

EXAMINING THE RELATIONSHIP BETWEEN WORKPLACE VICTIMIZATION,
THE DARK TRIAD, AND WORKPLACE BEHAVIOR

by

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Abstract

The first purpose of this study was to examine how workplace victimization, defined as an employee's perception of being the target or recipient of injurious behavior, affects an employee's likelihood of committing counterproductive work behavior and organizational citizenship behavior. The second purpose of this study was to see how workplace victimization interacts with the Dark Triad of personality – subclinical narcissism, Machiavellianism, and subclinical psychopathy. This study used path analysis to test a moderation model, testing whether or not the Dark Triad moderated the relationship between workplace victimization and workplace behavior. Self-report information on perceived workplace victimization, workplace behavior, and the Dark Triad was collected using Amazon's Mechanical Turk. Findings showed a moderated model demonstrated poor model fit, but a mediated model showed a partially mediated relationship between Machiavellianism and interpersonal and organizational counterproductive workplace behavior, as well as Machiavellianism and organization-directed organizational citizenship behavior. Practical implications and future research direction are discussed.

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Introduction

Counterproductive work behaviors (CWB) are omnipresent in organizations today. According to some estimates, between one-thirds and three-fourths of employees have engaged in some kind of CWB in their working lives (Cohen, 2016). This problem is amplified when recognizing that the target of many CWBs is other employees. For example, as many as 42% of women face some kind of sexual harassment in the workplace (Cohen, 2016). This is problematic because when employees perceive that they have been a victim of CWB, it can have serious consequences for both that employee and the organization (An, Boyajian, & O'Brien, 2016; Bowling & Beehr, 2006; Nielsen, Glasø, & Einarsen, 2017). This kind of behavior is unacceptable based on a rudimentary understanding of human ethics and general legality, and it costs organizations an exorbitant amount of money. According to the Association of Certified Fraud Examiners, theft and fraud alone may cost as much as \$400 billion annually for US businesses, and as much as \$2.9 trillion for businesses globally (Cohen, 2016; Moore, Detert, Treviño, Baker, & Mayer, 2012). These costly behaviors can be offset by organizational citizenship behaviors (OCB), in which employees strive to go beyond expected productivity without expecting any compensation (Spector & Fox, 2010). However, it is unreasonable to think that someone who has been a victim of negative workplace behavior is going to participate in some form of this organizational altruism after being degraded, bullied, or humiliated.

The primary purpose of this study was to examine the relationship between being a victim of negative work behaviors (e.g. bullying or abuse) and committing CWB and

OCB. Previous research tended to show that certain victims are more prone to committing CWB, and less prone to committing OCB (An et al., 2016; Aquino & Bommer, 2003; Aquino & Lamertz, 2004). I hoped to replicate these findings in order to call attention to the value of having a workplace with limited victimizing behaviors. No individual should fear going to work. This study intended to add to the literature on the importance of developing and implementing policy against abusive workplace behavior.

The second purpose of this study was to examine how the personality characteristics, specifically the Dark Triad, of the victim affects the relationship between perceived victimization at work and committing CWB. The Dark Triad refers to a grouping of three sinister personality characteristics: narcissism, Machiavellianism, and psychopathy (Paulhus & Williams, 2002). By understanding the effect that the Dark Triad may have on the relationship between victimhood and the propensity to commit CWB, organizations can structure their practices and culture to discourage the negative outcomes of victimization and encourage a psychologically safe environment. This research was intended to further understand the Dark Triad and its effects on workplace behavior in order to provide organizations a starting point for formulating inclusive and protective policies.

Victimization

Workplace victimization has been defined as an employee's perception of being the target or recipient of either short-term or long-term emotionally, psychologically, or physically injurious behavior (Aquino & Lamertz, 2004). Generally, this behavior comes from someone within the organizational structure that has an ongoing relationship with

the employee (Aquino & Lamertz, 2004). In theory, this definition of victimization encompasses any kind of CWB that is directed towards another individual that causes them to perceive that they are the target. This perception is an important part of this definition: an individual must perceive their experience to be targeted and harmful in order to deem themselves a victim (Aquino & Lamertz, 2004). This perception may not be shared by outside observers or the perpetrator; nonetheless, the defining characteristic of workplace victimization is that the individual feels like a victim. Aquino and Lamertz (2004) assert that the subjective experience of victimhood is an appropriate starting point for understanding workplace victimization at large. Another important assertion made by Aquino and Lamertz (2004) is that the employee must perceive the behavior as intended to cause harm. This definition does not account for accidental harmful interactions between members of an organization (Aquino & Lamertz, 2004). However, this definition and the model derived using this definition serve as the foundations for the present research study.

Aquino and Lamertz's (2004) Relational Model of Workplace Victimization proposes that workplace victimization is a direct result of employees enacting certain roles within an organizational context (see Figure 1). According to this model, a victim is anyone who perceives that they experienced some form of injury, loss, or misfortune resulting from some event at the hands of another individual (Aquino & Lamertz, 2004). A perpetrator is the party that is deemed responsible by the victim for instigating the event in question (Aquino & Lamertz, 2004). The model distinguishes between episodic and institutionalized victimization. Episodic victimization includes single, unrelated

events – for example, a random, unprovoked shove in the hallway (Aquino & Lamertz, 2004). Institutionalized victimization includes long-term, repeated events which may be a defining characteristic of the relationship – for example, constant gossiping about the victim (Aquino & Lamertz, 2004).

The model also differentiates between two types of victims: the submissive and the provocative (Aquino & Lamertz, 2004). Submissive victims are those low in self-esteem, introverted, and have above average social anxiety; they may be seen as an easy target because they are the quiet one of the office. Provocative victims are those who have acted out in aggression already, and then become the target of a retaliator. The model also differentiates between two types of perpetrators: the domineering and the reactive (Aquino & Lamertz, 2004). The domineering perpetrator demonstrates behaviors that are arbitrary, punitive, uncaring, and authoritarian towards those they victimize—the typical workplace bully. The reactive perpetrator is aggressive in retaliation to violated norms and only becomes a perpetrator when provoked by actions of others. Based on the kind of victim and perpetrator, as well as having certain organizational norms in place (e.g. having a culture that permits incivility and coercion), the model proposes what kind of victimization will take place (Aquino & Lamertz, 2004). For example, an employee may be a generally obnoxious person at work. A reactive perpetrator, fed up with this victim, might retaliate with negative remarks. The first employee, taking offense, becomes the provocative victim.

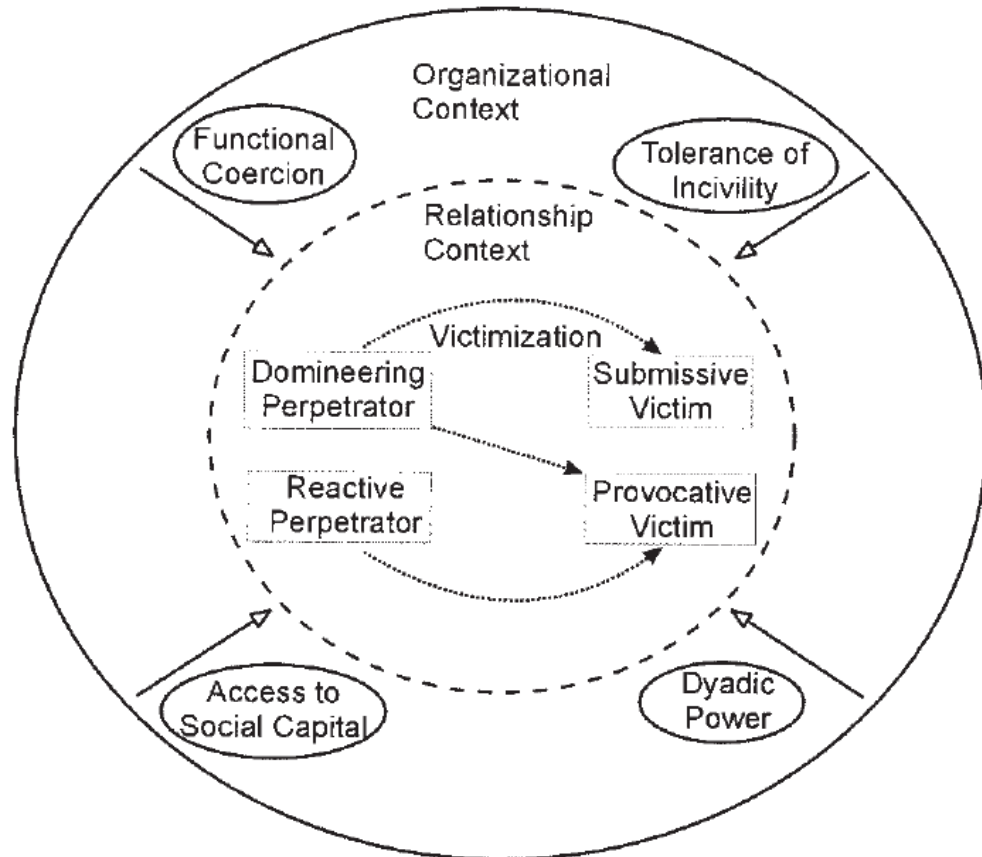


Figure 1. Relational Model of Workplace Victimization. Reprinted with permission from Aquino and Lamertz, 2004.

Popular culture is ripe with examples of victimization. The 1990's cult classic *Office Space* is riddled with instances of Bill Lumbergh's abusive supervision towards his subordinates. Kevin Spacey's character Dave Harken in *Horrible Bosses* exhibits psychopathic tendencies in his abusive supervision of the main protagonist. The sitcom *Parks and Rec*, while intended to be comedic, shows countless instances of the workplace bullying of Garry Gergich by his coworkers. Previous research on workplace victimization has generally focused on two sets of behaviors: abusive supervision and workplace bullying.

Abusive supervision is a set of behaviors defined by a hostile attitude on the part of a supervisor toward a subordinate, excluding physical abuse (Tepper, 2000). This definition fits in well with the model proposed by Aquino and Lamertz (2004) because it defines abusive supervision as a subjective experience. Examples include a supervisor telling a subordinate that his or her thoughts or feelings are stupid or belittling a subordinate in front of others (Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012; Tepper, 2000).

In one of the most famous studies on abusive supervision, Tepper (2000) found associations with turnover likelihood, lower job satisfaction, lower life satisfaction, lower normative commitment, lower affective commitment, higher continuance commitment, increased work-family conflict, and increased psychological distress. Martinko, Harvey, Brees, and Mackey (2013) reviewed several outcomes of abusive supervision. These included increased retaliatory aggression, psychological distress, and negative work attitudes (Martinko, Harvey, Brees, & Mackey, 2013). Furthermore, abusive supervision has been significantly positively correlated with reduced levels of both interpersonal and organization-directed OCBs (Aryee, Sun, Chen, & Debrah, 2007). Research has also shown that employees low in agreeableness and extraversion are more likely to participate in interpersonal deviance when they perceive they are victims of abusive supervision (Mawritz et al., 2012; Wang, Harms, & Mackey, 2015).

