The Concept of the Dark Triad: Effect on Organizational Outcomes and Navigating Strategies

Divya Upadhyay
Abu Dhabi School of Management, Abu Dhabi, United Arab Emirates

Hasnan Baber
School of Business Administration, American University of Sharjah, Sharjah, United Arab Emirates

ABSTRACT

This paper analyzes the Dark Triad (DT) personality concept and its impact on workplace behavior. All the DT components—Machiavellianism, narcissism, and psychopathy—are analyzed as well as their effects on organizational outcomes. This paper is conceptual, thus proposing a model linking the Dark Triad, organizational outcomes, and strategies for managing these outcomes. Also, it considers the impact of the Dark Triad on organizational outcomes, particularly counterproductive workplace behavior, organizational citizenship behavior, creativity and innovation, and work group/team outcomes and processes. Further, ways to combat the Dark Triad in the workplace are discussed. Finally, strategies that organizations can implement to manage these complex workplace behaviors are provided. The closing section suggests new directions for future research.

KEYWORDS

Dark Triad, personality traits, organizational outcomes, counterproductive workplace behaviors, organizational citizenship behavior, strategies

Introduction

For every organization to grow, they need to create a positive work environment. Not only is a positive atmosphere beneficial for individual employees but also for the organization as a whole. The creation of a positive workplace enhances productivity, innovation, and employee retention (Khan, 2020). In addition, the balance between work and personal life, growth and development is achieved through a supportive culture (O'Donovan & McAuliffe, 2020). Whereas negative work environments are characterized by a toxic culture that fosters blame, backstabbing, and gossip (Ashkanasy & Härtel, 2014). Employees may feel insecure while trust may be lacking among colleagues. A high level of stress is present as a result of unrealistic expectations, lack of resources, and poor management practices in the environment. This can result in burnout and decreased well-being. In addition, personal accomplishments may go unnoticed, leading to underestimation due to lack of support and cooperation among employees. Organizations can establish their own standards about the environment they would like to see in the organization (Cialdini et al., 2021), while the organization's employees create that environment. Taking this into consideration, Erikson (2020) explains in his book that the personalities of some employees are wolves disguised as sheep. In case you are a shepherd, you want to keep an eye on the wolves you come across because they can attack the sheep at any time and take what they need. However, some wolves that dress up as sheep, will masquerade as sheep until they attack as wolves.

Individuals with high level of the Dark Triad can foster a toxic culture. They are known for manipulating others and creating a hostile work environment. These people are characterized by such traits as a lack of empathy and a focus on themselves. This can lead to an atmosphere of distrust and rivalry, negatively affecting communication and teamwork in the workplace. People with these traits use manipulative tactics, such as spreading rumors or sabotaging others to promote their own position. These disturb the team's function and create mistrust between the employees. It will result in a decrease in productivity and cohesion in the organization. The Dark Triad was also shown to have a greater likelihood of unethical behavior. An individual who is high in these traits may be more likely to commit dishonesty and steal (O'Boyle et al., 2012). Moreover, higher turnover rates and the presence of Dark Triad individuals in the workplace can contribute to increased turnover rates. Therefore, negative behaviors and toxic influence can drive away valued employees who seek a healthier and more supportive work environment (LeBreton et al., 2018).

Drawing from Dark Triad (DT) literature, this article attempts to contribute to our understanding of the links between organizational outcomes and strategies to overcome challenges faced by DT in organizations. The model proposes a path that links DT to organizational outcomes particularly, counterproductive workplace behaviors, organizational citizenship behaviors, creativity and innovation, and workgroup/team outcomes and processes to strategies, such as hiring and selection processes, training, etc. The study of DT has several implications for management in organizations and deserves significantly more research attention. For example, the

ability to know about DT and what strategies can help to overcome its challenges in the workplace is a powerful resource.

