behaviours and awareness of the support mechanisms that the organisation can offer (Meloni & Austin, 2011).

The participants also emphasised the importance of HR's role in protecting the anonymity of the people reporting the Dark Triad behaviour and the person who was reported. This is critical as findings suggest that more Dark Triad behaviour will be targeted towards the person who reported the behaviour if they are revealed (Hutchinson, Vickers, Wilkes, & Jackson, 2009).

4.3.3. Theme 3: Performance Management in the Organisation

As with the previous themes, the participants of the focus group resonated with and agreed with the semi-structured interview findings. The focus group emphasised that instead of hiding employees who display the traits of the Dark Triad organisations should actively apply the appropriate consequences to manage the behaviour. One participant even said that it is necessary to make examples of people to show that the organisation is serious about not accepting Dark Triad behaviour.

However, the concern was raised that the person who is going through this process that displayed the traits of the Dark Triad should not be left without support. Research has revealed that there is a decrease in CWB when people who display traits of the Dark Triad perceive higher levels of organisational support (Palmer, Komarraju, Carter, & Karau, 2017). Therefore, the suggestion to provide support for both the victim and the perpetrator has merit.

The focus group shared the same concern regarding how organisations are rewarding and recognising behaviour. FGP 3 said *“Maybe just add that it should form part of the total reward and recognition scheme or whatever you refer to it, to your point to celebrate and reward people that’s consistently displayed those values”*. It was also mentioned that rewards don’t necessarily have to be monetary and that many non-monetary recognition schemes can be considered as alternatives. Although this has been supported by literature (Abdullah & Wan, 2013; Wei & Yazdanifard, 2014), there is still reason to believe that monetary incentives have a higher impact in motivating employees to achieve the organisation’s goals (Narsee, 2013).

In line with the findings from the semi-structured interviews, participants stated that the results of engagement surveys should be used to determine the bonuses of executives as the health of their people is what matters. One participant indicated that by analysing the results of the engagement survey, you could determine the teams that feel psychologically safe versus those who have a leader that display the traits of the Dark Triad. This information can then be used with the outcome results of those teams to see what the impact is. Therefore, it creates a clear golden thread from the behaviour to the financial results of the organisation. This approach should be used

with caution as there is no documented research available from which the effectiveness of the approach can be deduced.

4.3.4. Theme 4: Training for Employees in the Organisation

The focus group agreed that emotional intelligence, political intelligence and resilience training can be useful in helping individuals in the organisation cope. However, they also raised the concern with specifically providing training for individuals who are working with people who display traits of the Dark Triad.

“So we have to be clever around how do you position this and it should therefore I believe be part of a standard exercise that all employees from time to time go through. Not to isolate people or not to really link this to Dark Triad or bullying or these behaviours, but we know it is there to help people with this and many other challenges. I mean, resilience and EQ training is always a good thing. (FGP 1)”

A more pressing concern was that implementing training might not necessarily be effective in helping people deal with real-life situations, as mentioned by FGP 3; (*“I think we definitely have to think of the training that we provide, the when we do, the how we do it, the sustaining of it, what needs to be in place. Because I’m seeing some of the waste within the system because we don’t think it through and then we have these moments. And also, where people open up and there’s tears rolling and then that is it, then we go back...”*). Therefore, in the capacity of Industrial Psychologist, it is important to analyse the context of the organisation to establish which type of training would be most effective.

4.3.5. Theme 5: Coaching

The focus group also emphasised the importance of helping the individual that is displaying the traits of the Dark Triad to understand their behaviour and provide insight regarding how this impacts them and others. The reaction should not automatically be that they are a lost cause. This aligns with the suggestion to support the people who display the traits of the Dark Triad in section 4.3.3.

The focus group also suggested that there might be a larger issue that Industrial Psychologists have to deal with when it comes to coaching, for example FGP 3 stated; *“But I find that if you don’t do a holistic analysis then get to the root cause of the problem, then how can you really help this person?”*. The success/effectiveness of the coaching sessions can be significantly impacted when all the factors that may impact the person are not considered. This aligns with best practices reported that multiple assessments should be conducted to get an accurate picture of the client before the coaching commences (Gentry, Manning, Wolf, Hernez-Broome, & Allen, 2013).

A few concerns were also raised about the use of external coaches. Firstly, an external coach not understand the unique organisation context the person operates in and would not be there to caution or create awareness when they are derailing. Secondly, the use of external coaches do not cater for the ongoing process that the individual is going through.

“...but reality is the person is not going to change their personality. It’s going to be a continuous management of checking in and hoping that they are open to keep or remain cognisant of all of this. So it’s going to not be a once-off intervention or it’s going to have to be a managing of this personality all the way through (FGP 1)”

Thirdly, there is confusion when external coaches are used as to who is the client (*“Not to say that they must disclose the entire conversation, but there should be continuous check-ins with the external coach, is the person still attending the coaching?”* – FGP 1). In a coaching scenario with an external coach, there are typically four different possible clients, i.e. the coachee, the organisation, the HR practitioner involved or the line manager. Thus, external coaches must clarify who the client is before commencing the coaching. Lastly, the coaching is often drawn out without a clear target of what needs to be achieved. Likewise, Cowan (2013) suggests that the contracting can often become complicated, challenging and loaded with an uneasy power dynamic when the coach is an external party.

Whether external or internal, the participants suggested that it is important that when appointing a coach to help an individual that is displaying traits of the Dark Triad, that this person should be experienced in dealing with these individuals. This will mitigate the risk of having coaches that are manipulated by these individuals because they lack the knowledge and experience. This supports Kets de Vries (2014) suggestion that the coach can help if they can recognise the signs of how the Dark Triad traits are presented in the workplace and understand how to address them.

One focus group participant questioned when would be the appropriate time to enter into a coaching relationship with an individual that display traits of the Dark Triad. FGP 1 expressed a suggestion as follow;

“Well, I would plug it in as soon as you see there is some challenges coming from the team through the engagement survey or through a grievance process. And this is one of the things, apart from... Well, you’re creating the insight already by giving the person feedback and asking if they want to tackle this head on through coaching.”