In examining trickle-down abusive supervision, researchers found that abusive supervision could be both an antecedent and an outcome at the same time, and that a hostile work climate strengthens the relationship between abusive supervision and

workplace interpersonal deviance (Mawritz et al., 2012). Another test of the trickle-down model showed that supervisors' perceptions of interactional justice were related to abusive supervision, and that relationship was strengthened when supervisors had high levels of authoritarian leadership styles (Aryee et al., 2007). In other words, controlling and strict supervisors were seen as more abusive, especially if subordinate did not feel as though justice was being administered equally. This empirically supported trickle-down model of abusive supervision is a clear indicator that victims of negative workplace behaviors may continue the cycle of negative workplace behavior.

Workplace bullying, a particularly worrisome negative behavior, consists of repeated and prolonged mistreatment directed at a target who is typically teased, badgered, and insulted, and who perceives himself or herself as not having the opportunity to retaliate in kind (Hauge, Skogstad, & Einarsen, 2009). Workplace bullying can be subtle or overt, but subtle behaviors (e.g. micro-aggressions) are more common (Fox & Stallworth, 2005). Workplace bullying can include sexual harassment, humiliation, general mistreatment, and gossiping, and usually is accompanied by a hostile work environment (Einarsen, 2000; Hauge et al., 2009; Nielsen & Einarsen, 2012). Workplace bullying is a more frequent occurrence than one-time violent or aggressive acts, and can be from a supervisor to a subordinate, a subordinate to a supervisor, between co-workers, or coming from customers to an employee (Samnani & Singh, 2012).

In a qualitative study of workplace bullying incidents, researchers found significant support for a model proposing that workplace bullying results from inefficient

frustration coping abilities, escalated conflicts, and destructive cultures and habits within a team or the organization at large (Baillien, Neyens, De Witte, & De Cuyper, 2009). One meta-analysis showed that being a victim of workplace bullying is significantly positively correlated with both job-related and health-related outcomes, including health problems, post-traumatic stress, burnout, increased turnover intentions, and reduced organizational commitment (Nielsen & Einarsen, 2012). The same meta-analysis showed that consistent workplace bullying increased mental health problems, and that prolonged exposure had stronger effects than any isolated event (Nielsen & Einarsen, 2012).

Samnani and Singh (2012) outlined several antecedents and outcomes of workplace bullying. Ethnic minorities were almost four times more likely to report they had been victims of workplace bullying as white employees (Fox & Stallworth, 2005). Work-related outcomes of bullying included higher leave intention, increased absenteeism, and lower job satisfaction (Samnani & Singh, 2012). Organizational consequences included decreased team cohesion and effectiveness, psychologically unhealthy norms, lower organizational performance, and solidifying negative organizational culture (Samnani & Singh, 2012). Relevant to the current study, the review also looked at personality characteristics of victims and perpetrators. Victims tended to have high levels of neuroticism and negative affect (Glasø, Matthiesen, Nielsen, & Einarsen, 2007; Samnani & Singh, 2016), but conflicting research found different levels of agreeableness, conscientiousness, and extraversion, which lends support to the idea proposed by Aquino and Lamertz (2004) that there are different types

of victims in the workplace. However, perpetrators tend to have more aggressive personalities (Samnani & Singh, 2012).

Also relevant to the current study, some research has shown that that many perpetrators were also once victims of CWB themselves (Bowling & Beehr, 2006; Bowling & Michel, 2011; Zheng, Wu, Chen, & Lin, 2017). Additionally, being a victim positively correlated both with being a perpetrator (Baillien, De Cuyper, & De Witte, 2011; Burton & Hoobler, 2011) and being a repeat victim (Escartín, Ullrich, Zapf, Schlüter, & van Dick, 2013). This further supports Aquino and Lamertz's (2004) claim that provocative victims are victims of revenge tactics, and submissive victims are victims because they either cannot fight back or do not know how to respond.

Overall, the research demonstrates a need for a greater applied understanding of workplace victimization. In theory, understanding the outcomes of workplace victimization will give organizations the opportunity to focus on specific policies to protect their employees from behaviors that make them feel victimized. Not only will policies protecting employees from victimizing behavior help those employees, but reducing CWB will help save organizations money through increased productivity and performance, and reduce costs of dealing with the consequences of CWB (e.g. lawsuits, medical expenses, replacing workers who leave as a result; Cohen, 2016; Moore et al., 2012; Samnani & Singh, 2012; Spector & Fox, 2010).

Counterproductive Work Behavior

Counterproductive work behavior (CWB) has been defined as voluntary, potentially destructive or detrimental acts that directly or indirectly hurt or are intended to

harm colleagues or the organization (O'Boyle, Forsyth, & O'Boyle, 2011; Sackett, Berry, Wiemann, & Laczko, 2006; Spector & Fox, 2005; Spector & Fox, 2002). In other words, CWBs include any behavior by an organizational member that either results in, or has potential for, harming the organization or its members, characterized by disregard for organizational norms. CWB can range in seriousness from subtle forms such as petty theft, time theft, or absenteeism to more extreme forms such as workplace violence, grand theft, or abusive supervision (Fida et al., 2015; Fox, Spector, & Miles, 2001; Sackett et al., 2006; Spector & Fox, 2010). CWBs can also be categorized into two different types, interpersonal and organizational. Interpersonal CWBs are those behaviors that are directed towards a colleague, coworker, supervisor, or subordinate within organizational constraints, such as interpersonal aggression or bullying (Robertson, Datu, Brawley, Pury, & Mateo, 2016; Schütte et al., 2018; Sharma & Thakur, 2016; Spector, 1978). Organizational CWBs are those behaviors aimed at hurting the organization's mission, goals, or resources, such as time theft, absenteeism, cyber loafing, or sabotage (Berry, Ones, & Sackett, 2007; Cohen, 2016; Sharma & Thakur, 2016).

O'Boyle, Forsyth, and O'Boyle (2011) proposed a multilevel model of CWB that comprised of an extensive set of individual-level, group-level, and organizational-level antecedents of the affective and cognitive processes that lead to employees committing CWB (see Figure 2). One of the organizational antecedents is workplace incivility, a form of interpersonal CWB that would generate further victimization (O'Boyle et al., 2011). The individual-level antecedents include both the Dark Triad and the exchange

ideology (O'Boyle et al., 2011). This model, along with the vast amount of research done on CWB, demonstrates the complexity of CWB as a construct.

Researchers have found that the effects of interpersonal CWB on the victims include post-traumatic stress symptoms, increased turnover intentions, anxiety, burnout, lower self-esteem, lower job satisfaction, and decreased life satisfaction (Berry, Carpenter, & Barratt, 2012; Bowling & Beehr, 2006; Nielsen & Einarsen, 2012). Further research has found that employee deviance increases when employees are victims of mistreatment, especially when they lack the belief that they are competent (Mayer, Thau, Workman, Dijke, & Cremer, 2012). CWB directly affects organizations as well. Effects of CWB on organizational groups include lower levels of group identification, collective efficacy, group cooperation, group organizational citizenship behavior, and ultimately, group performance (Priesemuth, Schminke, Ambrose, & Folger, 2014).

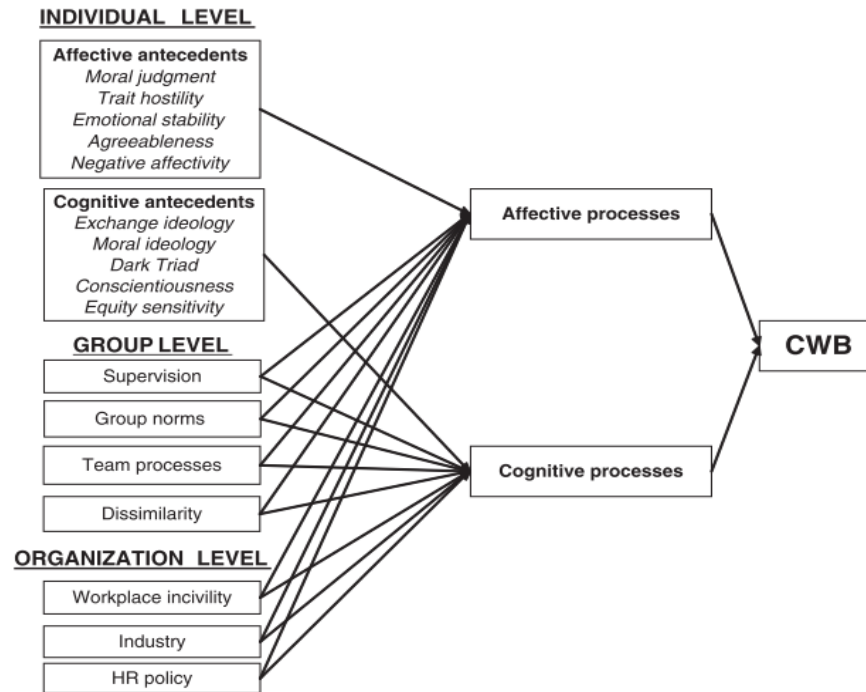


Figure 2. Multilevel Model of CWB. Reprinted with permission from O'Boyle, Forsyth, and O'Boyle, 2011.

Several other correlates have been linked to CWB and the likelihood of an employee committing CWB. Research has shown certain personality characteristics may lead to increased levels of CWB (Berry et al., 2007; Hilbig & Zettler, 2015). Hilbig and Zettler (2015) found that the Honesty-Humility measure of the HEXACO model of personality (Ashton et al., 2004) accounted for a significant level of variance in dishonest behavior, while Berry et al. (2007) found negative correlations with the Big Five personality characteristics agreeableness, conscientiousness, and emotional stability. CWB has also been shown to be related to the propensity to morally disengage when going through decision-making exercises (Moore et al., 2012). Fox et al. (2001) concluded that CWB was a behavioral strain response, and that the stressor-strain

relationship was mediated by negative emotions in the perpetrator. Further research has linked workplace mistreatment (such as abusive supervision or bullying) to deviant workplace behavior (Mawritz et al., 2012; Mayer et al., 2012). A stressful work environment, role ambiguity, role conflict, an intensive workload, situational constraints, and interpersonal conflict have all also been linked with increased CWB (Chen & Spector, 1992; Hauge et al., 2009; Spector & Fox, 2005). The vast research on CWB that spreads across different workplace constructs demonstrates the importance of understanding CWB. With this understanding, organizational policy can be formulated in order to reduce CWB.