In what follows, first, the article will discuss more thoroughly the concept of the Dark Triad in the workplace. Then, it will examine the impact on the organizational outcome in the following areas: counterproductive workplace behaviors, organizational citizenship behavior, creativity and innovation, as well as the outcome and process of workgroups and teams. Further, the article aims to explain the work strategies needed to work with Dark Triads to manage them along with their organizational outcomes in the workplace. Finally, a model linking Dark Triad, organizational outcomes, and strategies for managing these outcomes is proposed.

Literature Review

Effective management is a key determinant of an organization's success and productivity. Managers influence the working environment, team relationships, and overall organizational outcomes by acting as a link between employees and senior leadership (Appelbaum et al., 2015). While some managers are excellent at what they do, bringing out the best in their people and creating a pleasant work atmosphere, others may fall short, which can have some negative effects, e.g., disengagement and unhappiness (Jiang et al., 2012). The three components of a leader are qualities, behaviors, and decision-making. It involves the leader's capacity for moral behavior and how the organization and its members view this behavior. For managers, there are three areas where their modesty may be evaluated: their function as role models, their communication of ethical ideals, and their use of a system of rewards. In order to assure adherence to ethical norms, they must effectively convey ethical ideals, encourage ethical behavior, and apply disciplinary measures. Managers encourage and support ethical conduct through their acts, communication, and reward systems, whereas humble leaders' model ethical behavior and beliefs (Trevino et al., 2000).

On the other hand, a bad leader can consciously or unconsciously destroy the organization from the inside and affect the organization as a whole (Cialdini et al., 2021). Bad managers affect the organization's culture and practice unethical behavior. Toxic leadership can cause employees to perform poorly and commitment to the organization to decrease. Research have shown that toxic leaders do not realize their negative impact on employees (Kılıç & Günsel, 2019; Strand, 2021). They might lack effective communication skills, setting unclear expectations and feedback, which would leave their team members feeling confused and frustrated.

The Dark Triad is a trio of negative personality traits: Machiavellianism, narcissism, and psychopathy (Muris et al., 2017). Paulhus and Williams (2002) coined the term "Dark Triad personality" in their original article. The study clarified the issue of personalities that are aversive but fall within the range of normal functioning, although characterized by lack of empathy, egocentrism, and manipulative behaviors. These individuals are often rude, self-centered, and spiteful when interacting with others. The complex and dynamic history of DT and other dark traits prevents a clear and dominant conceptual definition (Schreiber & Marcus, 2020). Recently, there has

been a growing body of literature on the Dark Triad due to increasing interest in the concept (e.g., Furnham et al., 2013). The Dark Triad, while sharing most of the same characteristics, is different from others. Therefore, in the next section, we define Machiavellianism, narcissism, and psychopathy.

Machiavellianism features a person who tends to manipulate others for personal gain. This personality type has universally recognized traits that constitute its core. The traits of Machiavellianism consist of a lack of empathy, emotional reactivity, a strong focus on achieving one's own goals at the expense of others, and an unconventional ethical viewpoint. A negative result of Machiavellianism is that members of this type are likely to retaliate against others and lie to their loved ones to gain what they want (O'Boyle et al., 2012). In the workplace, individuals with high levels of Machiavellianism put their own interests and financial gain above the overall goals of the organization, thereby employing such behaviors as backstabbing, using others as leverage to advance their careers, and even eliminating colleagues for personal gain (LeBreton et al., 2018).

Narcissism personality is defined differently on a variety of theoretical frameworks from areas including clinical psychology, personality psychology, and applied psychology. These models have similarities and shared traits, even if there could be some discrepancies. Most models concur that those who exhibit greater degrees of narcissism frequently exhibit the following characteristics. Narcissistic individuals often have a grandiose sense of self, and they believe that they are superior to others. They also have the tendency to have an excessive need for attention and admiration from others they will seek validation and recognition from anyone they meet. Further, people who are narcissistic may conduct behaviors that are exploitative by taking advantage of others in order to fulfill their needs and objectives. When they conduct this mischievous behavior, they usually demonstrate a lack of empathy and they tend to be less concerned about the feelings and the well-being of others (see Paulhus & Williams, 2002; Wright et al., 2013).