From the focus group discussions it was highlighted that there is a lack of support offered to the individuals that display the traits of the Dark Triad when they’ve completed coaching. Currently, there is no proper process in place to enable them to successfully adopt new behaviours that can help them remain accountable.

To conclude, the data analysis revealed five themes, i.e. organisational culture, policies and processes, performance management, training and coaching. The themes identified in the semi-structured interviews were corroborated by the focus group. The golden thread that ties these themes together is that they all impact job performance on the individual, team and organisational level and thus lie within the scope of practice for Industrial Psychologists. A summary of the themes is provided in Figure 1.

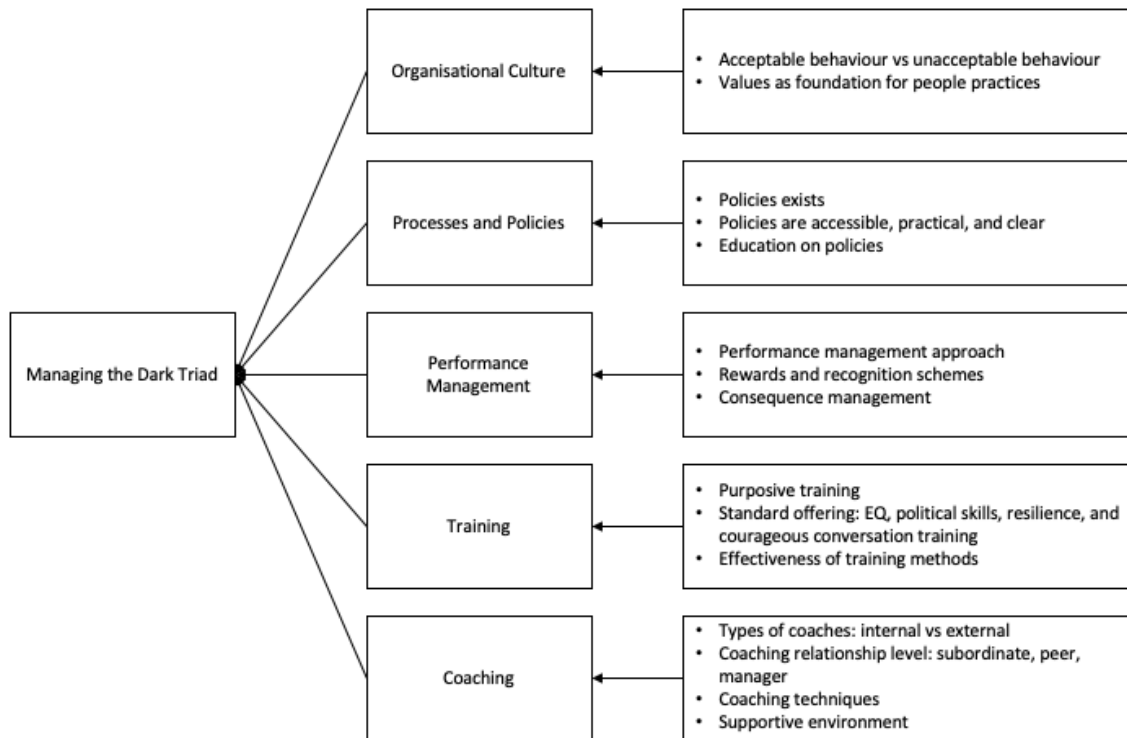


Figure 1. Summary of findings for the management of the Dark Triad

4.4. RESEARCHER'S REFLECTION

The researcher found the data gathering process to be both challenging and rewarding. It was tough to find participants that were willing to share their experience given the sensitive nature of the topic. This was expected, as researching the Dark Triad has been perceived as complicated, but the researcher underestimated the level of difficulty. The participants had to repeatedly reassured that their response would remain anonymous to provide a safe environment for them to share their experiences.

A surprising revelation from the semi-structured interviews was that many of the psychologists were sharing their experience from the perspective of being impacted by working with an individual that displayed traits of the Dark Triad and not necessarily in their capacity as a psychologist. The expectation was that most would be speaking from how they have helped others in the organisation, managing people who display

traits of the Dark Triad. The realisation resulted in questioning whether psychologists can help others if even they are battling to manage it

The nature, content and perspective of each interview was different, which was refreshing. Each of the participants implicitly provided insight into their beliefs, emotions, and values as they shared their experience. The researcher found that the field notes corroborated the transcriptions and supported interpretation while coding and creating themes.

The researcher also found it helpful that a participant from the interviews attended the focus group. This person was able to explain the rationale behind the guidance of some of the themes that were presented and discussed. Although the debate in the focus group unfolded organically, it was challenging to remain in the facilitator role. The researcher wanted to participate and share the research that had already been investigated regarding some of the suggestions that were presented in the focus group. These thoughts and contributions were recorded and retained for the thesis.

The most challenging aspect of the study was the uncertainty that plagued the researcher at the start of the data analysis. Especially, as this was the researchers first attempt at conducting a thematic analysis, it took some time to get comfortable with the ambiguity. However, the more the researcher got immersed in the data, the easier it became. Overall, the researcher found it valuable to conduct both the semi-structured interviews and the focus group. This proved to be a golden thread throughout the study for the researcher. It was also rewarding to see how the study evolved over the different phases.

4.5. SUMMARY

In this chapter, the themes from the semi-structured interviews were presented and discussed. This was followed by presenting and discussing the findings from the focus group with the specific aim to focus on what was added, agreed or disagreed with. The findings were also discussed in line with views from the literature. The findings revealed evidence for both research objectives of the study. In the next chapter, the findings will be translated into a practical guideline for Industrial Psychologists to use.

The chapter will also cover the limitations of the study and recommendations for future research.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

This research study was motivated by the gap that was highlighted by Guenole (2014) that the field of Industrial Psychology is not actively acknowledging the presence and role of the Dark Triad in the workplace. The purpose of this research study was to address the following question: “How is the field of Industrial Psychology responding to the effects that the Dark Triad personality has on job performance?”.