Research has shown CWB to be an outcome of workplace victimization, especially when examining trickle-down abuse or bullying, or dealing with victims that are provocative in nature (An et al., 2016; Aryee et al., 2007; Balducci, Cecchin, & Fraccaroli, 2012; Bowling & Michel, 2011; Hon & Lu, 2016; Mawritz et al., 2012; Nielsen & Einarsen, 2012; Zheng et al., 2017). These relationships are moderated by authority (Grijalva & Newman, 2014; O'Boyle, Forsyth, Banks, & McDaniel, 2012). I hypothesized that, consistent with previous research, workplace victimization would be positively correlated with committing acts of both interpersonal and organizational CWB. These hypotheses use the Relational Model of Workplace Victimization as a basis, and are encouraged by support found in research conducted on trickle-down abusive supervision (Aryee et al., 2007; Hon & Lu, 2016; Mawritz et al., 2012) and the abundance of workplace bullying (Baillien et al., 2009; Einarsen, 2000; Samnani & Singh, 2012).

Hypothesis 1: Perceived workplace victimization will positively correlate with CWB both (a) against other individuals in the workplace and (b) against the organization.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) has been defined as any individual, discretionary behavior that is not directly recognized by the organization's formal reward system, but still promotes effective organizational functioning (Organ, 1988; Spector & Fox, 2002; Szabó, Czibor, Restás, & Bereczkei, in press). These behaviors are positive and profitable for organizations (Szalkowska, Żemojtel-Piotrowska, & Clinton, 2015). Spector and Fox (2002) stated that OCB is voluntary, altruistic, and has the potential to enhance organizations.

In the same way that there are both interpersonal and organization-directed forms of CWB, there are both interpersonal and organization-directed forms of OCB (Szabó et al., in press). Examples of OCB include staying late to finish work, helping informally train or teach new co-workers, and offering helpful suggestions to improve work practices. OCB has been shown to have a positive correlation with emotional intelligence (Miao, Humphrey, & Qian, 2017) as well as innovation and creativity (Harari, Reaves, & Viswesvaran, 2016). Emotional intelligence, innovation, and creativity all have negative correlations with CWB (Harari et al., 2016; Miao et al., 2017).

It might be tempting to assume that this kind of behavior would be the effective opposite of CWB; however, research has shown that is inaccurate. Several meta-analyses have provided evidence that OCB and CWB are separate constructs with a more complex

relationship (Dalal, 2005; Hafidz, Hoesni, & Fatimah, 2012; Kelloway, Loughlin, Barling, & Nault, 2002; O'Brien & Allen, 2008; Sackett et al., 2006). The clearest demonstration of this was shown by Sackett et al. (2006); they found distinctly different personality correlates for both OCB and CWB. These results demonstrate that different personality traits, but not opposite levels of the same traits, correlate with levels of OCB and CWB. Furthermore, research demonstrates that these behaviors can occur at the same time (Hafidz et al., 2012; Sackett et al., 2006). This is further supported by the fact that CWB and OCB have only a moderate negative correlation (Dalal, 2005; Hafidz et al., 2012; Sackett et al., 2006), even when the targets (organization or other employees) were the exact same (Dalal, 2005; O'Brien & Allen, 2008).

Perceived workplace victimization and OCB have been found to have a negative relationship in other research (Aquino & Bommer, 2003). A possible reason for this could be that a victimized individual is unlikely to strive to go beyond their expected roles, especially in the place where they feel they are a victim. It is reasonable to say that when an employee does not feel safe in their organization, they would not be as likely to act in altruistic ways for the benefit of others. I hypothesized that perceived workplace victimization would negatively correlate with lower rates of interpersonal and organization-directed OCB.

Hypothesis 2: Perceived workplace victimization will negatively correlate with OCB, both (a) towards individuals and (b) towards the organization.

The Dark Triad

The Dark Triad is a name given to three of the most aversive personality characteristics. First grouped together and given the title “Dark Triad” by Paulhus and Williams (2002), these personality characteristics include subclinical narcissism, Machiavellianism, and subclinical psychopathy (Christie & Geis, 1970; Furnham, Richards, & Paulhus, 2013; Paulhus & Williams, 2002; Spain, Harms, & LeBreton, 2014). Narcissists’ delusions of grandeur and inflated views of self, which know no bounds, create a nearly uncontrollable desire to self-promote and seek attention (Furnham et al., 2013). Machiavellians believe that the people around them are gullible enough to be manipulated and are only concerned about how they can use others to their advantage (Christie & Geis, 1970). For those high in subclinical psychopathy, antisocial behaviors stem from blatant disregard for societal norms (Scherer, Baysinger, Zolynsky, & LeBreton, 2013).

These three personality characteristics are distinctly different from any of those in the commonly known Five Factor Model: openness, conscientiousness, extraversion, agreeableness, and emotional stability (DeShong, Grant, & Mullins-Sweatt, 2015; O’Boyle, Forsyth, Banks, Story, & White, 2015; Paulhus & Williams, 2002), and research has shown consistent negative correlations between the Dark Triad and both agreeableness and conscientiousness (Furnham et al., 2013; Jakobwitz & Egan, 2006; Jonason, Koenig, & Tost, 2010; Muris, Merckelbach, Otgaar, & Meijer, 2017; Paulhus & Williams, 2002). Research has demonstrated these characteristics are distinct enough to have separate outcomes and should be considered separately (Baughman, Dearing,

Giammarco, & Vernon, 2012; Furnham et al., 2013; Glenn & Sellbom, 2015; Maples-Keller & Miller, 2018; Muris et al., 2017; Paulhus & Williams, 2002).

Social exchange theory provides insight as to why dark personalities behave the way they do in the workplace (O'Boyle et al., 2012). According to social exchange theory, organizational behavior is a set of social interactions that generate obligations from one to another (Blau, 1964; Cropanzano & Mitchell, 2005; Emerson, 1976). These interdependent actions can potentially lead to high-quality relationships when rewards are valued and costs are low, there is a mutual trust between exchange partners, the relationship is seen as fair by both parties in terms of reciprocity, and both parties develop psychological commitment to completing the exchange (Blau, 1964; Cropanzano & Mitchell, 2005; O'Boyle et al., 2012).

However, Dark Triad personalities generally violate the fair-exchange relationship (Cropanzano & Mitchell, 2005; O'Boyle et al., 2012). Narcissists, in their delusions of grandeur, believe that social obligations and reciprocity norms do not apply to them (O'Boyle et al., 2012). Machiavellians are distrustful that they will be reimbursed for extra effort, and psychopaths lack the empathy to put the needs or goals of others before their own, even if there is an agreement to reciprocate (O'Boyle et al., 2012). These dark personality characteristics, coupled with charisma, intelligence, or physical attractiveness, may be advantageous for the those trying to get ahead of their coworkers and gain desired leadership roles (Chatterjee & Hambrick, 2007; Furnham, 2010; Furnham et al., 2013; Hogan & Hogan, 2001; Lilienfeld, Watts, & Smith, 2015; Lykken, 1995). However, these individuals do not last in leadership, and generally experience

leader derailment, or a “fall from grace” (Furnham, 2010; Harms, Spain, & Hannah, 2011; Hogan, 2007; Padilla, Hogan, & Kaiser, 2007). Individuals high in one or more of these characteristics will struggle to complete the social exchange, which will result in CWBs committed by the dark personalities (Kish-Gephart, Harrison, & Klebe Treviño, 2010; O’Boyle et al., 2012; Penney & Spector, 2002). For more on workplace social exchange theory, see Cropanzano and Mitchell (2005).

Despite research demonstrating the uniqueness of these characteristics, the personality characteristics composing this ‘Dark Triad’ share a number of features. All three entail a socially averse character with tendencies toward self-promotion, emotional coldness, duplicity, and aggressiveness (Paulhus & Williams, 2002). Likewise, all three include malevolence that directly affects interpersonal behavior (Muris et al., 2017; O’Boyle et al., 2012). Popular culture is saturated with Dark Triad personalities. Fictional characters like Tony Soprano of *The Sopranos*, Peter Baelish of *Game of Thrones*, Dexter Morgan of *Dexter*, and Frank Underwood of *House of Cards* are characterized by one or more of these characteristics.

Relevant to this study, the Dark Triad has been shown to positively correlate with workplace manipulation tactics, and mediates sex differences of hard workplace manipulation tactics like threats (Jonason, Slomski, & Partyka, 2012). Many workplace victims of negative behavior have similar personalities to their perpetrator (Wang et al., 2015). These findings suggest that the Dark Triad may increase the likelihood of a workplace victim becoming a workplace perpetrator. A significant amount of research has linked the Dark Triad personality characteristics with increased CWB (Baughman et

al., 2012; Bennett & Robinson, 2000; DeShong et al., 2015; DeShong, Helle, Lengel, Meyer, & Mullins-Sweatt, 2017; Grijalva & Newman, 2014; Jonason et al., 2012; Linton & Power, 2013; O'Boyle et al., 2012; Pilch & Turska, 2015; Schütte et al., 2018; Sehar & Fatima, 2016). This relationship has been consistent enough to include the Dark Triad as a consistent individual-level cognitive antecedent in the Multilevel Model of CWB mentioned previously (O'Boyle et al., 2011). However, a study examining the relationship between workplace victimization, CWB, and the Dark Triad has not yet occurred.

Narcissism

As previously stated, narcissism is characterized by delusions of grandeur, excessive self-interest, and inflated self-perceptions (Paulhus & Williams, 2002). Narcissism has been positively correlated with victimization (Sehar & Fatima, 2016). Research has found support for a relationship between narcissism and interpersonal aggression, and it can be safely assumed that narcissistic employees will feel contempt for their coworkers when it appears that their co-workers may be inhibiting them from getting their way. (Judge, LePine, & Rich, 2006; Penney & Spector, 2002; Reidy, Zeichner, Foster, & Martinez, 2008). Narcissism has also been linked with soft workplace manipulation tactics, such as giving compliments to someone specifically to win their favor (Jonason et al., 2012).

Some research has shown that narcissism is the strongest predictor of CWB out of the three Dark Triad personality characteristics (Grijalva & Newman, 2014; O'Boyle et al., 2012). Reidy et al. (2008) found that the maladaptive facets of narcissism,

Entitlement and Exploitativeness, positively correlated with higher levels of aggression. Grijalva and Newman (2014) found that certain facets of narcissism would more accurately predict CWB; their findings showed that the Entitlement and Exploitativeness facet was related positively to CWB. Narcissism has also been linked to unethical decision-making, and has a strong and consistent negative relationship with ethical decision-making (Antes et al., 2013; Brown, Sautter, Littvay, Sautter, & Bearnese, 2010). It has also been shown to moderate the relationship between entitlement and OCB, as well as entitlement and CWB (Szalkowska et al., 2015). Narcissism has also been found to mediate the relationship between abuse and retaliatory aggressive behavior (Burton & Hoobler, 2011).

Theoretically, narcissistic individuals may respond negatively to the idea that they have been a victim, because this detracts from their unconditional positive self-views. Based on the research and the current understanding of narcissistic behavior in the workplace, I hypothesized that narcissism would be a positive moderator between workplace victimization and CWB.

