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Supervisors' Dark Triad Impact on Affective Organizational Commitment and Satisfaction with Supervisors.

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Acknowledgments

I would like to thank all the people who have been part of this project in one way or another.

Abstract

The study of dark personality traits and their implications still has many unknowns to be solved, especially in the organizational area. Previous research has demonstrated the existence of a negative impact on work outcomes. The proposed study aims to analyze whether the traits of the Dark Triad -Machiavellianism, narcissism, and psychopathy- of supervisors are negatively related to Affective Organizational Commitment and Satisfaction with Supervisors. It is expected that this relationship is mediated by Abusive Supervision, and in turn this relationship is conditioned by Moral Identity. In view of the results, Machiavellianism, narcissism and psychopathy are negatively related to Affective Organizational Commitment and to Satisfaction with Supervisors. Abusive Supervision mediated partially the relationship between the three traits of Dark Triad and Satisfaction with Supervisors, not being significant in the case of Affective Organizational Commitment. As far as moderate mediation is concerned, contrary to expectations, only Internal Moral Identity was shown to condition the relationship between supervisors' Machiavellianism and narcissism respect to Satisfaction with supervisors via Abusive Supervision. Considering the results obtained, it can be affirmed that Machiavellianism, narcissism, and psychopathy in supervisors have negative outcomes at work. Likewise, the perception of supervision as abusive shows a negative impact, which makes it essential to encourage ethical behavior on the part of supervisors.

Key words: Personality traits, Organizational Behavior, Dark Triad, Abusive Supervision, Satisfaction with Supervisors, Affective organizational Commitment

Resumo

O estudo dos traços de personalidade escura e das suas implicações ainda tem muitas incógnitas por resolver, especialmente na área organizacional. Pesquisas anteriores demonstraram a existência de um impacto negativo nos resultados do trabalho. O estudo proposto visa analisar se os traços da Tríade Negra - Maquiavelismo, narcisismo, e psicopatia - dos supervisores estão negativamente relacionados com o Compromisso Organizacional Afetivo e a Satisfação com os Supervisores. Espera-se que esta relação seja mediada pela Supervisão Abusiva e, por sua vez, esta relação é condicionada pela Identidade Moral. Tendo em conta os resultados, maquiavelismo, narcisismo e psicopatia percebida dos supervisores estão negativamente relacionados com o Compromisso Organizacional Afetivo e com a Satisfação com os Supervisores. A Supervisão Abusiva mediou parcialmente a relação entre os três traços da Tríade Negra e a Satisfação com os Supervisores, não sendo significativa no caso do Compromisso Organizacional Afetivo. No que diz respeito à mediação moderada, contrariamente às expectativas, apenas a Identidade Moral Interna foi demonstrada para condicionar a relação entre o Maquiavelismo e o narcisismo dos supervisores no que diz respeito à Satisfação com os supervisores através da Supervisão Abusiva. Considerando os resultados obtidos, pode afirmar-se que o maquiavélico, o narcisismo e a psicopatia nos supervisores têm resultados negativos no trabalho. Do mesmo modo, a perceção da supervisão como abusiva mostra um impacto negativo, o que torna essencial encorajar o comportamento ético por parte dos supervisores.

Palavras-chave: Traços de personalidade, Comportamento Organizacional, Tríade Negra, Supervisão Abusiva, Satisfação com os Supervisores, Compromisso Organizacional Afetivo

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1. Introduction

In recent years, there has been increasing attention within the organizational sciences toward negative aspects of organizational life. Dark personality traits are characteristics that remain relatively understudied and somewhat misunderstood, even though interest in their study is growing in the organizational sciences (Spain, Harms & LeBreton, 2014). These traits, in contrast to the bright side of the Big Five, are named as Dark Triad (DT), and they are in the middle ground between normal personality and clinical-level pathology (Spain, Harms & LeBreton, 2014). DT is related to a host of damaging workplace behaviors, it has been linked to a wide range of negative outcomes (O'Boyle, Forsyth, Banks & McDaniel, 2012).

When these dark personality traits are exhibited by leaders, they are called dark leaders. Interest in their study has increased because of the impact these personality traits have on the way they lead, as well as on his own subordinates and the organization.