The literature review aimed to establish whether there is a need to focus on the Dark Triad when considering job performance in organisations. The review focused on creating a thorough understanding of job performance before the individual and organisational antecedents of job performance were discussed. Within the individual antecedents, it became clear that personality has a direct impact on job performance. Literature from other studies revealed a significant relationship between job performance and the Dark Triad. However, there has been limited research conducted on how to manage people who display traits of the Dark Triad from the perspective of an Industrial Psychologist. Therefore, there was a case that the Dark Triad is an important factor to consider for job performance. A review was conducted on all the Dark Triad constructs with a specific focus on what it is and how the behaviours transpire in the workplace.

Guided by the research question and objectives, the study was grounded in a phenomenological research methodology to explore the experiences of registered Counselling Psychologists, Clinical Psychologists, Research Psychologists, Coaching Psychologists or Industrial Psychologists. A wider variety of psychologists were consulted, given the lack of experience and knowledge in the field of Industrial Psychology. The data collection and analysis were focused on exploring the experiences that were captured during the semi-structured interviews and focus groups. Ten semi-structured interviews were conducted where participants shared their relevant experiences which were then transcribed, coded, and analysed with the

support of Microsoft Excel and pen-and-paper. Thematic analysis was applied to code the data, which resulted in five themes that aligned to the two objectives. The findings and themes garnered from the semi-structured interviews were tested for relevance with a sample of Industrial Psychologists in a focus group. This ensured that themes and guidelines derived from them would be relevant, practicable and feasible for the scope and field of Industrial Psychology.

In this chapter the practical implications that emerged from the findings reflected on and discussed in Chapter 4 are proposed. In addition, with the limitations of this study and recommendations for future research are outlined, ending with concluding remarks pertaining to the study.

5.2. PRACTICAL IMPLICATIONS

The findings from the semi-structured interview and focus groups, reported and discussed in the previous chapter, offered various suggestions for Industrial Psychologists on the management of Dark Triad traits. This section attempts to transform the findings into guidelines that can be applied practically within an organisation and that are within the scope of practice of Industrial Psychologists. The implementation of the guidelines below should be considered and aligned with the scope of practice for Industrial Psychologists. In South Africa the scope of practice for each category of psychology are defined by the Department of Health in accordance with the Health Professions Act 1974 (Act No. 56 of 1974). The role of the Industrial Psychologist is characterised by an application of their knowledge and skills in the areas of assessments, ethics, and principles of psychology to promote effective organisational functioning. The proposed guidelines, in alignment with the scope of practice for Industrial Psychologists, will thus impact organisational activities relating to policy and process formulation, training and development, intervention programmes, career planning, and culture.

The guidelines formulated from this research study serve as suggestions and thus may not all be appropriate for every situation or organisation. Therefore, the onus remains on the Industrial Psychologist to analyse the situation and determine which guidelines will be most suitable to apply. This requires Industrial Psychologists to be

educated on and aware of how the Dark Triad behaviour presents itself in the workplace to ensure the most effective prevention and management strategies are employed.

5.2.1. Guideline 1: Organisational Culture

The findings confirm that organisational values may have an important impact when creating the environment for people who display traits of the Dark Triad (Delbecq, 2001). These values can either enable or hinder the person from displaying these negative traits. The findings suggest that advocating and encouraging a competitive and results-driven culture may have adverse effects that lead to unacceptable or bullying behaviour. Therefore, the values that are chosen to support a healthy culture need to be considered and evaluated in terms of how they can disable this type of behaviour. For people to understand what acceptable behaviour looks like, they need to know what the values are and how these are presented practically in the workplace (Delbecq, 2001). The opposite is also true for unacceptable behaviours because this directly links to the reporting of this type of behaviour. Unacceptable behaviour is less likely to be reported if people are unsure of how the behaviour presents itself in the workplace.

Employees are often introduced to the values of the organisation at the beginning of employment, but these may not be truly embedded in all the organisation's practices. The findings suggest that values are not negotiable. The values should guide and inform all activities relating to people, e.g. recruitment, onboarding, leadership development and performance management, amongst others. It is also clear that there is a need for Industrial Psychologists to create opportunities for dialogue around the values to ensure that these remain a living part of the organisation (Hassan, 2007).

Lastly, leaders are the custodians of values. Therefore, it matters whether they behave according to the values. This sends a strong message to the rest of the organisation and people start mirroring what leaders do (Linton & Power, 2013). Given the prevalence of the Dark Triad in leadership positions, Industrial Psychologists need to remain vigilant in monitoring the leaders of the organisation for early warning signs. These warning signs may be present in the results of engagement surveys, 360

feedback, observations, leadership development programmes or selection assessments. Therefore, Industrial Psychologists need to be knowledgeable about how the behaviour of the Dark Triad is presented in the workplace and which 'red flags' to look for.

Informed by the findings, Industrial Psychologists can consider the following summary of guidelines relating to the organisational culture:

- Company values should actively discourage bullying behaviour
- Company values should advocate openness, transparency, respect, support and inclusivity
- Company values should be clear and visible for all to see
- Company values should reflect team-orientation to emphasise a team culture
- Company values should foster psychological safety, i.e. employees feel safe to take risks and be vulnerable in front of each other
- Company values should be broken down to reflect practically what the desired behaviour should look like as well as what types of behaviour are negative and unacceptable
- Opportunities should be created for people to dialogue around the company values
- Company values should form the basis of all activities, e.g. recruitment, onboarding, leadership development, performance management, etc. – all people practices
- Company leadership should be grounded in a transformational and ethical leadership style

These guidelines serve as a starting point for Industrial Psychologists to build the business case for values within the organisation and how the organisation can leverage values. It is important for the Industrial Psychologist that works within the Organisational Development or Talent Management department to evaluate whether the values of the organisation are aligned with the guidelines mentioned above. Also note, an Industrial Psychologist will not be able to change the values of the organisation without consulting various stakeholders, e.g. executive board, senior

leaders and line managers. As an Industrial Psychologist, the role is to facilitate the conversations to determine the values and assists with instilling the values in the people practices of the organisation.

5.2.2. Guideline 2: Policies and Processes in the Organisation

The experiences of participants in this study indicated that the policies and processes that currently exist, if they exist at all, in most organisations are insufficient to facilitate the reporting of bullying type behaviour. As in the literature, emphasis was placed on the lack of a clear definition with regards to what bullying behaviour is (Cowan, 2011). The participants referred to bullying behaviour as behaviour that occurs over time that impacts someone's work negatively, for example, harassing, offending, and humiliating others. The understanding of what constitutes bullying behaviour is supported by having clearly defined values, as mentioned in the guideline 1. This emphasises the importance of educating employees on both acceptable and unacceptable workplace behaviour, such as the those related to the Dark Triad.