Hypothesis 3: Subclinical narcissism will positively moderate the relationship between perceived workplace victimization and both (a) interpersonal CWB and (b) organizational CWB.

Machiavellianism

Recall that Machiavellianism is characterized by intentional manipulation and acting only when preserving personal goals and interests (Paulhus & Williams, 2002). Some research has found that moderate levels of Machiavellianism positively correlated

with increased OCB (Zettler & Solga, 2013), which supports the claim that OCB and CWB are separate constructs, not falling on the same spectrum (Sackett et al., 2006). Further examination of this relationship showed that OCB may be a form of impression management, as opposed to organizational concern or prosocial values (Becker & O’Hair, 2007). The relationship between high levels of Machiavellianism and OCB is negative, lending support to the idea that a Machiavellian is self-serving and not concerned with the goals of the organization or other individuals (Becker & O’Hair, 2007; Spain et al., 2014). Machiavellians also show significantly higher levels of self-awareness than narcissists; those high in Machiavellianism scored higher on self-reports than informant reports (Maples-Keller & Miller, 2018).

Meta-analysis has associated Machiavellianism with both CWB and unethical decision-making (O’Boyle et al., 2012; Bruk-Lee, Khoury, Nixon, Goh, & Spector, 2009; Effelsberg, Solga, & Gurt, 2014; Kish-Gephart et al., 2010; Spain et al., 2014). Synonymous with a manipulative personality, research has associated Machiavellianism with hard (e.g. threats) and soft (e.g. compliments) workplace manipulation (Jonason et al., 2012). Machiavellianism in supervisors positively correlated with subordinate perceptions of abusive supervision (Kiazad, Restubog, Zagenczyk, Kiewitz, & Tang, 2010). Research has also linked Machiavellianism with participating in workplace bullying, as well as being a victim of workplace bullying (Linton & Power, 2013; Pilch & Turska, 2015). Machiavellianism has also been associated with increased absence rates in retail (Aziz, 2004). Machiavellian corporate culture—defined by low trust, strong control,

and strong status orientations—has been linked to increased employee CWB (Zheng et al., 2017).

In theory, Machiavellians will do whatever is necessary to maintain control and position themselves for success, and that mentality would be a driving force in acting out when perceiving they have become a victim in the workplace. Again, based on previous research, I hypothesized that Machiavellianism would positively moderate the relationship between perceived workplace victimization and CWB.

Hypothesis 4: Machiavellianism will positively moderate the relationship between perceived workplace victimization and both (a) interpersonal CWB and (b) organizational CWB.

Psychopathy

Psychopathy is characterized by anti-social behavior, breaking social norms, and a lack of empathy (Paulhus & Williams, 2002). Individuals high in psychopathy also score low in agreeableness, conscientiousness, and neuroticism; and some research has shown a positive relationship with openness and extraversion (DeShong et al., 2017; O’Boyle et al., 2015; Spain et al., 2014; Wu & Lebreton, 2011). This is a prevailing piece of evidence that differentiates psychopathy from Machiavellianism. Research on the relationship between subclinical psychopathy and CWB has yielded a correlation that is stronger than any of the correlations held by characteristics from the Five Factor Model with CWB (Scherer et al., 2013). Psychopathy has also been related to interpersonal CWB, both in the United States and the Philippines (Robertson et al., 2016). Research

has positively correlated self-centered impulsivity (a subconstruct of psychopathy; Lykken, 1995) with CWB (Blickle & Schütte, 2017; Schütte et al., 2018).

The Triarchic Psychopathy Model (Patrick, 2009) has linked the meanness characteristic of psychopathy to unethical decision-making and hard influence tactics, and has linked the disinhibition characteristic of psychopathy to CWB (Neo, Sellbom, Smith, & Lilienfeld, 2016). Corporate psychopathy has also been linked to poor employee treatment, including bullying, public criticism, coercion, and human rights violations (Boddy, 2011). Psychopathy has also been linked to hard negotiation tactics (Jonason et al., 2012). Of the Dark Triad, psychopathy has the strongest correlation with bullying behaviors (Baughman et al., 2012; Boddy, 2011, 2014; Linton & Power, 2013; Sehar & Fatima, 2016).

Based on psychopathy research in the workplace, the notion that subclinical psychopaths will act out when they feel that they have been victimized in the workplace is not far-fetched. Without regard for the safety or security of others, these individuals are prone to acting not only selfishly, but dangerously as well, all in the name of self-preservation. Based on what research has shown, I hypothesized that subclinical psychopathy would positively moderate the relationship between perceived workplace victimization and CWB. See Figures 3 for an illustration of all five hypotheses.

Hypothesis 5: Subclinical psychopathy will positively moderate the relationship between perceived workplace victimization and both (a) interpersonal CWB and (b) organizational CWB.

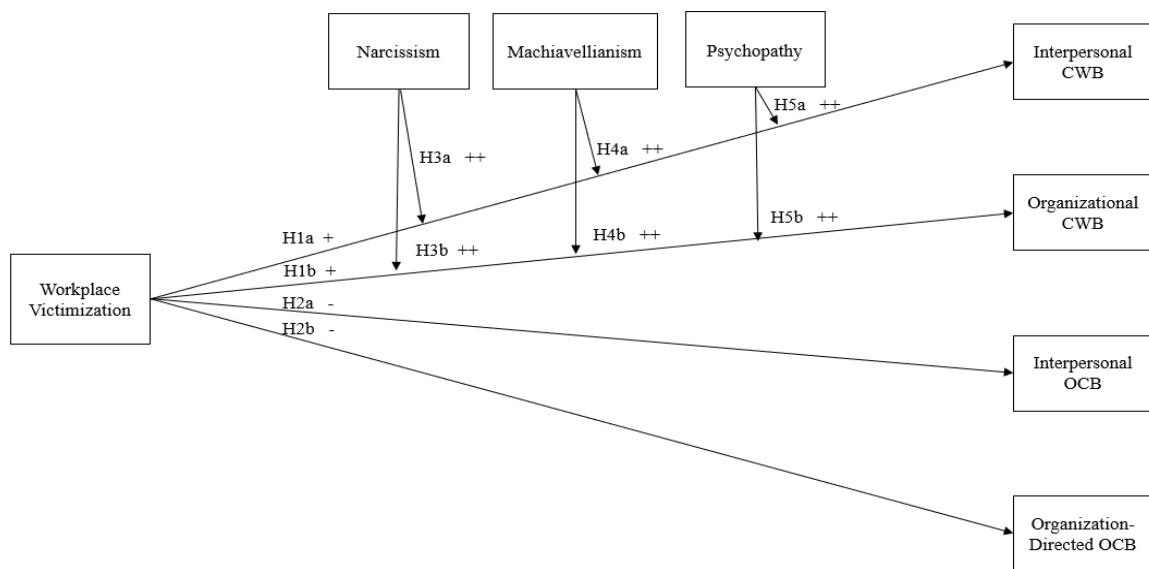


Figure 3. The proposed relationships between workplace victimization, CWB, OCB, and the moderating influence of the Dark Triad.

Methods

Participants

250 working adults (aged 18 and over) were sampled using Amazon's Mechanical Turk (MTurk). MTurk is an online research platform that allows researchers to gather data from a global pool of participants. Researchers are able to post requests for participants to complete surveys or other tasks for an established monetary payment. Research has shown that the MTurk population is a more accurate representation of the United States population than a population of college students at a given university (Paolacci, Chandler, & Ipeirotis, 2010). Furthermore, research has found that data obtained through MTurk is reliable and has similar levels of quality compared to other data collection methods (Buhrmester, Kwang, & Gosling, 2011). Each participant was

compensated \$0.50 for their time. I chose a sample size of 250 based on a suggested subject-to-parameter ratio between 10:1 and 20:1 (Kline, 1998), knowing that some responses may be filtered based on incomplete submissions. For further information, see Kline (1998).

After removing 19 incomplete submissions and 38 individuals who completed the task in 180 seconds, the final data set included 193 working adult-aged individuals, made up of 108 males (56.0%) and 85 females (44.0%). Participant ages ranged from 20-81 years ($M = 34.36$, $SD = 10.43$). Participants predominantly identified as white (70.5%), followed by African-American (8.8%), Hispanic (7.8%), Asian (7.3%), mixed-race (2.6%), and Native American (2.1%). Levels of education ranged from “less than high school” to “doctoral degree”, with 38.9% of the sample reporting they had earned a four-year degree, and 17.1% reporting they had earned a master’s degree. A vast majority of the sample (72.0%) reported they worked between 40 and 50 hours per week, $M = 40.00$, $SD = 10.23$.

Measures

Workplace victimization. To measure victimization from the viewpoint of the victim, I used the eight-item version of the Perceived Victimization Measure (see Appendix A; Sasso, 2013). Participants were required to recall an incident in which they experienced aggression or conflict in their place of employment. With this incident in mind, participants were given the eight items that are intended to convey feelings during and after the negative incident. The eight items are rated on a seven-point Likert scale from 0 (*not at all*) to 6 (*extremely*) to convey how accurately each item applies to the

negative experience. Items include “I was intentionally treated poorly,” “I felt deliberately accosted,” and “I was intentionally belittled.” The eight-item measure had a Cronbach’s alpha of .94 when conducting initial testing, which denotes a high level of reliability for measuring this construct (Sasso, 2013). In addition, I asked two questions on the same Likert scale regarding attribution of the experience. The questions asked if the participant sees the experience as the result of an individual at work, or if it is the result of an organization-wide problem. The original measure had a coefficient alpha of .96, and with two additional questions, had a coefficient alpha of .95.

Counterproductive work behaviors. To measure CWBs, I used the 10-item short version of the Counterproductive Work Behavior Checklist (CWB-C; see Appendix B; Spector, Bauer, & Fox, 2010). This shortened version of the CWB-C measures both interpersonal and organizational CWBs. This shortened version of the CWB-C showed a coefficient alpha of .81, making it an adequately reliable measure (Spector et al., 2010). Each item represents a single counterproductive behavior, and the participant responds to the question, “How often have you done each of the following things on your present job?” The participant rates each behavior on a five-point Likert scale with values ranging from 1 (*never done*) to 5 (*once or twice a month*). The first five items measured organizational CWBs (e.g. wasting resources, unexcused tardiness) and the last five items measured interpersonal CWBs (e.g. personal insults, bullying). For the CWB-C, I found coefficient alphas of .93 for CWBI, .84 for CWBO, and .93 for the overall measure.