Social exchange theory provides a theoretically coherent explanation for the average person's work-related outcomes, it explains how relationships are initiated and sustained through the reliable exchange of rewards and the imposition of costs between individuals (O'Boyle, Forsyth, Banks & McDaniel, 2012, p. 559). The concept of social exchange and the norm of reciprocity have long been used to describe the motivational basis behind employees' behaviors which depends on the relationships or exchanges of these with their supervisors, when these relationships are based on trust, mutual loyalty, interpersonal affect, and mutual respect, better is the performance of subordinates (Settoon, Bennett, & Liden, 1996).

People with high scores on the DT traits are more likely to show attitudes inconsistent with the principles of social exchange, high scores on Machiavellianism were related to greater difficulty in complying with demands; psychopaths show a greater lack of diligence and reciprocity with others (O'Boyle et al., 2012); and narcissists show a greater likelihood of violating the principles that regulate social behavior, related to an increase in unethical behavior (Kish-Gephart, Harrison & Treviño, 2010).

Supervisors with high DT scores present some common behaviors such as ridiculing or degrading employees, lying, blaming others for their own mistakes, and harassment (Mathieu, Neumann, Hare, & Babiak, 2014). This makes it more likely that these supervisors present an abusive supervision, having a negative impact on subordinates. According to the social exchange theory, this would break the principles of reciprocity, as employees would have more costs than benefits, negatively impacting their outcomes.

Since people with dark personality traits in positions of power have a greater tendency to exhibit abusive behaviors, in this study we propose to study the perceived TD of supervisors and how they affect both commitment and satisfaction of subordinates.

1.1 Dark Side of Personality

The majority of the modern research involving dark personality has been focused on any of the three traits of commonly referred to as the Dark Triad (DT) – Machiavellianism, Narcissism and Psychopathy- which are a considered as particularly offensive, yet non-pathological personality traits (Paulhus & Williams, 2002).

The grandiose variant of narcissism is the one represented in the Dark Triad, whereas ego-reinforcement is the all-consuming motive behind narcissistic behavior, psychopaths and Machiavellians are more motivated by instrumental or material gain (Jones & Paulhus, 2014).

Narcissism was defined as a clash between a grandiose identity and underlying insecurity (Jones & Paulhus, 2014). This is a continuous dimension which can present different degrees of severity and can be found in a wide range of personality functioning (Morey et al. 2011). Narcissists have tendencies to engage in defensive self-enhancement (Raskin, Novacek & Hogan, 1991)

They live on an interpersonal stage with exhibitionistic behavior and demands for attention as well as admiration, but they respond to threats to self-esteem with feelings of rage, defiance, shame, and humiliation, this makes it difficult for them to maintain successful interpersonal relationships, suffer from lack of confidence and do not pay attention to others (Morf & Rhodewalt, 2001).

According to Jones and Paulhus (2014), the key element of Machiavellianism appears to be manipulative personality. Individuals with a high degree of Machiavellianism are characterized by a lack of empathy, a low level of affect, a willingness to manipulate, and focus exclusively on their own goals, not those of others' (Wu & LeBreton, 2011).

Subclinical psychopathy is characterized by the lack of criteria that deal directly with the absence of anxiety or fear, being people who constantly seeking emotion along with low empathy (Skeem, Polaschek, Patrick & Lilienfeld, 2011).

Psychopaths have a unique affective experience, such that it has been suggested that the definitive marker of psychopathy is a lack of the self-conscious emotion guilt and an absence of conscience (Hare, 1999 cited in Spain, Harms & LeBreton, 2014 p. 43). According to Boddy (2015), corporate psychopaths do create a toxic workplace environment marked by bullying,

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abuse, and fear. It has been identified as the most destructive of the dark personalities (Williams, Nathanson, & Paulhus, 2010),

According to Volmer, Koch and Göritz (2016) leaders' DT trait had, depending on the specific DT trait, bright and dark sides for employees: Narcissism turned out to be the brightest Dark Triad trait with benefits for subordinates' objective and subjective career success, and with no adverse effects on subordinates' well-being. They also found evidence enough to assume that Machiavellianism and psychopathy have detrimental effects.