Psychopathy, the last of the Dark Triad, is distinguished by a pronounced lack of empathy, limited emotional expression, and a tendency toward impulsive and destructive behavior. Psychopaths callously disregard the rights and well-being of others, they often lie, manipulate, and even commit crimes without feeling guilty. They manage to use social contacts to their advantage due to their outward charm and ability to imitate any emotions (Vize et al., 2018).

Discussion

Impact of Dark Triad on Organizational Outcomes and the Model Proposed
Dark Triad encompasses the negative personality traits possessed by individuals in the workplace as well as in social circles (Volmer et al., 2016). Machiavellian, narcissistic, and psychopathic individuals tend to affect the way employees relate with one another in the workplace. Personality traits refer to a person's natural inclinations and influence different contexts and therefore determine different behaviors. As the Dark Triad is a negative personality trait, it affects organizations.

The negative outcome of narcissism is that when their egos are threatened, they frequently exhibit violent behavior and frustration, and they are notorious for cheating on their partners (Miller et al., 2010). In the workplace, narcissists create a desire to self-promote and engage in attention behaviors. They will struggle with empathy and they will have a hard time understanding other people's viewpoints, they could put their own needs first while ignoring the emotions of others. It will result in conflict and unsatisfactory collaboration between team members (LeBreton et al., 2018).

Psychopathy is a set of various behavioral, emotional, and interpersonal characteristics that are used to describe psychopathy as a personality disorder. Psychopaths frequently lack empathy, remorse, and conscience as well as engage in manipulative and antisocial behaviors (Miller & Lynam, 2015). People who are psychopathic have trouble comprehending and experiencing other people's feelings, and points of view. They frequently show heartless manners and disregard the feelings of others. Psychopaths often possess charming and charismatic behavior to deceive others into manipulating others. Further, psychopaths tend to engage and impulsive reckless behavior. The behavior they engage in gives them immediate gratification and they have difficulty considering the long-term consequences of their actions. So, they have a lack of remorse and guilt for their harmful action they might not take responsibility for their behavior, and they would justify their action without genuine feelings of regret.

The negative outcome of psychopathy is that they relate to a variety of criminal activity, including murder and sexual assault (Megargee, 2009). Furthermore, psychopaths enter the organization using manipulation strategies in interviews and tests. They use artificial charm to achieve their own goals (Khan et al., 2020). If a psychopathic person occupies a leadership position, they might utilize their cunning to take advantage of subordinates, put personal gain ahead of organizational objectives, and foster a climate of intimidation and terror. As a result of manipulative tendencies, psychopathic can cause a problem in the team function, that they might sabotage collaboration, teamwork, and effective communication which results in creating a toxic workplace environment.

Psychopathy is associated with a lack of obedience behavior and deliberateness (DeShong et al., 2015). Some personality characteristics are more strongly associated with narcissism or psychopathy than others. For instance, narcissists are associated with humility and directness, whereas psychopathy is linked to diligence and deliberateness (Furnham et al., 2013). Moreover, Miller et al. (2010) examine the Big Five personality test on aspects facets of the Dark Triad. The Big Five became the Five-Factor Model (FFM) of personality, a hierarchical model of factors, with facets being narrow traits (see, for example, Baber et al., 2024; Costa & McCrae, 2008; Fanea-Ivanovici et al., 2023). It has been found that when there is a low level of straightforwardness and modesty is highly associated with narcissism. When considering the components of conscientiousness, narcissism is most strongly associated with the desire for success and competence. Further in this paper, based on the given literature review we proposed a model linking the Dark Triad, organizational outcomes, and strategies to manage the outcomes.

The Dark Triad traits of narcissism, Machiavellianism, and psychopathy can have a prominent impact on organizational outcomes. The section below analyzes the impact of the Dark Triad on counterproductive workplace behavior, organizational citizenship behavior, creativity, and innovation, as well as team outcomes and procedures.