For employees to report unacceptable behaviour, they need to understand what the policies and processes are. This necessitates knowledge and understanding of how the policies and processes of the organisation work and effective communication thereof to eliminate any uncertainty that employees might have (Vartia & Tehrani, 2012). The policies and processes should also be visible, accessible and clear to everyone. When a grievance has been lodged, there is a significant responsibility that lies with the Industrial Psychologist. This responsibility lies in protecting the identity and providing safety for all parties involved before, during, and after the investigation of the grievance has been concluded (Hutchinson et al., 2009). Nonetheless, there is still a strong case for a no-tolerance policy and that people should be made examples of if they do behave unacceptably. Otherwise, it may create the perception that unacceptable behaviour is tolerated, which encourages further Dark Triad behaviour.

Based on the abovementioned areas of concern the following guidelines relating to the policies and processes can be considered by Industrial Psychologists:

- There should be a formal no-tolerance policy for bullying type behaviour

- The no-tolerance policy should clearly and explicitly define unacceptable behaviour
- Educate employees on what is unacceptable behaviour, i.e. Dark Triad behaviour, and use relatable, practical examples to illustrate
- The no tolerance policy should be visible and actively shared with everyone in the organisation
- The grievance process should be clearly communicated and accessible to all employees
- There should be a clear channel and process for reporting unacceptable, inappropriate or bullying type behaviour
- Provide safety for the aggrieved party as well as the person that was reported, i.e. ensure confidentiality and anonymity.

The learnings that an Industrial Psychologist can take from the guidelines is to ensure that policies exist and are carefully crafted to fulfil their purpose. The responsibility also lies with the Industrial Psychologist to liaise with relevant stakeholders in the creation of policies, specifically the Industrial Relations (IR) consultants in the organisation. Lastly, educating employees on the content of policies should not be neglected. More immersive training approaches are required for the policies to be effective, e.g. role-playing techniques.

5.2.3. Guideline 3: Performance Management in the Organisation

Performance management was shown to be a key strategy for managing people who display traits of the Dark Triad. The findings suggest that there is difficulty in managing both non-performers and people who display traits of the Dark Triad, which leads to ignoring the behaviour instead of managing it. There are three core parts of performance management in this case: organisational values, contracting of goals, and rewards and recognition.

As mentioned, the organisational values play the critical role in denoting which behaviours are acceptable. Once it is clear which behaviours the organisation deems unacceptable, it is critical to implement the appropriate consequences for those

exhibiting the unacceptable behaviour. Apart from the aforementioned grievance procedure, one approach is to include values as part of the performance management system. This could work well if the feedback is gathered from multiple sources that remain anonymous e.g. 360 feedback. There is, however, the risk of negative consequences when the person who is being rated knows who the raters are and attempts to influence or punish them if they receive negative feedback. In this instance, it is the prerogative of the Industrial Psychologist to establish whether this strategy would be appropriate in the specific organisation. If this approach presents itself as too high risk, a different strategy can be used. This may entail collecting the feedback in the same way as mentioned above, but instead of tying it to the merit system, using it to create development plans for employees. In this approach, there are no negative consequences linked to the feedback, which decreases the risk of CWB (Palmer et al., 2017). Irrespective of the approach used this serves as a training opportunity for employees on the values of the organisation. Overall, interesting insights can be gathered through 360 surveys, especially when looking for the discrepancies between what subordinates, peers, and managers report.

Contracting of performance goals for each employee should be clear and describe what they are expected to deliver. The contracting is typically conducted during performance management. This is ultimately dependent on the nature of the organisation and the nature of the role that the employee fulfils. The individual with Dark Triad traits may easily get away with non-delivery of goals, either because of their seniority within the organisation or their ability to manipulate and influence others (Dahling et al., 2012). This emphasises the need for clear contracting with employees on what they are expected to deliver and to hold them accountable for it.

Performance management is often coupled with rewards and recognition. The findings advocate for rewards and recognition that are based on both monetary and non-monetary schemes. The rationale for including both monetary and non-monetary rewards is to acknowledge the different motivational mechanisms that drive employee behaviour. Rewards and recognition designate and reinforce what behaviour the organisation values (Ouimet, 2010). Where possible, Industrial Psychologists need to ensure that there are both monetary and non-monetary schemes implemented in the

organisation. Some examples of non-monetary rewards include recognising employees in front of others for displaying the organisational values, flexible working hours and additional leave. Many organisations have pages on their intranet dedicated to employees in the organisation that have lived out the values of the organisation. The non-monetary needs of employees in an organisation should thus be investigated to determine what would be appropriate for the specific organisation. Moreover, these rewards should not come across as trivial or pity rewards.

One participant suggested an alternative approach to the allocation of rewards, that is, to reward executives based on the results of the engagement survey. Engagement surveys reveal the health of the people resource of the organisation. There is often limited evidence of what happens with the results of engagement surveys. Therefore, it makes sense that this should be included as a metric when determining the rewards of executives in organisations. This approach is not yet supported by literature and should be used cautiously, given that engagement surveys are typically based on small samples and could represent an inaccurate or skewed reflection of the organisation. The Industrial Psychologist can also consider measuring the performance of leaders based on the performance and engagement of their team.

A summary of guidelines that Industrial Psychologists can consider relating to the performance management are as follows:

- Performance management should reward behaviour that supports and emulates the values of the organisation
- Performance management should hold employees accountable for specific goals, objectives and key performance outcomes that need to be achieved
- Performance management of leaders should be based on the performance and engagement of their team
- 360 feedback surveys should be used to gather feedback from multiple sources for development purposes
- If values form part of the performance management system, use performance management as an opportunity to train people on the company values

- Incorporate non-monetary and monetary rewards to reinforce the values of the organisation
- Provide support to the person who is displaying the Dark Triad behaviour, e.g. appropriate interventions and consequence management
- For executive bonuses use the results of the engagement survey (use with caution as mentioned above)

Performance management is context-specific and leaves the Industrial Psychologist with limited power. The availability of resources, e.g. money, time, people, may limit the scope of what can be done within the performance management process.