To sum up, ego-identity goals drive narcissistic behavior, whereas instrumental goals drive Machiavellian and psychopathic behavior; Machiavellianism differs from psychopathy with respect to temporal focus; all three have a callous core that encourages interpersonal manipulation (Jones & Paulhus, 2011)

Ego-promoting outcomes will be best predicted by narcissism, those involving reckless antisocial behavior will be best predicted by psychopathy, and strategic orientation outcomes will be best predicted by Machiavellianism (Jones & Paulhus, 2014, p. 30)

Dark personality characteristics seem to be helpful in explaining a wide range of work behavior, some dark and some normal. Dark personality is only sometimes negative; understanding how dark personality characteristics' effects are moderated could help us build more effective theories of individual differences, generally. That is, attempting to understand when dark personality characteristics have the good or more-expected bad consequences may help us understand specific work contexts more clearly (Spain et al., 2014). The literature review leads us to assume that supervisors with high DT will be perceived negatively, having a negative impact on subordinates.

1.2 Abusive supervision

Abusive supervision (AS) is a subjective assessment subordinates make on basis of their observations of their supervisors' behavior, so it depends on the observer characteristics and the context, and it should be sustained over time to be considered AS (Tepper, 2007).

"Abusive supervision refers to subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact, this definition characterizes abusive supervision as a subjective assessment" (Tepper, 2000, p. 178).

The study of AS has focused on the behavior of supervisors and its negative effect on followers. This leadership style has been linked to detrimental worker outcomes (Zhang & Liao, 2015). Tepper (2000) established perceptions of abusive supervision as a source of supervisory

justice violation. Perceptions of abusive leadership originate as perceptions of supervisory injustice (Chan & McAllister, 2014).

Perception of abusive leadership are clearly associated with a wide variety of negative organizational outcomes (Mackey, Frieder, Brees & Martinko,2015). As Wang et al. (2020) have exposed, AS has been conceived as a workplace stressor that affects negatively to employees' outcomes.

AS is negatively related to organizational ties, since employees' satisfaction decreases due to, they not feeling recognized and respected by their leaders, together with this, the persistence of abusive supervision leads to lower organizational commitment (Jabbar et al., 2020). Ronen & Donia's (2020) results suggest that perceiving the supervisor as abusive is associated with a lack of motivation or low self-determination, which leads to experiencing work as less exciting and having less personal significance, therefore less important, negatively affecting job satisfaction. It was also observed from a moral perspective that AS creates contingencies that reduce employees' ability to act ethically (Tepper, 2007), which can have a strong impact on the organization.

The supervisory style of a is related to supervisors' personality characteristics, being that the DT are an antecedent of the AS (Tahir, Khan, & Hussain, 2020), knowing the antecedents and consequences allows us to prevent and have warning signs to try to mitigate these effects.

1.3 Moral Identity

Moral identity (MI) is a psychological construct, defined by Aquino and Reed (2002) as a self-conception organized around a set of moral traits, which lead to the individual to act in a way that is consistent with these traits. It can also be described as a commitment consistent with one's sense of self to lines of action that promote or protect the welfare of others (Hart, Atkins & Ford, 1998, p. 515).

MI is composed of two dimensions – internalization and symbolization which predict several moral behaviors. Internalization refers to the degree to which a set of moral traits is fundamental to the self-concept, while symbolization reflets the degree to which these traits are expressed publicly trough actions. The two dimensions predict several moral behaviors, as the willingness to minimize harm (Aquino & Reed, 2002; Reed & Aquino, 2003).

Followers' perceptions of their leader's conduct depend on the way they process social information (Salancik & Pfeffer, 1978, cited in Haller, Fischer & Frey, 2018). Therefore, interpersonal differences influence the way in which subordinates evaluate the leader's

behavior, producing different outcomes depending on the subordinate who evaluates it follower is responding (Haller, Fischer & Frey, 2018; Wang et al., 2017).

Previous studies have shown that moral identity partially mediated the relationship between supervisors' ethical leadership and employees' job satisfaction (Tu, Lu & Yu, 2017). Blasi (1984) defines a person with a strong moral identity as one who may display values and ideals that are more central to their sense of self than someone with a weak moral identity (cited in Shao, Aquino, & Freeman, 2008). Given this, we hypothesize that subordinates' moral identity may condition the effect of perceived AS on work outcomes.