Counterproductive Workplace Behaviors

Counterproductive workplace behaviors refer to the actions and behaviors that are displayed by employees to sabotage the goals, functioning, and well-being of the organization (DeShong et al., 2015). These behaviors are typically to withdraw the overall productivity, harmony, and effectiveness of the work environment. The counterproductive workplace behaviors include absenteeism, tardiness, incivility, workplace aggression, gossip and rumor spreading, and deviance. This kind of behavior comprises organizational standards and guidelines. Also, these behaviors can be insensitive and disrespectful towards supervisors and colleagues which may take the form of verbal insults and humiliation towards others. Counterproductive workplace behaviors are intentionally performed actions by individuals to harm and exploit the interests of others or organizations. Behaviors like theft, callous action, sabotage, insult, bullying, and offensive acts indicate varying levels of narcissism, Machiavellianism, and psychopathy. It results in adverse outcomes like reduced work productivity, decreased job satisfaction, toxicity in the work culture, and increased turnover (Cohen, 2016). The presence of a negative work climate adversely impacts the mental and physical health of employees due to a lack of empathy and a sense of accountability (Baka, 2019). Additionally, spreading false information and engaging in workplace gossip can destroy trust. As a result, it can have a serious psychological and emotional impact on the individuals, thus creating a toxic work environment (DeShong et al., 2015). O'Boyle et al. (2012) found the reduction in the quality of job performance when linked to the increase of Machiavellianism and psychopathy. They also found an increase in counterproductive workplace behaviors.

Another study discovered that leaders with psychopathic traits can contribute to organizational deviance and influence negative psychological safety in the workplace. It also found that the effect of the psychopathic leader on the organization's deviance varies according to how much the employees detach themselves from ethical standards (Erkutlu & Chafra, 2019). O'Boyle et al. (2012) used meta-analysis to assess the impact of the Dark Triad personality traits of Machiavellianism, narcissism, and psychopathy on the performance of work and counterproductive workplace behaviors. The researchers used a sample of 245 respondents to extract the connections between Dark Triad characteristics and behaviors. These reports were published between 1951 and 2011. This study found that counterproductive workplace behaviors were linked to increases in all three components of the Dark Triad and also that increases in these components correlated with declines in the quality of work performance.

Organizational Citizenship Behaviors

Organizational citizenship behaviors (OCB) refer to voluntary behaviors and actions that employees work on without being required by their job descriptions but benefit the organizations' efficiency and effectiveness. Organizational citizenship behaviors contribute to the overall effectiveness, productivity, and success of organizations. These behaviors promote cooperation, build a healthy work environment, and improve organizational performance (Szabó et al., 2018, 2021). OCB accounts for acts performed by the workers beyond the job demands for the betterment of the organization, i.e., supporting team members, displaying positive behavior, and volunteering to assist other colleagues. Dark Triad traits are contrasting with it based on their self-centered nature and high disregard towards ethical norms and collective interests. The manipulative and exploitative nature disrespects the cooperation and well-being of others (Szabó et al., 2018). The examination under the Big Five personality trait model investigates aggressive and accusatory actions of low levels of agreeableness and confrontational behavior indicating neuroticism. It damages OCB due to a lack of cooperation, agreeableness, and acceptance toward other colleagues (Webster & Smith, 2019).

Individuals possessing traits of the Dark Triad exaggerate their creativity and innovation skills due to narcissism and Machiavellianism. This high level of confidence makes them inconsiderate and unacknowledged of the skills and innovation possessed by other members of the staff. Therefore, manipulating the creative and artistic efficacy of others (LeBreton et al., 2018). Due to self-grandiosity narcissistic managers tend to disrespect or devalue the instrumental actions meant for personal gain. Their propensity for manipulation and strategic thinking could cause them to operate in ways that serve their personal interests rather than the interests of the company (Schyns et al., 2022).

Creativity and Innovation

Studies have found that workplace bullying by abusive supervisors inhibits employee creativity and reduces organizational productivity and innovation (see, for example, Khan et al., 2020). Psychopaths engage in antisocial behaviors which leads to being less productive in engaging in creative behaviors (Khan et al., 2020). Moreover, Steinert et al. (2017) claim that psychopath is unwilling to share their success with others because of their antisocial behaviors and are considered less creative. Individuals with the psychopathic character have the tendency of impulsive and lack self-control which may undermine creative cognitive needs by limiting attention and encouraging eagerness to achieve (Khan et al., 2020).