5.2.4. Guideline 4: Training for Employees in the Organisation

Training should be standard practice within organisations and available to everyone. The question is whether this happens in practice and whether organisations are equipping their employees for success. Training such as emotional intelligence, resilience, and political skills training can benefit all employees in a modern and dynamic work environment (Hodzic et al., 2018; Robertson et al., 2015). Technological advances, such as e-learning platforms and mobile learning, allow employers to make training available on scale and on demand to employees.

Industrial Psychologists' responsibilities relating to training are to determine the most appropriate and effective methods for the organisation they operate in. For some organisations, online learning might be more suitable while in other organisations workshops might be more appropriate. Training should be implemented to deliver specific outcomes to avoid conducting training only for the sake of it.

The transfer of learning from training to the actual workplace is a longstanding challenge and concern in the education, training and development arena (Lacerenza, Reyes, Marlow, Joseph, & Salas, 2017). This concern was prevalent in the findings as participants indicated that they lacked confidence in the ability of training to equip people to implement the skills that they have learned when they return to the workplace. This may be due to inappropriate training methods or a lack of immediate opportunities to apply the new skills (Lacerenza et al., 2017).

As previously mentioned with the values, employees need to understand what the taught skills or behaviours look like in practice. The science behind how people change their behaviour and how the brain works have evolved, and the training provided in the workplace needs to change with it. A participant suggested to assist in creating a new behaviour in the workplace is for employees to provide one another with feedback regarding the desired behaviour. Specifically, when the employee is doing something to reinforce the behaviour or doing something that contradicts the behaviour. There is some concern around the practicality of this idea as this requires people to be willing to share what behaviours they are focusing on and that others will take the time to provide the necessary feedback. The important conclusion is that training needs to be facilitated in a way that makes it easier for employees to implement in the work environment.

Guidelines for Industrial Psychologists to consider when using training to buffer the effect of Dark Triad behaviours are as follows:

- As a standard, all employees should be trained in the following:
 - Emotional intelligence
 - Resilience
 - Political intelligence/skills
- Training should be designed and implemented to address a specific outcome
- Leverage new technology, to provide access to learning for all employees, for example e-learning platforms
- Leverage the latest science available on how the brain works and how people create habits and develop new skills
- Employ training techniques that allow employees to practice their new skills to promote success in real situations, e.g. role-modelling, workshops and team-builds
- Training should be interactive to teach how it practically looks like to successfully implement this behaviour in the work environment
- Select the training method that will have the highest probability of successful knowledge transfer

The above guidelines will ensure awareness and grooming of critical skills throughout the organisation. The timing of training should also be considered carefully, this includes whether there is a need to be met, and when it will be most effective. Industrial Psychologists need to recognise that there is typically a limited budget within organisations for training programmes. Therefore, the selection of training programmes, platforms and workshops for implementation should, when possible, be supported by a training needs analysis and integrated with talent and performance management strategies.

5.2.5. Guideline 5: Coaching

Coaching is perceived as one of the support mechanisms that can be implemented once an employee has been identified as displaying traits of the Dark Triad. Coaching was the most contentious topic in this study. While multiple participants argued that coaching is not an effective approach to managing people who display traits of the Dark Triad, others continue to believe in its effectiveness. The question raised from this research is how many of the employees displaying the traits of the Dark Triad are expressing the behaviour as a learned response rather than a natural inclination?

One of the pitfalls mentioned in the study is that Industrial Psychologists sometimes fail employees that need to be coached, e.g. employees that are dealing with a problematic situation, employees who need to improve for performance management purposes, etc. Often, not enough information is gathered before the coaching sessions start, and the symptoms are treated instead of the cause. It is thus valuable and important to get a holistic view of the individual by conducting any necessary assessments and gathering feedback from relevant sources before commencing the coaching sessions.

Depending on the level of seniority, the Industrial Psychologist can evaluate whether an external or internal coach would be better suited. External coaches have a unique advantage when coaching an individual that display the traits of the Dark Triad (Kets de Vries & Rook, 2018). They cannot be viewed as competition by the individual. The disadvantage is that they can miss contextual information, but if they conduct a holistic analysis upfront, as suggested, this risk can be mitigated. If the coached employee is

in a subordinate position, the Industrial Psychologist can also suggest using directive coaching which requires time from the respective line manager. Directive coaching is deemed more appropriate when the focus is on the content rather than the process (Ives, 2008). An alternative approach when using external coaches for senior leaders is a system psychodynamic approach (Kets de Vries & Rook, 2018).

In any coaching relationship, it is important to contract what the coaching sessions aim to achieve, the duration of the sessions and continuous progress reports of the sessions. The progress reports are important but also require discretion to disclose only the needed information as there is a trust that is built in a coaching relationship that needs to be maintained (Cowan, 2013).

The coach and the Industrial Psychologist need to assist in creating a support system in the work environment for the person who displayed the Dark Triad traits before the coaching sessions end (Gentry et al., 2013). One suggestion is to educate the line manager by sharing the practical signs of the behaviour that the Dark Triad displays (Langbert, 2010). The line manager can then help the employee identify the signs when they display the behaviour. Depending on how willing the employee is to share with others, peers can also become part of this feedback circle. However, it has been recommended to use group feedback, as this provides others with the opportunity to offer suggestions for improvement (Kets de Vries & Rook, 2018). The employee who is, displaying the Dark Triad behaviour will feel some pressure to adapt, and given the group-setting, cannot ignore the feedback. This approach is recommended to be used on senior or executive leaders of the organisation. This approach should be used with caution as it is important to consider the specific contextual factors for each situation to establish probability of success.