1.4 Affective Commitment

Affective commitment (AC) is one of the three components that make up organizational commitment (OC) along with continuance commitment, and normative commitment (Allen & Meyer, 1990).

OC has been conceptualized and measured in different ways. They share a common idea, considering OC as "the relative strength of an individual's identification with and involvement in a particular organization" (Steers, 1977, p. 46). It is a psychological state that characterizes the relationship between the organization and its employees, and it has implications on the decision to continue or not in the organization (Meyer & Allen, 1991).

The affective component of OC, proposed by Allen and Meyer's three components model (1990), refers to the emotional attachment, identification, and involvement of employees with the organization.

Work environment and performance of employees is affected by AC. Employees who are affectively committed to the organization show a sense of belonging and identification, which increases their involvement with it (Meyer & Allen, 1991). The authors also state that work experiences, among which is the relationship between the subordinate and the supervisor, mediate the relationship between the structural characteristics of the organization and the AC. It correlates also with job satisfaction, which makes AC an essential variable to understand and manage employee behavior (Meyer et al., 2002).

AC has been considered an important determinant of dedication and loyalty to the organization, based on reciprocity rules where organizations support plays an important role (Rhoades, Eisenberger & Armeli, 2001), being fundamental to the employees' performance and turnover intentions. If mutual obligations are not fulfilled by both parties, the principle of reciprocity would be breached and therefore the AC can be expected to decrease, with negative repercussions for the organization.

1.5 Satisfaction with supervisors

Satisfaction with supervisor (SS) is one of the multiple facets of Job Satisfaction (Fisher, 2003). Job Satisfaction is usually treated as a overall cognitive appraisal of and affective reaction to the conditions of one's own job situation (Martins & Proença, 2012; Weiss, 2002). It denotes the degree to which a subordinate is satisfied with the immediate supervisor (Scarpello & Vandenberg, 1987).

The lack satisfaction can lead to deviant behavior, which negatively affects organizations, this relationship is even stronger in presence of abusive leadership (De Clercq, Haq & Azeem, 2020). It is assumed that the reduction of the cost of employee turnover, absenteeism, low productivity can occur when employees are satisfied as well as well committed to their organization (Mizanur, Mohammand and Mohammand, 2012 cited in Cherif in Cherif 2020, p. 530).

Job satisfaction is negatively affected when subordinates perceive supervision as abusive, especially when subordinates have less job mobility (Tepper, 2000). Trust in supervisors is important for satisfaction with them, and this reflects the trust that subordinates have in the organization (Jernigan & Beggs, 2005), and it is related to organizational effectiveness (Scarpello & Vandenberg, 1987). This study focuses on the study of SS, given that after reviewing the literature, it is one of the facets of job satisfaction that presents a stronger correlation with the perceived DT of supervisors and supervisory style (Sanecka, 2013).

The processes that lead employees to feel dissatisfied with their supervisors, and therefore less satisfied, are fundamental to understanding their behavior in the workplace.

According to the literature review carried out, this leads us to propose a series of hypotheses that we will test.

It is expected that when supervisors are perceived as high on the DT traits by their subordinates, this will have a negative impact on both AC and SS. This leads us to propose the following hypotheses:

Hypothesis 1: Perceived supervisors' DT is negatively related to AC

Hypothesis 2: Perceived supervisors' DT is negatively related to SS

In turn, it is expected that the relationship between the traits of the DT and the criterion variables is mediated by the AS, since there is a greater tendency to present an abusive supervisory style when supervisors score high in DT, and this is related to a series of negative outcomes (Zhang & Liao, 2015). Based on this, a series of hypotheses are proposed:

Hypothesis 3: AS mediates the relationship between perceived supervisors' DT and AC

Hypothesis 4: AS mediates the relationship between perceived supervisors' DT and SS.

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It is expected that the greater the moral identity of the participant, the greater the impact of abusive supervision on satisfaction with the supervisor and on affective organizational commitment. Then the following hypotheses are proposed:

Hypothesis 5: MI moderates the relationship between perceived supervisors' DT and AC via AS

Hypothesis 6: MI moderates the relationship between perceived supervisors' DT and SS via AS.