Narcissism was linked to self-perceived creativity and confidence in one ability. Studies showed that narcissistic individuals may possess a strong belief in their own creative ideas, which can drive them to take risks to pursue their innovative ideas (Jonason et al., 2012). Narcissistic individuals prioritize their own self-interests and seek recognition rather than generate new ideas. They might steal the ideas and work on them. Their need for validation may lead to an unwillingness to collaborate with others as a result which will limit the potential for collaborative creativity and innovation.

However, Machiavellianism prioritizes personal gain over collective creativity and innovation they are more engaged in sabotaging other ideas or manipulating the situation to maintain control to further their own interest which can delay creative processes (Jonason et al., 2012) positive qualities like leadership potential, creativity, and devotion to their work (Zettler et al., 2011).

Workgroup and Team Outcome and Process

Most members of the Dark Triad are self-centered with manipulative behaviors that can lead to decreased trust, increased conflict, and create dysfunctional team dynamics. Dark Triad individuals are disinclined to contribute to teamwork and share information. They prioritize their subordinates' personal innovative achievements, which leads to unevenness, unfairness, and unjust behavior.

The comprehensive assessment indicates lower efforts for a collaborative environment due to the presence of a Dark Triad. The toxic dynamics undesirably influence the team contributions and also devalue the diversity present within the teams (D'Souza & de Lima, 2015). Organizational success is dependent on cohesion and a shared sense of purpose that remains unachievable due to the presence of a Dark Triad that brings disengagement among members. Due to Machiavellian traits of character, employees' reputations are sabotaged and their ideas are rejected. Deceptive tactics are practiced to achieve personal goals while turning a blind eye to recognizing the values of others (Goncalo et al., 2010). All of these discourage creativity, sharing of ideas, and exploration of diverse ideas and perspectives. Further, considering the positive side, some studies claim that it is important to consider the positive parts of the Dark Triad qualities as well. In fact, they are frequently linked to specific leadership traits and markers of professional success, such as high job satisfaction, quick promotion, and high remuneration (AL-Abrrow et al., 2020; Volmer et al., 2016). These characteristics, as well as the conception, dissemination, and application of innovative concepts, have been connected to creativity. The components of the Dark Triad can be advantageous even when viewed separately. For instance, narcissism, which is distinguished by bravery, originality, a love of freedom, and a desire to challenge expectations, is closely related to emerging leaders (AL-Abrrow et al., 2020). In the workplace, narcissistic people can also be highly creative and successful at persuading others. Similarly, it has been discovered that charisma and presentation are positively correlated with psychopathy (Babiak et al., 2010). High degrees of workplace dedication have been linked to Machiavellianism. To put it simply, the Dark Triad characteristics can have both good and bad implications.

For example, they might have goals over collective objectives. Moreover, when it comes to communication narcissists would like to dominate the talks and demand attention. Psychopaths would not understand people's viewpoints and social because of the lack of empathy. LeBreton et al. (2018) observed that if many team members are psychopathic with high aggression, poor team performance, lower commitment, and weaker team cohesion will be manifested. Psychopaths being devoid of the feeling of connectivity, support, and collaborative engagement enjoy assertiveness and dominance. This made members feel organizational culture is toxic where trust

and respect are not valued and highlighted the need to address positive and negative emotions (Tims & Parker, 2020). However, Machiavellians would take advantage of communication to serve their needs (Schyns et al., 2019).

Navigating Strategies to Overcome Dark Triad

Every organization has employees with different personalities, values, and preferences which creates deep-level diversity in the workplace (Phillips & Loyd, 2006). Among traits, there are negative traits (Dark Triads) that might have a negative impact on organizational performance and outcomes. Organizations have to find ways of dealing with these personalities within the workplace (Figure 1). In doing so, organizations need to find ways to value and respect individual differences (Manning, 2017).