In summary, Industrial Psychologists can consider the following guidelines when addressing coaching in the organisation:

- Make use of external coaches and providers when needed (might be more suitable for more senior positions)

- Use assessments to gain a holistic view of the coached individual before coaching starts
- The Industrial Psychologist should schedule continuous check-in sessions with the coach to evaluate progress
- Clearly define the requirements and desired outcomes of all parties for the coaching sessions
- Use directive coaching with the person who is displaying the Dark Triad behaviour – this is more effective when this person is a subordinate
- Use a system psychodynamic coaching approach when appropriate (most suited to use external coaches)
- Focus on creating supportive environment for people to succeed in the workplace after their coaching

The coaching process should always protect the wellbeing of the person being coached. Industrial Psychologists have limited power when it comes to the actual coaching sessions, unless they are the coach. The most important role the Industrial Psychologist can serve in coaching is to equip the coaches that will be coaching the employees. If an Industrial Psychologist is in the coaching role, the most important consideration is boundary management, especially when the Industrial Psychologist is working in the same organisation.

5.3. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Although this study provides insightful information for the field of Industrial Psychology, it has certain limitations. These limitations do not invalidate the results obtained. The limitations are discussed below, along with recommendations for future research on this topic.

Furthermore, the member checking process in the interviews proved to be difficult as three out of the 10 participants did not review their transcripts. This impacts the credibility of the research study as the member checking process was used to confirm the accuracy of the data from the interviews. Whilst the focus group delivered adequate results, the minimum requirement of six participants was not met. Literature

suggested that six to 12 participants should be included in the focus group to ensure that there is enough diversity in the information provided. This limitation directly impacts the transferability of the findings to other contexts with other Industrial Psychologists. Therefore, it is suggested that this study is replicated with the specific functions/roles of Industrial Psychologists, e.g. how coaches deal with the Dark Triad personalities, how Industrial Relations consultants deal with Dark Triad personalities, how recruitment consultants deal with Dark Triad personalities, etc. These studies should also attempt to include more professionals in the data gathering process. Future research can also focus on determining the success of these guidelines once implemented in an organisation.

Qualitative studies are typically criticised when using a thematic analysis as data analysis method because of the many disadvantages discussed in 3.7 (Braun & Clarke, 2006). However, in this study, multiple measures were used to ensure the credibility, transferability, dependability, and confirmability of the research (see section 3.8. for more information).

From this study, it has been emphasised that there might be a closer link to bullying behaviour and the Dark Triad behaviour than previously perceived. Further research is suggested to see whether methods recommended to manage bullying behaviour in organisations can be successful in managing people who display the traits of the Dark Triad. Another recommendation for future research includes determining whether individuals who display traits of the Dark Triad in organisations are behaving that way because the behaviour has been learned or whether it is part of their nature. The hypothesis is that more people have learned this behaviour to adapt in the competitive working environment than those individuals who are true narcissists, psychopaths, and Machiavellians in nature. Lastly, given the lack of research available on how to support individuals when they exit a coaching relationship, further investigation is recommended.

Furthermore, given the lack of clarity regarding the relationship between adaptive performance and the other performance construct further investigation is recommended. Also, given the relationship mentioned in Chapter 1, between

leadership and the Dark Triad (LeBreton et al., 2018) it is recommended that further research is conducted on destructive leadership, for example, the toxic triangle and the relationship it has with the Dark Triad and job performance.

5.4. CONCLUSION

This study has set out to create a guideline for Industrial Psychologists on how to manage people who display traits of the Dark Triad, specifically concerning the impact it has on job performance. After analysing and discussing the findings from the semi-structured interviews and the focus group, guidelines were created. These guidelines can be used by Industrial Psychologists to select from depending on the specific situation that they have to manage. Although many of the guidelines listed above have been recommended in general people practices before, either these are not adequately being implemented or they are not getting the attention required for them to be effective in the organisation.

This study begins to address some of the gaps in the literature on how to manage people who display traits of the Dark Triad to improve job performance. Industrial Psychologists can no longer ignore the impact that people who display traits of the Dark Triad have on job performance, especially given the reported increase of individuals who exhibit these traits at the senior leadership and executive level. These individuals are in positions of power, which means the consequences of their behaviour automatically cascades throughout the rest of the organisation. The consequences include but are not limited to low team morale, lack of trust, high turnover, high absenteeism, and poor performance within teams and for individuals. Therefore, it is within the realm of Industrial Psychologists to address the need to help manage people who display traits of the Dark Triad in the workplace.

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APPENDIX A

INTERVIEW PROTOCOL

This interview protocol has been developed to guide the interviewer during the process of semi-structured interviews. Given that the nature of the interviews is semi-structured, some of the questions will be known before the interview, other questions (nature unknown) will be asked during the probing process of the interviews. The questions that are known will be included as guidance in this document.

Purpose:

The purpose of the interview is to gather insights into how experts in the field have managed individuals that display traits of the Dark Triad. Through the gathering of multiple experiences, the aim is that a pattern will emerge from which guidelines can be deduced.

Participants:

The participants will be recruited through purposive criterion sampling and snowball sampling. The criterion for this research study is to interview individuals that have either worked with or managed individuals that display traits of the Dark Triad, this can be any person that is registered under one of the following categories: Counselling Psychologist, Clinical Psychologist, Research Psychologist, Coaching Psychologist or Industrial Psychologist with a minimum of 5 years of experience. The number of participants is dependent on when data saturation is reached, a minimum of 10 participants will be interviewed. Participation is completely voluntary and the participant can withdraw from the study at any point in time.

Process:

The participants will be required to think of a situation in which they have worked with or managed an individual or individuals that displayed traits of the Dark Triad. Questions that will be covered during the interview are:

- How did he/she identify that this person was displaying traits of the dark triad?
- How did the person's behaviour affect his/her or other's job performance, that is, the total expected value to the organisation?
- What enabled the person to display the behaviour and have this impact on his/her or other's job performance?
- How did he/she manage it?
- How did the organisation manage it?
- What would he/she do differently?

As part of the closing of the interview, the researcher will ask the participant whether they know of any other individuals that meet the criterion of the study that he/she shares the researcher's details with the prospective participant so that if the person is interested he/she can contact the researcher directly.

The interviews will be transcribed after each interview which will be followed by the researcher conducting a thematic analysis through the use of open coding and selective coding. Once the researcher has reached data saturation the synthesised data insights will be shared with the participants of the interviews. The participants will be given the opportunity to give feedback and confirm that the synthesised data insights are valid.

APPENDIX B

FOCUS GROUP PROTOCOL

This focus group protocol has been developed to guide the facilitator during the process of the focus group. Given that the nature of the focus group is semi-structured, some of the questions will be known before the focus group, other questions (nature unknown) will be asked during the probing process of the focus group. The questions that are known will be included as guidance in this document.