The model used to access the study of the presented hypotheses is represented in in Figure 1.1
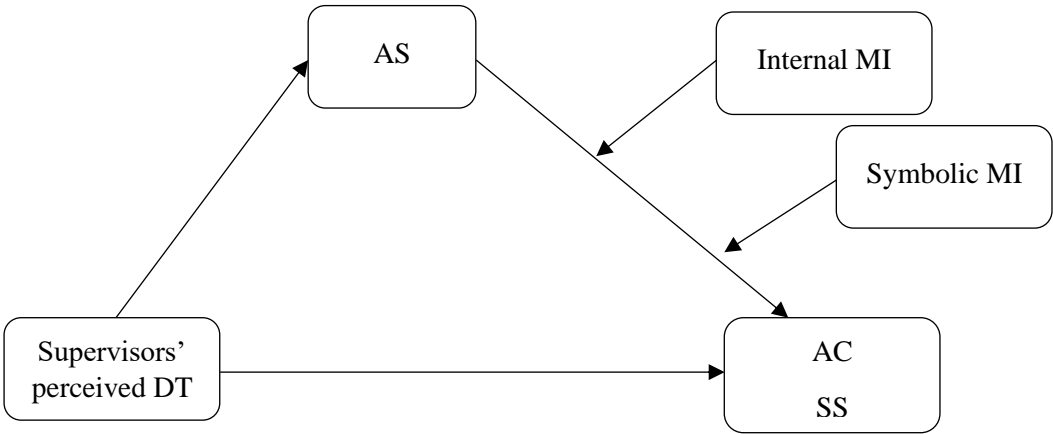
Fig. 1.1 The proposed model

2. Method

2.1 Procedure and Sample

The questionnaire was developed for which the scales best suited to the proposed study were chosen. These were inserted into the Qualtrics platform for the subsequent creation of an online questionnaire (Appendix A). It was available in English, Spanish and Portuguese.

Access to the questionnaire was made available via QR code and through the link that was shared on different social networks (LinkedIn, Facebook, Instagram, and WhatsApp), both as publications and by private message.

The target audience of this study are people of legal age (>18 years) who are working under the supervision of a supervisor or manager.

Of the 229 participants only 130 provided usable data for the study. So, the study sample is composed of a total of 130 participants, with an average age of 31.87 (SD= 9.17), with the majority being female (70.00%). Snowball sampling was used to recruit participants.

Participants who did not respond to any of the scales measuring the dependent variables of the model (satisfaction with supervisors and affective organizational commitment) were discarded.

2.2 Measures

The questionnaire aims to know the perception that subordinates have about the traits of the DT of their supervisors as well as the perception of abusive supervision. The questionnaire also aims to determine the job satisfaction with supervisors and the affective commitment of the participants.

In addition to the scales to measure the different variables that make up the theoretical model, the questionnaire includes some questions related to the participant's demographic characteristics and current employment status.

Supervisor's Dark Triad. Using a five-point Likert scale (5=strongly agree), participants rated their leader's DT traits with a 27-item scale developed by Jones and Paulhus (2014). The original scale was altered to reflect the leader's DT rather than the participants. It measures the three constructs of the DT: Machiavellianism (e.g., "My supervisor does not consider wise to share their secrets"; α = .87), narcissism (e.g., "My supervisor is seen as a natural leader"; α= .60), and psychopathy (e.g., "My supervisor likes to get revenge on authorities"; α= .76).

Abusive Supervision. Participants rated the occurrence of abusive supervision with Tepper's (2000) 15-item scale (e.g., "Ridicules me"; α= .91). Each item was rated on a five-point scale (5 = My boss frequently uses this behavior with me).

Moral Identity. It is self-reported by participants using the 10-item scale developed by Aquino and Reed (2002), on a seven-point scale (7=Strongly Agree). It measures the two dimensions of MI, Internal MI (e.g., "It would make me feel good to be a person who has these characteristics; α= .83), and Symbolic MI (e.g., "I often wear clothe that identify me as having these characteristics"; α=. .84).

Affective Commitment. It is measured with the 5-point subscale (5= Fully agree) consisting of 6 items (e.g., "I would be very happy to spend the rest of my career in this organization"; α= .80), developed by Allen and Meyer (1990).

Satisfaction with supervisors. It is measured through the subscale of satisfaction with supervisors belonging to the instrument of Job Satisfaction developed by by Cellucci and DeVries (1978). It's used a four-point Likert scale (4=Strongly Agree), consisting of a total of 4 items (e.g., "The manager I work for back me up"; α= .89).