Figure 1

Proposed Model Linking Dark Triad, Organizational Outcomes, and Strategies to Manage the Outcomes
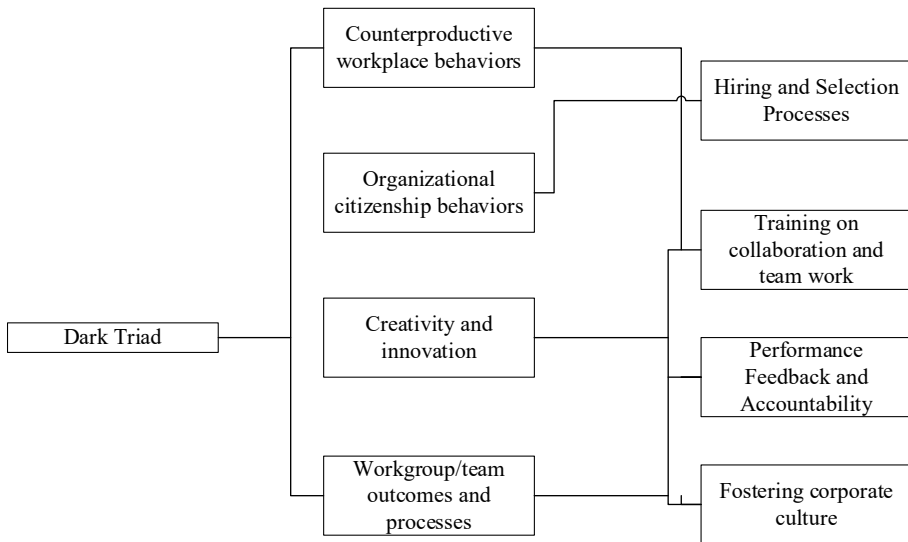
Note. Source: authors.

Hiring and Selection Process. It requires the implementation of rigorous screening methods that take into account both technical skills and psychological attributes. Validated personality tests or scheduled interviews should be used to identify candidates with a significant number of Dark Triad traits to ensure that such individuals are not selected or appointed to positions where their behavior could negatively impact the business (Morgeson et al., 2007). Proper selection processes can encourage organizations to have employees with high OCB, which enhances the productivity of the organizations and to assist in preventing Dark Triad practices and building a culture of justice and integrity (Boddy et al., 2015). For an organization

to grow, it must implement clear organizational values and ethical standards. The organization will communicate its ethics and standards of behavior that everyone must follow. The standard will encourage the work culture to value honesty, integrity, teamwork, and empathy. By emphasizing these values, the organizations will provide a foundation for:

Leadership Development. Initiatives that emphasize moral leadership, emotional intelligence, and empathy should be provided. Such initiatives can assist leaders in recognizing and managing the negative components of the Dark Triad qualities, hence promoting a healthy and ethical business culture (Furnham & Treglown, 2021). In contrast, in a study examining how and why Dark Triad personality traits are related to entrepreneurial initiation and outcomes, narcissism was found to be positively related to entrepreneurial intentions and entrepreneurial outcomes, while psychopathy was positively related to entrepreneurial intentions and negatively related to entrepreneurial outcomes (Brownell et al., 2021). This can be seen as a framework for identifying what motivates and elicits the leadership of certain entrepreneurial capabilities.

Training on Collaboration and Teamwork. Training programs should be provided that emphasize the value of cooperation, teamwork, and productive communication. Such initiatives can help employees improve their ability to collaborate, share information, and settle disputes, therefore minimizing the detrimental impacts of the Dark Triad qualities on group dynamics as well as productivity (Treadway et al., 2013). Webster and Smith (2019) argue that Dark Triad behaviors can be minimized by providing awareness programs and trainings with assessments of behaviors, personality types, and work culture dynamics. To increase the effectiveness of these trainings, conducting pre and post trainings and awareness assessments can help management to examine the success rate of these trainings and the level of knowledge about the Dark Triad among employees. The organization should carry out trainings for individual employees to stimulate their personal development and self-reflection. In addition, managerial trainings should be held to develop ethical leadership. Human resources may offer training courses to increase staff comprehension of the Dark Triad qualities, their potential repercussions, and mitigation techniques. Workshops on ethical conduct, emotional intelligence, dispute resolution, and cultivating great work relationships can be a part of this. Creativity and innovation can also be enhanced by proper training and collaboration.