Purpose:

The purpose of the focus group is to mirror the insights gathered from the experts in the field during the semi-structured interviews. The aim is to establish whether the guidance identified is practical and appropriate for Industrial Psychologists to apply in the workplace.

Participants:

The participants will be recruited through purposive criterion sampling and snowball sampling. The criterion for inclusion in the focus group is an individual that has either worked with or managed individuals that display traits of the Dark Triad, the individual is registered as an Industrial Psychologist with a minimum of 5 years of experience. The number of participants that will be included in the focus group will be a minimum of 6 and a maximum of 12. Participation is completely voluntary and the participant can withdraw from the study at any point in time.

Process:

At the start of the focus group the researcher will provide a brief overview of how the data was gathered in the semi-structured interviews. The researcher will then continue to debrief the findings of the data gathered in the semi-structured interviews.

Once the researcher has thoroughly debriefed the findings specific question will be covered:

- Do you agree with the guidance? If not, why?
- Do you think the guidance is practical? If not, why?
- Is the guidance appropriate for an Industrial Psychologist to implement? If not, why?
- Do you have any feedback on the guidance provided?
- Do you have any suggestions for guidance that you feel is missing?

An analysis of the generated level of agreement/comments/thoughts will be conducted after the focus group. The researcher will incorporate these into the final practical guide that will be suggested as a conclusion to this research study.

APPENDIX C

ETHICAL PERMISSION FOR STUDY



UNIVERSITEIT
STELLENBOSCH
UNIVERSITY

NOTICE OF APPROVAL

REC: Social, Behavioural and Education Research (SBER) - Initial Application Form

22 October 2019

Project number: 1700

Project Title: The Relationship between Job Performance and the Dark Triad: Practical Implications for Industrial Psychologists

Dear Mrs Yvonne-Louise Smit

Your response to stipulations submitted on 7 October 2019 was reviewed and approved by the REC: Humanities.

Please note the following for your approved submission:

Ethics approval period:

Protocol approval date (Humanities)	Protocol expiration date (Humanities)
11 September 2019	10 September 2022

APPENDIX D

CONSENT FORM



UNIVERSITEIT • STELLENBOSCH • UNIVERSITY
jou kennisvenoot • your knowledge partner

STELLENBOSCH UNIVERSITY CONSENT TO PARTICIPATE IN RESEARCH

Dear Prospective Participant

My name is Yvonne-Louise Smit and I am a student at the University of Stellenbosch. I would like to invite you to participate in a research project entitled 'The Relationship between Job Performance and the Dark Triad: Practical Implications for Industrial Psychologists'.

Please take some time to read the information presented here, which will explain the details of this project and contact me if you require further explanation or clarification of any aspect of the study. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part.

This research study aims to provide Industrial Psychologists with a practical guide of how to manage individuals that display traits of the Dark Triad (i.e. Psychoticism, Machiavellianism, and Narcissism) in the workplace. Specifically with the focus of how to manage people that display these traits to improve job performance. As the first part of my research study I am conducting semi-structured interviews with experts in the field that have either worked with or managed individuals that display these traits, this can be any person that is registered under one of the following categories: Counselling Psychologist, Clinical Psychologist, Research Psychologist, Coaching Psychologist or Industrial Psychologist with a minimum of 5 years of work experience. The rationale for including the broader field of Psychology is to harness the opportunity to learn from the different fields and assess whether the approaches followed have applicability for the field of Industrial Psychology. The semi-structured interviews will be followed by an exercise where the accuracy of the data insights is confirmed by the experts with whom the interviews were conducted. Secondly, a focus group with Industrial Psychologists will be conducted to establish whether the themes of guidance identified in the first phase is practical and appropriate for the field of Industrial Psychology. The Industrial Psychologists included need to meet the same criterion as mentioned above.

The benefit of the study will be to contribute to the field of Industrial Psychology where it has been established that limited information about this topic is available. There will be no direct benefit or payment to the participants. Audio files (voice recordings), electronic data (audio files transcribed in excel format and field notes captured in word format), and paper (field notes and reflexive journal) will be used in this study. The investigator, i.e. the researcher and supervisor will have access to the data. The data of the participants will be protected through the use of pseudonyms, e.g. individual 1, individual 2. During the focus group, participants will only be focusing on the themes, therefore, no identifiers will be included from the interview data. Given the nature of focus groups, the researcher cannot guarantee confidentiality but will take every possible precaution to maintain confidentiality. The researcher would like to remind participants not to repeat what is said by fellow participants during the focus group and to respect the privacy of fellow participants.

The following methods will be used to ensure that the data is stored securely and destroyed properly:

The data will be stored on a password-protected computer with password-protected encrypted files. Various backups of the data will be made to mitigate any risk i.e. one password-protected external hard drive, one password protected portable storage device; backup of all files will also be made onto the cloud, i.e. OneDrive. All paper documents will be scanned and/or captured electronically to be stored on all the mediums. The original paper documentation, i.e. consent forms, field notes, transcriptions of interviews, will be kept at the researcher's house for the next 2 years. After the 2 years, the researcher will destroy the documentation by using a shredding machine. The electronic files will be deleted from all the devices that contained the information.

If a participant withdraws during the study he/she will be given the choice as to whether he/she wants his/her data to be destroyed or whether the data can still be used for the purpose of the study, this choice will only be available if the researcher has not started with the data analysis. If he/she chooses to destroy his/her data, then the above-mentioned methods will be deployed for the different mediums of data that has been gathered on the participant.

If you have any questions or concerns about the research, please feel free to contact Yvonne-Louise Smit at ylo.smit@gmail.com or alternatively, my supervisor, Dr Samantha Adams at adamss@sun.ac.za

RIGHTS OF RESEARCH PARTICIPANTS: You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study. If you have questions regarding your rights as a research participant, contact Ms Maléne Fouché [mfouche@sun.ac.za; 021 808 4622] at the Division for Research Development. You have right to receive a copy of the Information and Consent form.

If you are willing to participate in this study please sign the attached Declaration of Consent and hand it to the investigator.