3. Results

Data analysis was carried out using the Statistical Package for Social Sciences version 27 (SPSS).

Table 3.1 shows means, standard deviations, reliabilities, and correlations for all study variables. The reliability of the different scales is acceptable, being above .70, except for Narcissism which presents a lower value.

The study aims to explain supervisor satisfaction and affective organizational commitment based on the three dimensions of the DT - Machiavellianism, narcissism, and psychopathy- mediated by the perception of abusive supervision. In turn, the relationship between the mediator variable (AS) and the criteria variables is expected to be moderated by both dimensions of moral identity - internal and symbolic.

Table 3.1

Reliabilities and inter scale correlations of study variables.

	M	SD	1	2	3	4	5	6	7	8
1. Machiavellianism	2.80	.87	**(.87)**							
2. Narcissism	2.80	.51	,53**	**(.60)**						
3. Psychopathy	2.41	.68	,76**	,54**	**(.76)**					
4. Abusive Supervision	1.38	.58	,66**	,39**	,61**	**(.91)**				
5. MI Internalization	6.03	1.02	,02	,01	-,14	-,19*	**(.83)**			
6. MI Symbolization	4.17	1.22	-,14	-,06	-,14	-,19*	,42**	**(.84)**		
7. Affective Commitment	3.38	1.01	-,35**	-,27**	-,38**	-,23**	,07	,14	**(.80)**	
8. Satisfaction with supervisors	3.04	.71	-,58**	-,37**	-,61**	-,61**	,21*	,27**	,52**	**(.89)**

*p≤.05; **p≤.01; Cronbach's alpha coefficient in boldface brackets

To test the possible association between the predictor variables and the criterion variables, a series of simple linear regressions are carried out (see Table 3.2).

In view of the results obtained, we can affirm that the three TD traits of supervisors - Machiavellianism, narcissism, and psychopathy - show a significant correlation with AC and SS.

The results show that the perceived supervisors' psychopathy ($F_{(1,128)}$=21.86, p≤.001) is the trait that explains the most variance in AC, explaining 13.9% (R^2adj=.14). Followed by Machiavellianism ($F_{(1,128)}$=18.18, p≤.001) which itself explains 12.00% (R^2adj=.12) of the variance in AC, and narcissism ($F_{(1,128)}$=10.19, p≤.01) which only explains 6.60% (R^2adj=.07) of the variance in AC. It is also verified that the three predictor variables are negatively related to the criterion variable AC, this is verified through the analysis of the standardized regression

coefficient (β), which allows us to confirm Hypotheses 1, although considering that the predictive value is small (Cohen, 1992).

The results obtained in the case of the other criterion variable, SS, point in the same direction. Once again, perceived psychopathy of supervisors ($F_{(1,124)} =74.47$, $p \leq .001$) is the trait that has the greatest explanatory power of the variance, explaining 37.00% (R^2adj =.37), followed by Machiavellianism ($F_{(1,124)=}62.30$, $p \leq .001$), which explains 32.90% (R^2adj =.33), and finally narcissism ($F_{(1,128)}=20.22$, $p \leq .001$), which explains 13.3% (R^2adj=.13) of the variance of SS. As with AC, and as expected, a negative relationship is also observed between the three predictors and the SS criterion variable. This confirms Hypotheses 2.

Table 3.2
Results for simple linear regression.

Predictors	Affective Organizational Commitment		Satisfaction with supervisors	
	R^2 adjusted	B	R^2 adjusted	B
Machiavellianism	.12	-.35***	.33	-.58***
Narcissism	.07	-.27**	.13	-.37***
Psychopathy	.14	-.38***	.37	-.61***

**p≤.01; ***p≤.001

After confirming the existence of correlation between the three predictor variables and the two criterion variables proposed, and to continue testing the proposed model, a series of simple mediations were carried out. To test the mediation, it is used the model 4 of the SPSS macro developed by Hayes (version 4.0)

The first mediation carried out to tests the Hypothesis 3 proposed (see Table 3.3), we can confirm there is not mediation as the confidence interval for the indirect effect of perceived Machiavellianism on AC includes the zero (-.15 to .19). Therefore, AS does not mediates the relationship between Machiavellianism and AC.