Performance Feedback and Accountability. It is necessary to create a feedback and achievement evaluation system that holds people accountable for their behavior and actions. In addition, unambiguous requirements, as well as linking incentives to moral behavior and good teamwork can bring good results. Most Dark Triads affect the psychological safety of the workplace, leading to a toxic work environment that can be full of conflicts and an inability to express an opinion. As a result, this can produce a culture with low morale, high turnover, and fear (O'Donovan & McAuliffe, 2020). Therefore, HR should constantly monitor the workplace environment and take appropriate action to resolve disputes, unethical behavior, or any other bad effects brought on by the Dark Triad features. Also, organizations should provide support for the victims of abuse and make the right decision to ensure justice. Further, they can

offer employee assistance programs, which offer counseling and support for workers who may be adversely affected by people who exhibit Dark Triad qualities, accessible through Human Resources. These programs can assist staff members in navigating challenging circumstances and overcoming obstacles they might encounter at work. The HR should implement policies and procedures to discourage unethical behavior in the workplace. They should supervise the manager and the subordinates, by carefully monitoring the supervised behavior interaction with their subordinates. When people feel that they are monitored they will focus on exhibiting and showing the right behaviors at work. Evaluations of ethical conduct, cooperation, and collaboration can be incorporated by human resources into performance evaluations. Human resources may encourage desirable behaviors and discourage those linked to the Dark Triad qualities by linking performance reviews to desired behaviors.

Fostering a Corporate Culture That Promotes Integrity, Openness, and Moral Conduct. This may be accomplished by developing a code of conduct, building strong leadership, and enacting rules and processes that prohibit unethical activity. A culture of confidence and transparency can help mitigate the harmful effects of the Dark Triad features (Mayer et al., 2009). Encourage collaboration and team-building activities to promote healthy positive relationships and teamwork. By creating opportunities for cooperation, organizations can reduce the likelihood of individualistic and manipulative behaviors. The organization must foster an open policy approach to encourage reporting for individuals to express concern about problematic behaviors in a safe and confidential atmosphere that is both healthy and productive may be maintained with this proactive approach which can contribute to healthy work and team processes and outcomes.

Conclusion

The Dark Triad characteristics of narcissism, Machiavellianism, and psychopathy present challenges and problems in the workplace. Although these characteristics are frequently linked to undesirable results including unproductive behavior, unethical behavior, and skewed team dynamics, there may also be possible benefits that need to be taken into consideration. Human resource departments are crucial to efficiently managing the Dark Triad qualities. It is possible to lessen the negative effects and promote a positive organizational culture by using strategies like screening and selection procedures, training and development programs, the establishment of ethical policies and conduct codes, leadership development initiatives, performance management systems, and creating a supportive workplace. HR must monitor the workplace, step in when required, and help any workers who may be impacted by those who exhibit Dark Triad qualities. By doing this, businesses may foster an atmosphere that promotes moral conduct, teamwork, and worker well-being. It is critical to find a balance between acknowledging the possible benefits and dealing with disadvantages when negotiating the complexity of the Dark Triad qualities. Organizations may encourage a healthy work environment, maximize their personnel, and achieve

sustained success by comprehending and skillfully managing these attributes. In future research, the proposed model can be tested empirically, even exploring links between each variable individually can be an interesting avenue of future research. Finding links between DT and strategies to overcome its challenges spanning a wider range can be an opportunity for future research. Indeed, future research may unearth other, possibly more powerful variables. We hope that these findings will open up new avenues for research and lead to a broadening and deepening of our understanding and management of the Dark Triad.

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