Organizational citizenship behaviors. To measure OCBs, I used the 10-Item short version of the Organizational Citizenship Behavior Checklist (OCB-C; see

Appendix C; Spector et al., 2010). The OCB-C measures both organizational and interpersonal targeted OCBs. When used previously, this measure had a coefficient alpha of .82, demonstrating adequate reliability (Spector et al., 2010). The OCB-C is a ten-item measure. Participants respond to the question, “How often have you done each of the following things on your present job?” and rate each behavior using a five-point Likert scale with values ranging from 1 (*never*) to 5 (*every day*). Items 1-4 and item 6 measured interpersonal OCBs (e.g. helping new employees, mentoring). Item 5 and items 7-10 measured OCBs directed towards the organization (e.g. volunteering for extra assignments, giving up breaks to work). For the OCB-C, I found coefficient alphas of .85 for the OCBI section, .82 for the OCBO section, and .88 for the overall measure.

Dark triad. To measure the Dark Triad personality traits, I used the Short Dark Triad (SD3; see Appendix D; Jones & Paulhus, 2014). This measure consists of 27 items, nine for each of the personality traits being measured. Each item is rated on a five-point Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*). Examples of Machiavellianism items include, “I like to use clever manipulation to get my way,” “You should wait for the right time to get back at people,” and “Most people can be manipulated.” Examples of narcissism items include, “I hate being the center of attention (reverse coded),” “I like to get acquainted with important people,” and “I insist on getting the respect I deserve.” Examples of psychopathy items include “I like to get revenge on authorities,” “It’s true that I can be mean to others,” and “I’ll say anything to get what I want.” The coefficient alphas for each subscale of the SD3 in the initial test validation study were .71 for narcissism, .77 for Machiavellianism, and .80 for psychopathy (Jones

& Paulhus, 2014). These alphas demonstrate sufficient reliability. During this study, I found that the SD3 had coefficient alphas on each section that demonstrated strong reliability (.78 for narcissism, .87 for Machiavellianism, and .85 for psychopathy).

Data integrity information. At the end of the study, participants were asked to provide information about the quality of the data they provided, such as whether their data should have been omitted from the study or whether they were simply just clicking through the study instead of paying attention. Zero submissions were removed from the study based on this criterion.

Procedure

This self-report survey using all of these measures was conducted online, and the survey itself was be in Qualtrics. Participants were presented with a page covering informed consent for participation in the study. After consenting to the study, participants completed the four measures outlined previously. These measures were randomized, in order to counterbalance the risk around of one measure having an effect on other measures. Throughout the survey, quality assurance items were included to make sure participants were paying attention to their answers (See Appendix E). These items were simply worded with clear instructions, following best practices for writing attention check items (Oppenheimer, Meyvis, & Davidenko, 2009). Participants were expected to have greater than 50% correct answers on attention check items in order for their data to be used in analysis. Because this task requires attentive and accurate reporting, failure to pay attention was failure to complete the task. All questions were optional to answer, and each measure were on its own page. Afterwards, participants were asked for their

demographic information. Participants were debriefed and thanked for their time.

Participants also received the MTurk code needed in order to be compensated for their work. Participants were limited to one survey submission.

Results

Data Cleaning

Initially, I had to clean the data set to remove any data that was unusable. I originally sampled 250 working adults. Once I had collected 250 responses, I removed all incomplete submissions (19) and participants who took less than three minutes (38) to complete the survey. I chose to do this because they should not have been able to attentively respond to each item in such a short amount of time. The median completion time was six minutes, 34 seconds. No one in the sample missed three or more of the attention check questions, so no one was removed for failure to pass attention check questions. The final data set included 193 working adult-aged individuals. Table 1 displays the descriptive statistics on each construct measured and the correlation matrix, respectively.

Table 1. Descriptive Statistics and Intercorrelations for the Studied Variables

	<i>M</i>	<i>SD</i>	1.	2.	3.	4.	5.	6.	7.	8.
1. Machiavellianism	3.12	0.83	.87							
2. Narcissism	2.89	0.71	.48	.78						
3. Psychopathy	2.40	0.85	.63	.45	.85					
4. Victimization	2.87	1.67	.38	.22	.35	.95				
5. OCBI	3.71	0.73	.07	.00	-.10	.13	.85			
6. OCBO	3.37	0.87	.14	.24	.15	.28	.65	.82		
7. CWBO	2.59	1.03	.51	.26	.59	.50	.07	.18	.84	
8. CWBI	2.20	1.11	.59	.44	.71	.55	-.03	.25	.79	.93

Note: OCBI = Interpersonal OCB, OCBO = Organization-Directed OCB, CWBO = Organization-Directed CWB, CWBI = Interpersonal CWB. Bold correlations are significant at the 0.05 level (2-tailed). Coefficient alphas for each measure are reported on the diagonals.

In order to test the hypotheses, I used Amos software to conduct a path analysis using a latent variable structural equation model (Cole & Preacher, 2014; Jin & Kim, 2017). This method allows to correct for measurement unreliability and correlate error terms. Incidentally, my initial attempt at conducting the path analysis led to incorrectly testing a mediated model, yet the model showed reasonably good fit for the data. I examined the fit using a mediated model with latent variables. Figure 4 shows the full tested model and Table 2 displays the full mediated model effect sizes. This mistake led to the creation of an exploratory research question.

RQ1: Does perceived victimization mediate the relationship between the Dark Triad and workplace behaviors?

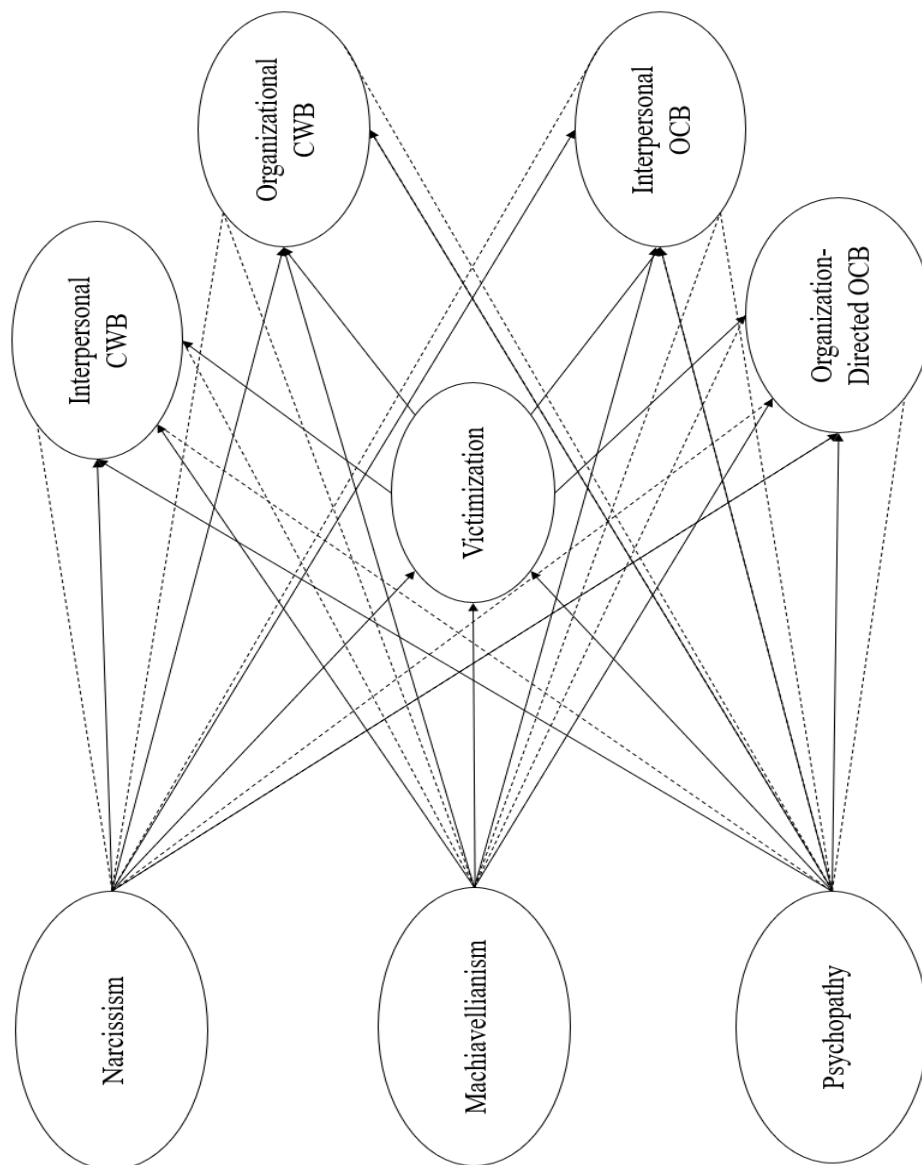


Figure 4. The Full Mediated Model of the Dark Triad and Workplace Behavior through Perceived Victimization. Solid lines represent direct effects and dotted lines represent indirect effects.

Table 2. Effect Sizes of the Full Mediated Model of the Studied Variables

Path		B Weights	Std. Error	β Weights	
Direct Effects					
Narcissism	→	Victimization	-0.02	0.27	-0.01
Machiavellianism	→	Victimization	0.61	0.28	0.29
Psychopathy	→	Victimization	0.38	0.27	0.18
Narcissism	→	OCBO	0.37	0.14	0.29
Narcissism	→	CWBI	0.18	0.12	0.10
Narcissism	→	CWBO	-0.20	0.14	-0.13
Narcissism	→	OCBI	-0.01	0.12	-0.01
Machiavellianism	→	CWBI	-0.02	0.13	-0.01
Machiavellianism	→	CWBO	0.24	0.14	0.20
Machiavellianism	→	OCBO	-0.14	0.15	-0.13
Machiavellianism	→	OCBI	0.30	0.13	0.35
Psychopathy	→	OCBO	0.01	0.14	0.01
Psychopathy	→	OCBI	-0.38	0.13	-0.45
Psychopathy	→	CWBO	0.57	0.14	0.47
Psychopathy	→	CWBI	0.88	0.13	0.64
Victimization	→	CWBI	0.21	0.04	0.31
Victimization	→	CWBO	0.19	0.04	0.33
Victimization	→	OCBI	0.07	0.04	0.18
Victimization	→	OCBO	0.14	0.04	0.30
Indirect Effects					
Narcissism	→	OCBO	-0.003	-	-0.002
Narcissism	→	CWBI	-0.004	-	-0.002
Narcissism	→	CWBO	-0.004	-	-0.002
Narcissism	→	OCBI	-0.001	-	-0.001
Machiavellianism	→	CWBI	0.12	-	0.09
Machiavellianism	→	CWBO	0.12	-	0.10
Machiavellianism	→	OCBO	0.09	-	0.09
Machiavellianism	→	OCBI	0.05	-	0.05
Psychopathy	→	OCBO	0.05	-	0.05
Psychopathy	→	OCBI	0.03	-	0.03
Psychopathy	→	CWBO	0.07	-	0.06
Psychopathy	→	CWBI	0.08	-	0.06

Note: Bold effect sizes are significant at the 0.05 level (2-tailed).