Table 3.3
Results for simple mediation predictor variable perceived Machiavellianism of supervisors and criterion variable affective organizational commitment (PROCESS: model 4).

							R^2
Model 1: mediator variable model	Outcome: Abusive Supervision						.44
					Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL	
Machiavellianism	.44	.01	10.03	≤.001	.36	.53	
Model 2: outcome variable model	Outcome: Affective Organizational Commitment						.12
					Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL	
Machiavellianism	-.41	.13	-3.23	≤.01	-.67	-.16	

Abusive Supervision	.02	.19	.08	.94	-.36	.39

			Bootstrapped CI (95%)	
Indirect effect of Machiavellianism on	Effect	SE	LL	UL
AC via AS	.01	.08	-.15	.19

N=130

LL Lower limit, CI confidence interval, UL upper limit

The relationship between perceived narcissism of supervisors and AC is not mediated by AS (see Table 3.4), since the interval for the indirect effect of perceived narcissism on AC includes the zero (-.15 to .19). So, the Hypothesis 3 is also rejected for narcissism.

Table 3.4
Results for simple mediation predictor variable perceived narcissism of supervisors and criterion variable affective organizational commitment (PROCESS: model 4)

							R^2
Model 1: mediator variable model	Outcome: Abusive Supervision						.16
				Bootstrapped CI (95%)			
	Coeff.	SE	T	P	LL	UL	
Narcissism	.45	.09	4.85	≤.001	.27	.63	
Model 2: outcome variable model	Outcome: Affective Organizational Commitment						.09
				Bootstrapped CI (95%)			
	Coeff.	SE	T	P	LL	UL	
Narcissism	-.42	.18	-2.33	≤.05	-.78	-.06	
Abusive Supervision	-.25	.16	-1.57	.12	-.56	.07	
				Bootstrapped CI (95%)			
Indirect effect of Machiavellianism on	Effect	SE			LL	UL	
AC via AS	-.11	.08			-.28	.05	

N=130

LL Lower limit, CI confidence interval, UL upper limit

Considering the results presented in table 3.5 for simple mediation where it is tested AS as mediator variable between perception of supervisors' psychopathy and AC, we can confirm there is not mediation as the confidence interval for the indirect effect of perceived psychopathy on AC includes the zero (-.18 to .24). Therefore, hypothesis 3 is rejected, since there is no significant mediation relationship between the DT traits and AC, when AS acts as mediator.

Table 3.5
Results for simple mediation predictor variable perceived psychopathy of supervisors and criterion variable affective organizational commitment (PROCESS: model 4)

		R^2
Model 1: mediator variable model	Outcome: Abusive Supervision	.37
	Bootstrapped CI (95%)	

	Coeff.	SE	*T*	*P*	LL	UL	
Psychopathy	.52	.06	8.59	≤.001	.40	.64	
Model 2: outcome variable model	Outcome: Affective Organizational Commitment						.15
					Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL	
Psychopathy	-.57	.15	-3.73	≤.001	-.87	-.27	
Abusive Supervision	-.01	.18	.03	.98	-.35	.35	
					Bootstrapped CI (95%)		
Indirect effect of psychopathy on AC via	Effect	SE			LL	UL	
AS	-.00	.11			-.18	.24	

N=130

LL Lower limit, CI confidence interval, UL upper limit

To sum up, none of the DT traits has shown significant results in simple mediation when AC acts as the criterion variable and AS as the mediator, so hypothesis 3 is rejected.

Table 3.6 presents the results for simple mediation between perceived Machiavellianism of supervisors on SS via AS. In this case, the existence of partial mediation is confirmed (B=-.21) being statistically significant since the confidence interval does not include zero (-.31 to -.13). It is a partial mediation since the coefficient of the total effect (B=-.48, p<.001), is greater than that of the direct effect (B=-.26, p<.001). We can confirm that the assumption of AS mediates the relationship between Machiavellianism and SS.