DECLARATION BY PARTICIPANT

By signing below, I agree to take part in a research study entitled.....
..... and conducted by (Name of Researcher)

I declare that:

- I have read the attached information leaflet and it is written in a language with which I am fluent and comfortable.
- I have had a chance to ask questions and all my questions have been adequately answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- I may choose to leave the study at any time and will not be penalised or prejudiced in any way.
- I may be asked to leave the study before it has finished, if the researcher feels it is in my best interests, or if I do not follow the study plan, as agreed to.
- All issues related to privacy and the confidentiality and use of the information I provide have been explained to my satisfaction.

Signed on

Signature of participant

SIGNATURE OF INVESTIGATOR

I declare that I explained the information given in this document to _____ [*name of the participant*] [*He/she*] was encouraged and given ample time to ask me any questions. This conversation was conducted in [*Afrikaans/*English/*Xhosa/*Other*] and [*no translator was used/this conversation was translated into _____ by _____*].

Signature of Investigator

Date

APPENDIX E

EXAMPLE OF CODING

A	B	C
Voice	Transcription	Code
IE	They seem to have a different agenda, which is very concerning and it normally is around them not being completely honest with people and people do start noticing this.	3. DTP has their own agenda 4. DTP not honest with people 5. People notice the dishonesty coming from DTP
IE	And me having been in a senior leadership role, people then start approaching you and discussing those counterproductive behaviours with one. And then of course you're then in the position where everybody looks at you to now manage this and deal with it and make it go away.	6. The person in the senior role expected to manage it
IE	I think overall it is when people start behaving in a way that's not supportive of the goals of the division or the workplace in general.	7. DTP behaves in a way that is not supportive of the overall goals
IE	And you're busy with a plan and then they do things to make sure the plan doesn't work.	8. DTP actively blocks your plan from working
IE	I had another example where we implemented a new structure and design and this person made a point of influencing people not to support the new design, to make it look as if the design is not going to work and afterwards it will just go back to the old design. And that is behind the scenes whilst in the management meetings this person would support it fully and be very enthusiastic about it.	9. DTP says one thing to one group but opposite to another 10. Contradictory behaviour
IE	And then people will give you information that says, no, but this person's saying it's not going to work and he's going to change it back afterwards. And then you sit there with the shock of, what is now going on? I think that's sort of how it manifest.	11. People are surprised about DTP behaviour (in bad way) 12. DTP does not want to change
IE	In the other example we were busy with a plan and everything was on track and I took some leave, and when I came back I realised there's been some lobbying to find fault with the progress made in the plan.	13. When IE was not there, DTP changes things
IE	And one of them was the person who was going to write up the plan was now completely the wrong person all of a sudden.	14. Found fault with something that was previously fine
IE	And then another person was appointed by the group to write the plan and this person just made no progress. As a result you can now see this deadline looming and you can see you're not going to make the deadline with the dynamics going on. And this is all about lobbying and influencing people to make sure that the goals are not achieved, which is quite scary.	15. DTP influencing people negatively 16. DTP actions lead to deadlines not being made
IE	So I think that is how harsh it has been in my experience, and I'm referring to two specific but different cases when I give you these examples.	
IE	But once you pick up they're not here to support the division achieving the goals, whatever their reason may be, there doesn't seem to be any logical reasons for it.	17. No logical reason for DTP to be against it
IV	And you say they lobby and influence people. How do they do that? With charisma or?	

APPENDIX F

EXAMPLE OF CATEGORISATION

Victim behaviour

- ↳ What it looks like?
- ↳ What to do?
 - ↳ draw little attention
 - ↳ expect the worst of DTP

Team

- ↳ Not teamplayer
- ↳ Team interventions successful

Coaching

- ↳ Directive, coaching
- ↳ Executive coaching
- ↳ use external coaches and providers

EQ

- ↳ EQ training
- ↳ Emotional reserves

Values + Org Culture

Support network

- ↳ Mentor
- ↳ Therapist, psychologist, psychiatrist
- ↳ Strategic relationships
- ↳ Employees Sup Co-worker support.
- ↳ Align with people that want same outcome

Political Games

- ↳ Training in politics (political intelligence)
- ↳ Negotiation training

Psychological safety

↳ what enables people to feel safe

Resilience training

- ↳ Only share information that is needed

CBT

↳ Strategies for quality relationships + comms

Identifying DTP

Policies, processes Procedures

Performance Management

APPENDIX G

EXAMPLES OF CODES LINKED TO THEMES

Bullying type behaviour
Will find the flaw in anything to win
Make people feel weak
Attack people's personal brand
Low morale; engagement
Humiliation
Use vulnerability against you
Conditions you think that you are wrong
People used as objects
Undermine credibility of others
Take away responsibilities if others get too much power
Takes what you do and turn it against you
Challenging career limiting move
Draw as little attention as possible
Don't verbalise not coping
Do what is asked of you
Get a mentor
Don't take it personally, stay professional
Doubt own competency
Experienced burnout, depression, anxiety
Stand up against DTP - don't back down
Set clear boundaries
Realising that you're a victim is empowering
Reality checking with others
Teach people how to treat you
People resigned; left; got fired; sick
Understand why you are doing it
Pick your battles
Remove yourself from the situation
Trauma response in victims
Document all the behaviour
Focus on what you can change
Keeps people in primitive brain - fight or flight
Difficult to say no
Objective point of view
Never take actions at face value
Leave
Limit time spent and information provided

Victim behaviour

Corporate culture needs to change
Dishonesty; lied; not ethical
Not caring behaviour
Competition & perfection
Lack of transparency
Theatrical display of power
Projecting behaviour
Not open-minded; not able to question
People see through lies
Create chaos
Target people
Role of personality
Disconnect between top and bottom
Culture manipulative; bombastic
Culture fit is important
Not transformational style
Complexity theory
Company values should not support this behaviour
People start mirroring the abusive behaviour
Culture reinforces what happens at the top
Use transformational narcissist in change management
Kets de Vries
Not made clear that the behaviour is not appropriate
Business case for engagement
Nancy Klies - Think Methodology
Global problem
Strategies for quality relationships and communication
Healthy display of Dark Triad can be good
Five levels of focus
All learning and activities need to be grounded in values
Values driven organisation

Values & Organizational Culture