Test of the Original Hypotheses

The original intended path analysis, with the Dark Triad as individual moderators, demonstrated extremely poor model fit. After all non-significant paths were removed, the root mean square error of approximation (RMSEA) remained at 0.44, the goodness of fit index (GFI) was 0.65, the comparative fit index (CFI) was 0.55, and the chi-square test demonstrated significance ($\chi = 1194.86$, $df = 32$, $p = .000$). These values suggest that the model did not fit the data well (Kline, 1998; Thompson, 2004). Hypotheses 3a, 3b, 4a, 4b, 5a, and 5b were not supported.

Testing a Mediated Model of the Dark Triad and CWB/OCB through Victimization

Exploratory findings demonstrated that the final mediated model had a much better model fit than the original moderated model, with an RMSEA of 0.06, a GFI of 0.98, a CFI of 0.99, and a non-significant chi-square test ($\chi = 20.71$, $df = 13$, $p = .08$; Kline, 1999).

Machiavellianism was the only Dark Triad trait to demonstrate a statistically significant relationship with perceived victimization ($\beta = .43$). Again, while these findings are purely exploratory in nature, this mediated model demonstrated that the relationship between Machiavellianism and interpersonal CWB, organizational CWB, and organization-directed OCB was partially mediated by perceived victimization; indirect effects between Machiavellianism and interpersonal CWB, organizational CWB, and organization-directed OCB were 0.14, 0.16, and 0.08, respectively. The fact that Machiavellianism demonstrated a negative, non-significant direct relationship with organization-directed OCB in the full mediated model ($\beta = -.13$), but that the indirect

effect between the two constructs was a positive, significant one may be indicative of a suppression effect. Machiavellianism also demonstrated a positive relationship with interpersonal OCB ($\beta = .46$).

This model also demonstrated positive associations between narcissism and interpersonal CWB ($\beta = .14$), as well as narcissism and organization-directed OCB ($\beta = .27$). Psychopathy was positively associated with both interpersonal CWB ($\beta = .61$) and organization-directed CWB ($\beta = .54$) and negatively associated with interpersonal OCB ($\beta = -.44$). Victimization was positively associated with interpersonal CWB ($\beta = .17$), organization-directed CWB ($\beta = .37$), and organization-directed OCB ($\beta = .33$).

This model demonstrates support for both Hypotheses 1a and 1b; however, Hypotheses 2a and 2b are both not only not supported, but these results support the opposite of Hypothesis 2b. See Figure 5 for the final mediated model and Table 3 for the final model statistics. This figure displays significant paths only, with their respective effect sizes. This final model also displays the covariances of the Dark Triad traits.

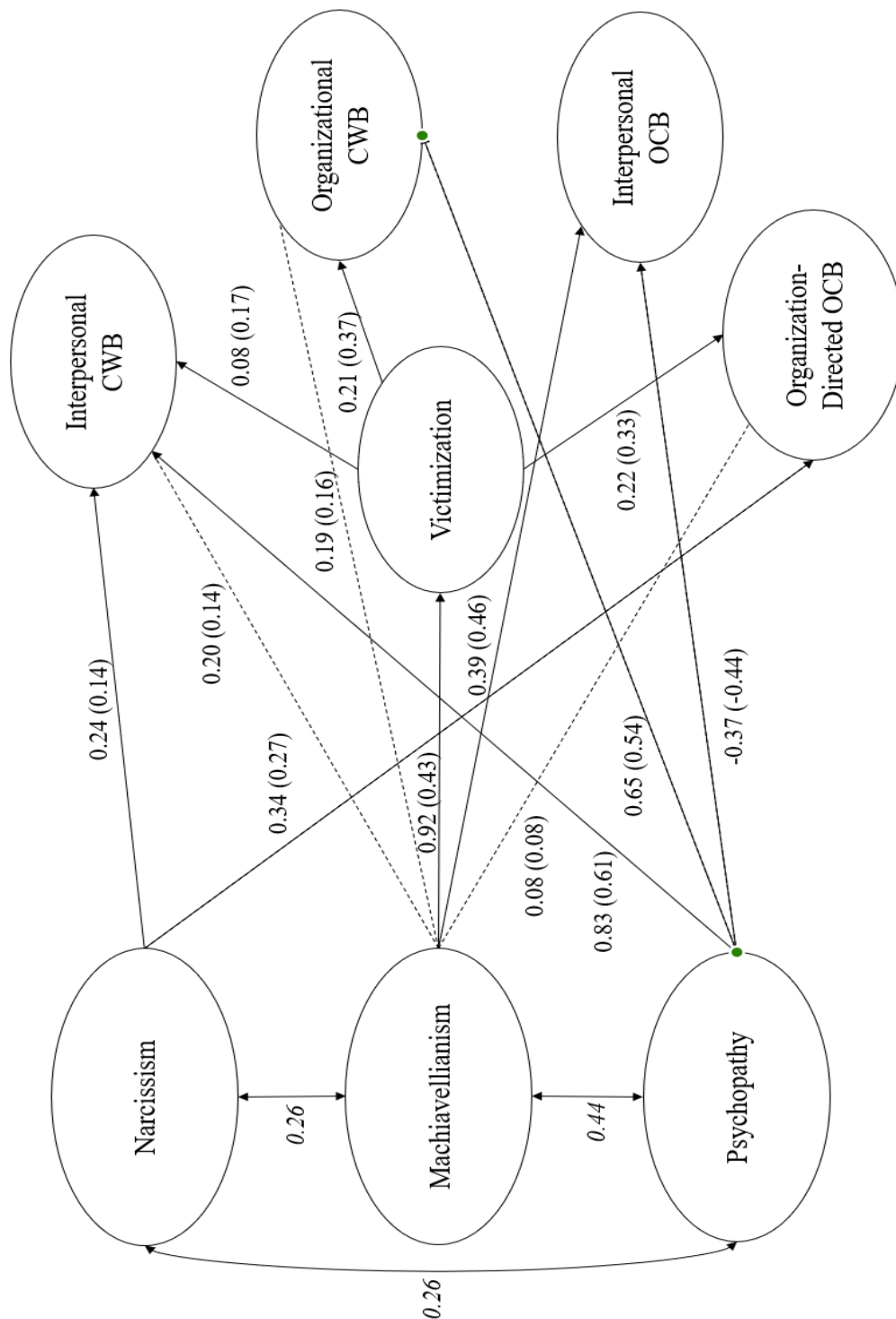


Figure 5. The Final Mediated Model of the Dark Triad and Workplace Behavior through Perceived Victimization. Note: The first numbers shown are the unstandardized path coefficients, and the numbers in the parentheses are the standardized path coefficients. *Italicized numbers are the covariances between the Dark Triad traits.*

Table 3. Effect Sizes for the Final Mediated Model of the Studied Variables

Path		B weights	Std. Error	β weights	
Direct Effects					
Machiavellianism	→	Victimization	0.92	0.15	0.43
Narcissism	→	OCBO	0.34	0.09	0.27
Narcissism	→	CWBI	0.24	0.09	0.14
Machiavellianism	→	OCBI	0.39	0.09	0.46
Psychopathy	→	OCBI	-0.37	0.09	-0.44
Psychopathy	→	CWBO	0.65	0.08	0.54
Psychopathy	→	CWBI	0.83	0.09	0.61
Victimization	→	OCBO	0.22	0.03	0.33
Victimization	→	CWBO	0.21	0.04	0.37
Victimization	→	CWBI	0.08	0.03	0.17
Indirect Effects					
Machiavellianism	→	CWBI	0.20	-	0.14
Machiavellianism	→	CWBO	0.19	-	0.16
Machiavellianism	→	OCBO	0.08	-	0.08

Note: Bolded values are significant at .001 (2-tailed).

Discussion

The purpose of this study was to examine the relationship between perceived victimization and workplace behavior; as well as whether the Dark Triad moderated this relationship. An initial test of the hypotheses revealed that a moderated model was *not* a good fit for the data. However, due to an error in initially analyzing the data (i.e., testing the model as a mediated model instead of a moderated model), I discovered that a mediated model did fit the data well.

Based on the results of the path analysis, there was a strong association between Machiavellianism and perceived victimization. A possible reason for this may have been that individuals high on Machiavellianism used the victim status as a tool to gain

sympathy from others. This is a behavior expected from someone with Machiavellian traits (Rawwas, Swaidan, & Oyman, 2010; Sehar & Fatima, 2016). Furthermore, victimization not only showed a moderate, positive relationship with organizational CWB, but it also showed a moderate, but positive association with organization-directed OCB. The association with organizational CWB might be explained by an individual who feels that they have no control over how they are treated, so this is their way of enacting revenge on an organization that does not protect them from their coworkers. The association with organization-directed OCB might be a demonstration of a victim hoping that their efforts to work hard might reduce incidents that lead to further feelings of victimization. Victimization was also weakly positively associated with interpersonal CWB, which shows that some victims may try to enact revenge upon their perpetrator or continue the cycle of victimizing other employees.

Machiavellianism had a strong positive relationship with interpersonal OCB, which may suggest that they use opportunities to help others as a way to gain favor or status among co-workers, thereby helping further their personal aspirations (Becker & O'Hair, 2007; Kiazad, Restubog, Zagenczyk, Kiewitz, & Tang, 2010). The relationship between Machiavellianism and interpersonal CWB, organizational CWB, and organization-directed OCB was partially mediated by perceived victimization. The small effect sizes indicate that Machiavellians who perceive they are victims of workplace wrongdoing are more likely to commit CWB of both kinds. One explanation for these increases in behavior may be that Machiavellian employees see their perceived victim status as an excuse for acting out inappropriately towards others and towards the

organization (Robertson, Datu, Brawley, Pury, & Mateo, 2016). The small effect size on organization-directed OCB may be that Machiavellians are taking an opportunity to make themselves look good in spite of some kind of perceived injustice against them, appearing to “take the high road” in order to improve how they are perceived within the organization (Becker & O’Hair, 2007). However, these results need to be interpreted with extreme caution, based on the possible suppression effect that is occurring between Machiavellianism, victimization, and organization-directed OCB.

The other two traits within the Dark Triad did not demonstrate a statistically significant relationship with victimization. Narcissism had a moderate positive association with interpersonal CWB, and a strong positive association with organization-directed OCB. An explanation of this might be the narcissist being focused on perpetuating their delusions of grandeur, that they will cut others down while attempting to look impressive to other members in the organization (Cohen, 2016; Spain et al., 2014). As might be expected, there was a strong positive connection between psychopathy and both forms of CWB, and a strong negative connection between psychopathy and interpersonal OCB. These relationships are consistent with past research on psychopathy in the workplace (Boddy, 2014; Cohen, 2016; Jonason et al., 2012).

Practical Implications

The practical implications of these findings cover several organizational aspects. However, it must be reiterated that the findings are entirely exploratory in nature, and further examination and replication of these relationships is needed before making any drastic organizational changes. These relationships between personality traits and

workplace behavior can be used in selection and promotion practices. Selection specialists should be aware of the risks involved with hiring and promoting people with Machiavellian personality traits and should consider the inclusion of measures of subclinical dark personality traits in their personnel hiring practices. This could protect employees from harmful interactions. Assessing these traits in selection could also protect the organization from harm, both from the instigator of the behavior, as well as from potential lawsuits from employees harmed as a result of their behavior. These personality traits become even more problematic when attempting to promote employed individuals because of the negative outcomes associated with abusive supervision and destructive leadership (Boddy, 2014; Burton & Hoobler, 2011; Padilla et al., 2007; Wang et al., 2015). It is also important to note that while there were some positive relationships between the Dark Triad and some forms of OCB, organizations would be wise to call into question the true intentions of a narcissist or a Machiavellian who might be doing these kinds of things to further their own influence.

More broadly speaking, organizations can send a clear cultural message that they do not tolerate inappropriate work behavior by setting stringent policies regarding harmful behavior, both towards other individuals and towards the organization. Negative mental and physical health repercussions of being a victim in the workplace have been well documented, including outcomes such as familial problems (Ford, Heinen, & Langkamer, 2007; Tepper, 2000), increased turnover intentions (Nielsen & Einarsen, 2012; Priesemuth et al., 2014), increased anxiety (Attell, Kummerow Brown, & Treiber, 2017), and increased chances of high blood pressure, alcoholism, and heart disease

(Boddy, 2011, 2014; Krasikova, Green, & LeBreton, 2013). These results indicate the possibility that victimization does increase negative workplace behavior on the part of the victim, and organizations can help offset this by including zero tolerance policies when it comes to maltreatment of employees.

Limitations

I note several limitations to the current study. First, the most glaring limitation is that these findings resulted from an error made during statistical analysis. While the results are interesting and significant, it is important that they are understood to be an initial finding. A more thorough and careful examination of the relationships shown in this study is warranted. Additionally, the possibility of a suppression effect in this study means these results need to be interpreted with extreme caution, until a cross-validation is attempted.

Another limitation of this study has to do with the subject pool. Because I recruited a general group of employed adults, individuals who may have more recently been a victim in the workplace may have responded more strongly than those who had to recall an incident from earlier on in their careers. The recency of these incidents could have had an effect on subject responses. Also, because the study was mostly focused on negative workplace experience and dark personality traits, subjects may have attempted to provide socially desirable responses that may not be wholly honest.

I would like to point out the limitations to the study as result of the data collection method. By using MTurk, I was unable to standardize the data collection conditions, which can lead to unaccounted-for variance in responses. Subject environments when

answering the items may have been distracting or less than ideal. Another limitation of collecting data online is the lack of population representation. Our data pool is restricted to people who are hired by Amazon to participate in MTurk surveys, meaning they have consistent access to an Internet connection and have allotted time to take these surveys. Furthermore, collecting self-report data runs the risk of deceptive responses (Buhrmester et al., 2011). Because MTurk allows responders to customize their profiles to be available for certain surveys, some of the sample may have been dishonest in claiming they met all of the necessary qualifications to participate in the study. I attempted to do my due diligence by using screening questions to select out individuals who did not meet the qualifications and removed subjects who attempted to complete the study more than once, but there is always the possibility that someone answered these questions dishonestly.

Another limitation to this study is the operational definition of victimization that is used in the Measure of Perceived Victimization. Actual victimization and perceived victimization are not the same construct. It is possible that while attempting to better understand perceived victimization, this kind of research misses a group of people who may not even realize they have been victimized at work. It is also possible that it touches a group of people who were not actually victims, but, for one reason or another, felt that they were victimized.

A final limitation to this study relates to the principles of structural equation modeling. Even though I attempted to collect information from 250 individuals, many had clearly rushed through their answers, completing the survey in under sixty seconds. I

set a cut-off time of 180 seconds based on the number of items answered during the study, and anyone who completed the survey in a shorter timeframe was excluded from the analyses. However, this, and the rest of the data cleaning (removing incomplete submissions, duplicate attempts, etc.) led to having a final subject pool under 200, which is generally the desired size when conducting a path analysis (Kline, 1998).

Future Research

The biggest avenue for future research beyond this study would be a more in-depth look at the mediated model that was tested during this study. Because the results of this study are entirely based on an analytical mistake that turned out to be statistically significant, it is crucial that these exploratory findings be re-examined and replicated. Also, because research in the social sciences is dealing with a replicability problem in general (Chin, 2014; Funder et al., 2014; Ioannidis, 2005; Makel, Plucker, & Hegarty, 2012; Pashler & Harris, 2012; Wagenmakers & Pashler, 2018; Yong, 2012), further examination of the relationship between the personality traits and behavioral constructs studied here is warranted. . Future research on this model should also attempt to address the possible suppression effect between Machiavellianism, perceived victimization, and organization-directed OCB. Further research should emphasize the use of a variety of measures and analytic techniques for the Dark Triad, CWB, OCB, and victimization constructs. Using various high-quality measures will provide more robust information about these constructs and using a variety of statistical techniques should provide more insight into the nature of these relationships.

It is also important to note that while there were some positive associations between the Dark Triad and some forms of OCB, further research could examine what mediating variables cause those with dark personality traits to act in a way that is beneficial to others. This is especially true of narcissists and Machiavellians. Future research should examine what motivates these individuals to perform various OCBs.

Perceived victimization is a construct that has not been extensively researched. Researchers should continue to test relationships between perceived victimization and important workplace outcomes. As was previously stated, many individuals claim to have been a victim of some kind of wrongdoing at work (An et al., 2016; Bowling & Beehr, 2006; Mawritz et al., 2012). This victimization has been shown to have negative outcomes for the individual victims (Aquino & Bommer, 2003; Einarsen, 2000), but not much research has examined victimhood and how organizational culture may affect the perceived victimization or the response of the victims. Further research should also examine personality traits and the proneness of individual personality traits to perceive their own victimization, as well as work-related outcomes (i.e. job performance or turnover intentions). Because of the increasing popularity of teams and workgroups within organizations, researchers should also look at how a perceived victimhood can affect workgroup outcomes, and how groups of victims might interact with one another, especially those high on Dark Triad traits. I collected demographic information that was not utilized in the actual analysis, and future research may examine gender, race, number of hours worked, or yearly income as potential moderators of the relationships found in the results.

Conclusion

There is a complicated relationship between certain dark personality traits, the perception of workplace victimization, and behaviors of the victims. As research continues to understand the role personality plays in workplace behavior, organizations need to keep abreast with this research in order to meet the needs of their individual employees. It is easy to agree with the statement that no employee should have to fear going to work. No employee should have to feel like work will be a place where harm will befall them as a result of their co-worker's or supervisor's actions. As organizations seek to create a physically, emotionally, and psychologically safe environment for their employees, it is imperative that they examine the factors that impact perceived victimization and the negative outcomes that are associated with perceived workplace victimization. Organizations can then set policies to protect their employees and hold offenders responsible.

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Appendices

Appendix A: Eight-item Perceived Victimization Measure

Instructions: Recall an incident in which you experienced aggression or conflict in your place of employment. Reflecting on that incident, please indicate how much each of these sentences apply, from 0 (not at all) to 6 (extremely).

1. I was intentionally subjected to a hurtful experience.
2. A conscious effort was made to make me feel mistreated.
3. I was intentionally treated poorly.
4. I was purposefully humiliated.
5. I felt deliberately accosted.
6. I was intentionally wounded by hostile behavior.
7. My feelings were hurt by an antagonistic act direct against me.
8. I was intentionally belittled.

Taken from Sasso, (2013).

In addition, I will ask the following two questions on the same Likert scale.

9. This experience can be attributed to a single individual at work.
10. This experience can be attributed to the organization itself.

Appendix B: 10-Item Short Version of the Counterproductive Work Behavior

Checklist

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice/month	Once or twice/week	
1. Purposely wasted your employer's materials/supplies.	1	2	3	4	5
2. Complained about insignificant things at work.	1	2	3	4	5
3. Told people outside the job what a lousy place you work for.	1	2	3	4	5
4. Came to work late without permission.	1	2	3	4	5
5. Stayed home from work and said you were sick when you weren't.	1	2	3	4	5
6. Insulted someone about their job performance.	1	2	3	4	5
7. Made fun of someone's personal life.	1	2	3	4	5
8. Ignored someone at work.	1	2	3	4	5
9. Started an argument with someone at work.	1	2	3	4	5
10. Insulted or made fun of someone at work.	1	2	3	4	5

Taken from Spector, P. E., Bauer, J. A., & Fox, S. (2010).

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Appendix C: 10-Item Short Version of the Organizational Citizenship Behavior

Checklist

How often have you done each of the following things on your present job?	Never	Once or twice	Every Day	Once or twice/week	Every day
1. Took time to advise, coach, or mentor a co-worker.	1	2	3	4	5
2. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5
3. Helped new employees get oriented to the job.	1	2	3	4	5
4. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
5. Offered suggestions to improve how work is done.	1	2	3	4	5
6. Helped a co-worker who had too much to do.	1	2	3	4	5
7. Volunteered for extra work assignments.	1	2	3	4	5
8. Worked weekends or other days off to complete a project or task.	1	2	3	4	5
9. Volunteered to attend meetings or work on committees on own time.	1	2	3	4	5
10. Gave up meal and other breaks to complete work.	1	2	3	4	5

Taken from Spector, P. E., Bauer, J. A., & Fox, S. (2010).

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Appendix D: The Short Dark Triad (SD3) Measure

Instructions: Please indicate how much you agree with each of the following statements from 1 (Strongly Disagree) to 5 (Strongly Agree).

Machiavellianism

1. It's not wise to tell your secrets.
2. I like to use clever manipulation to get my way.
3. Whatever it takes, you must get the important people on your side.
4. Avoid direct conflict with others because they may be useful in the future.
5. It's wise to keep track of information that you can use against people later.
6. You should wait for the right time to get back at people.
7. There are things you should hide from other people to preserve your reputation.
8. Make sure your plans benefit yourself, not others.
9. Most people can be manipulated.

Narcissism

1. People see me as a natural leader.
2. I hate being the center of attention. (R)
3. Many group activities tend to be dull without me.
4. I know that I am special because everyone keeps telling me so.
5. I like to get acquainted with important people.
6. I feel embarrassed if someone compliments me. (R)

7. I have been compared to famous people.
8. I am an average person. (R)
9. I insist on getting the respect I deserve.

Psychopathy

1. I like to get revenge on authorities.
2. I avoid dangerous situations. (R)
3. Payback needs to be quick and nasty.
4. People often say I'm out of control.
5. It's true that I can be mean to others.
6. People who mess with me always regret it.
7. I have never gotten into trouble with the law. (R)
8. I enjoy having sex with people I hardly know.
9. I'll say anything to get what I want.

Note. The subscale headings should be removed before the SD3 is administered. Items should be kept in the same order. Reversals are indicated with (R).

Taken from Jones & Paulhus (2014).

Appendix E: Quality Assurance Items

1. This is an attention check. If you are paying attention, please select **other**.

- Definitely will
- Probably will
- Other
- Probably will not
- Definitely will not

2. This is an attention check question. If you are paying attention, select **Agree**

Agree

Disagree

3. Are you paying attention? If you are paying attention, please select **no**.

- Yes
- No

4. Solve the following equation: $2 + 3 = ?$

5. This question is an attention check question. Please select **Disagree**.

- Agree
- Disagree

These attention check items were created by the researcher, using principles from Oppenheimer, D. M., Meyvis, T., & Davidenko, N. (2009).

IRB
INSTITUTIONAL REVIEW BOARD
 Office of Research Compliance,
 010A Sam Ingram Building,
 2269 Middle Tennessee Blvd
 Murfreesboro, TN 37129



IRBN001 - EXPEDITED PROTOCOL APPROVAL NOTICE

Wednesday, September 26, 2018

Principal Investigator	James Parker (Student)
Faculty Advisor	Alexander Jackson
Co-Investigators	NONE
Investigator Email(s)	<i>jp6y@mtmail.mtsu.edu; alexander.jackson@mtsu.edu</i>
Department	Psychology
Protocol Title	<i>Workplace victimization and counter productive work behavior</i>
Protocol ID	19-2030

Dear Investigator(s),

The above identified research proposal has been reviewed by the MTSU Institutional Review Board (IRB) through the EXPEDITED mechanism under 45 CFR 46.110 and 21 CFR 56.110 within the category (7) *Research on individual or group characteristics or behavior*. A summary of the IRB action and other particulars in regard to this protocol application is tabulated below:

IRB Action	APPROVED for ONE YEAR		
Date of Expiration	9/30/2019	Date of Approval	9/26/18
Sample Size	250 (TWO HUNDRED FIFTY)		
Participant Pool	Primary Classification: Healthy Adults (18 or older) Specific Classification: Amazon Mechanical Turk users		
Exceptions	Online survey and online informed consent are permitted		
Restrictions	<ol style="list-style-type: none"> 1. Mandatory active informed consent; the participants must have access to an official copy of the informed consent document signed by the PI. 2. Identifiable personal information must not be retained beyond the data processing stage. 3. Inclusion/exclusion criteria must be followed as proposed. 4. Online survey must be conducted as proposed in the protocol review. 		
Comments	NONE		

This protocol can be continued for up to THREE years (**9/30/2021**) by obtaining a continuation approval prior to **9/30/2019**. Refer to the following schedule to plan your annual project reports and be aware that you may not receive a separate reminder to complete your continuing reviews. Failure in obtaining an approval for continuation will automatically result in cancellation of this protocol. Moreover, the completion of this study **MUST** be notified to the Office of Compliance by filing a final report in order to close-out the protocol.

2/28/2019

Mail - James Parker - Outlook

RE: Permission to Display the Multilevel Model of CWB

O'Boyle Jr, Ernest Hugh <eoboyle@iu.edu>

Tue 7/10/2018 7:19 AM

To: James Parker <jp6y@mtmail.mtsu.edu>

Hi James,

Sorry for the delay and thanks for incorporating my work into your thesis! I personally don't mind if you display it, but I did sign the copyright over to GOM. I **think** they would be the ones you'd want to ask permission. However, if it is me, then go right ahead.

Best,

Ernest

From: James Parker <jp6y@mtmail.mtsu.edu>
Sent: Thursday, July 5, 2018 12:49 PM
To: O'Boyle Jr, Ernest Hugh <eoboyle@iu.edu>
Subject: Permission to Display the Multilevel Model of CWB

Dr. O'Boyle,

My name is James Parker, and I am currently pursuing my Master's Degree in I/O Psychology at Middle Tennessee State University. For my thesis, I am planning to examine the relationship between workplace victimization and the propensity to commit counterproductive work behavior, and the moderating effect the Dark Triad personality traits may have on this relationship. I have been using the Multilevel Model of CWB that you were the corresponding author on, and wanted to ask your permission to reprint it in my thesis.

Please feel free to email me with any questions or concerns.

James Parker

Graduate Student

I-O Psychology Master's Program (2019)

Middle Tennessee State University (MTSU)

480.465.1350 | jp6y@mtmail.mtsu.edu

2/28/2019

Mail - James Parker - Outlook

RE: Permission to Display the Relational Model of Workplace Victimization

Aquino, Karl <karl.aquino@sauder.ubc.ca>

Wed 7/4/2018 8:00 PM

To: James Parker <jp6y@mtmail.mtsu.edu>

Hi James,

Feel free to reprint the model and good luck with your thesis. It sounds interesting.

Regards,

Karl Aquino
Professor, Robert H. Lee Graduate School
UBC Sauder School of Business
University of British Columbia | Vancouver Campus
HA 571-2053 Main Mall | Vancouver, BC | Canada V6T 1Z2
Phone: 604-822-8378
karl.aquino@sauder.ubc.ca

From: James Parker [jp6y@mtmail.mtsu.edu]
Sent: Wednesday, July 04, 2018 1:28 PM
To: Aquino, Karl
Subject: Permission to Display the Relational Model of Workplace Victimization

Dr. Aquino,

My name is James Parker, and I am currently pursuing my Masters Degree in I/O Psychology at Middle Tennessee State University. For my thesis, I am planning to examine the relationship between workplace victimization and the propensity to commit counterproductive work behavior, and the moderating effect the Dark Triad personality traits may have on this relationship. I have been using the Relational Model of Workplace Victimization that you and Dr. Lamertz proposed as the main model for my thesis, and wanted to ask your permission to reprint it in my thesis.

Please feel free to email me with any questions or concerns.

James Parker
Graduate Student
I-O Psychology Master's Program (2019)
Middle Tennessee State University (MTSU)
480.465.1350 | jp6y@mtmail.mtsu.edu

2/28/2019

Mail - James Parker - Outlook

Re: Permission to use the Perceived Victimization Measure

Thomas Sasso <tsasso@uoguelph.ca>

Wed 6/27/2018 1:06 PM

To: James Parker <jp6y@mtmail.mtsu.edu>

Cc: M. Gloria Gonzalez-Morales <mgonzal@uoguelph.ca>

Hi James,

I am happy to provide you with permission to use the perceived victimization measure. We are still currently working to get this measure published (that is a bigger struggle than we anticipated). If you use the measure from the thesis I would encourage you to do a factor analysis as you may not need to use all of the items in your analyses.

Let me know if you require anything else from me in your research process.

Best of luck!

Thomas

Thomas Sasso, MA, PhD Candidate | Sessional Instructor
 Department of Management, College of Business and Economics
 Department of Psychology, College of Social and Applied Human Sciences
 Co-Chair, 40th Annual Guelph Sexuality Conference
 Co-founder, Sexual and Gender Diversity Research Lab, Centre for Families, Work, and Wellbeing

University of Guelph | 50 Stone Rd E | Guelph, ON | N1G 2W1
 Office: Blackwood Hall 227
 Email: tsasso@uoguelph.ca
 Twitter: @t_sasso
 Pronouns: He/They

From: James Parker <jp6y@mtmail.mtsu.edu>
Sent: Monday, June 25, 2018 11:40 AM
To: Thomas Sasso
Subject: Permission to use the Perceived Victimization Measure

Mr. Sasso,

My name is James Parker, and I am currently pursuing my Masters Degree in I/O Psychology at Middle Tennessee State University. For my thesis, I am planning to examine the relationship between workplace victimization and the propensity to commit counterproductive work behavior, and the moderating effect the Dark Triad personality traits may have on this relationship. I found your thesis and read your work on how you developed the Perceived Victimization Measure, and I felt that it would be an ideal measure to assess perceived workplace victimization for my thesis. I am writing you this email to receive permission in order to use your scale for my thesis.

Please feel free to email me with any questions or concerns.

2/28/2019

Mail - James Parker - Outlook

Re: Permission to use the Short Dark Triad

Del Paulhus <delp1@mail.ubc.ca>

Mon 6/25/2018 10:53 AM

To: James Parker <jp6y@mtmail.mtsu.edu>

go ahead...

On 2018-06-25 8:40 AM, James Parker wrote:

Dr. Paulhus,

My name is James Parker, and I am currently pursuing my Masters Degree in I/O Psychology at Middle Tennessee State University. For my thesis, I am planning to examine the relationship between workplace victimization and the propensity to commit counterproductive work behavior, and the moderating effect the Dark Triad personality traits may have on this relationship. I found the work done by yourself and Dr. Jones to create the Short Dark Triad, and I felt that it would be an ideal measure to assess perceived workplace victimization for my thesis. I am writing you this email to receive permission in order to use your scale for my thesis.

James Parker

Graduate Student

I-O Psychology Master's Program (2019)

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480.465.1350 | jp6y @mtmail.mtsu.edu

2/28/2019

Mail - James Parker - Outlook

RE: Permission to use both the CWB-C and the OCB-C

Spector, Paul <pspector@usf.edu>

Wed 7/4/2018 5:58 PM

To: James Parker <jp6y@mtmail.mtsu.edu>

Dear James:

You have my permission for noncommercial research/teaching use of any of my scales that are on my website, including the CWB-C and OCB-C. You can find copies of the scales in the original English and for some scales other languages, as well as details about the scale's development and norms in the Scales section of my website (link below). I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector, All rights reserved" with the appropriate year. Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the scales into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in my scales, and good luck with your research.

Best,

Paul Spector, Distinguished Professor

Department of Psychology

PCD 4118

University of South Florida

Tampa, FL 33620

813-974-0357

pspector@usf.edu<http://shell.cas.usf.edu/~spector>

From: James Parker [mailto:jp6y@mtmail.mtsu.edu]
Sent: Wednesday, July 4, 2018 4:26 PM**To:** Spector, Paul <pspector@usf.edu>**Subject:** Permission to use both the CWB-C and the OCB-C

Dr. Spector,

My name is James Parker, and I am currently pursuing my Masters Degree in I/O Psychology at Middle Tennessee State University. For my thesis, I am planning to examine the relationship between workplace victimization and the propensity to commit counterproductive work behavior, and the moderating effect the Dark Triad personality traits may have on this relationship. I found your scales for CWB and OCB, the CWB-C and the OCB-C. I know that you mention on your website that you welcome use of these checklists for educational purposes, as long as I share the results with you. This email is to affirm that policy is still in place, and confirm that I am willing to share the results of my thesis with you when it has been completed.

Please feel free to email me with any questions or concerns.

James Parker

Graduate Student