Table 3.6

Results for simple mediation predictor variable perceived Machiavellianism of supervisors and criterion variable satisfaction with them (PROCESS: model 4)

							R^2
Model 1: mediator variable model	Outcome: Abusive Supervision						.41
					Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL	
Machiavellianism	.42	.04	9.36	≤.001	.33	.51	
Model 2: outcome variable model	Outcome: Satisfaction with supervisors						.43
					Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL	
Machiavellianism	-.26	.07	-3.57	≤.001	-.41	-.12	
Abusive Supervision	-.51	.11	-4.56	≤.001	-.73	-.29	
					Bootstrapped CI (95%)		
Indirect effect of Machiavellianism on	Effect	SE			LL	UL	
SS via AS	-.21	.05			-.31	-.13	

N=126

LL Lower limit, CI confidence interval, UL upper limit

For simple mediation between perceived Machiavellianism of supervisors on SS via AS (see Table 3.7), we can confirm the existence of partial mediation (B=-.30) being statistically significant since the confidence interval does not include zero (-.43 to -.18). It is a partial mediation since the coefficient of the total effect (B=-.52, p<.001), is greater than that of the direct effect (B=-.22, p<.05). We can confirm that the assumption of AS mediates the relationship between narcissism and SS.

Table 3.7
Results for simple mediation predictor variable perceived narcissism of supervisors and criterion variable satisfaction with them (PROCESS: model 4)

						R^2
Model 1: mediator variable model	Outcome: Abusive Supervision					.15
				Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL
Narcissism	.43	.09	4.76	≤.001	.25	.61
Model 2: outcome variable model	Outcome: Satisfaction with supervisors					.39
				Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL
Narcissism	-.22	.11	-2.09	≤.05	-.43	-.01
Abusive Supervision	-.69	.10	-7.16	≤.001	-.88	-.50
				Bootstrapped CI (95%)		
Indirect effect of Machiavellianism on	Effect	SE			LL	UL
SS via AS	-.30	.06			-.43	-.18

N=126
LL Lower limit, CI confidence interval, UL upper limit

For simple mediation between perceived psychopathy of supervisors on SS via AS (see table 3.8) the results suggest the existence of a significant indirect effect (B=-.24; CI -.33 to -.13). It is a partial mediation since the total effect (B=-.66, p<.001) is greater than the direct effect (B=-.42, p<.001) when it is interpreted in absolute terms, confirming Hypothesis AS mediates the relationship between psychopathy and SS.

Table 3.8
Results for simple mediation predictor variable perceived psychopathy of supervisors and criterion variable satisfaction with them (PROCESS: model 4)

						R^2
Model 1: mediator variable model	Outcome: Abusive Supervision					.32
				Bootstrapped CI (95%)		
	Coeff.	SE	*T*	*P*	LL	UL
Psychopathy	.48	.06	7.67	≤.001	.36	.61

Model 2: outcome variable model	Outcome: Satisfaction with supervisors					.48
					Bootstrapped CI (95%)	
	Coeff.	SE	*T*	*P*	LL	UL
Psychopathy	-.42	.08	-4.96	≤.001	-.59	-.25
Abusive Supervision	-.49	.10	-4.88	≤.001	-.69	-.29
					Bootstrapped CI (95%)	
Indirect effect of psychopathy on SS via	Effect	SE			LL	UL
AS	-.24	.05			-.33	-.13

N=126
LL Lower limit, CI confidence interval, UL upper limit

In contrast to what happened when the criterion variable is AC, when mediation is analyzed with SS as the criterion variable and AS as mediator, significant results of partial mediation are obtained for the three dimensions of DT, confirming Hypothesis 4.

For testing moderate mediation, it was decided to consider the variables that obtained a statistically significant result for mediation. Therefore, the results of moderate mediation will be presented below, with Machiavellianism, narcissism and psychopathy as predictors, SS as criterion variable, and AS and the two dimensions of MI as mediator and moderator, respectively. To test the moderate mediation, it is used the model 16 of the SPSS macro developed by Hayes (version 4.0).

We found that Internal MI moderated the indirect effect of perceived Machiavellianism of supervisors on SS. The effect is statistically significant for the group with a high Internal MI, being the rate of moderate mediation -0.05 and the interval do not include zero (-.174 to -.002). Perceived Machiavellianism is associated with SS, this relationship is mediated by AS and in moderated by Internal MI. This model explains the 47.88% (R^2=.48) of the variance (see Table 3.9). Internal MI moderates the relationship between perceived Machiavellianism of supervisor and SS via AS.

Table 3.9
Results of mediation moderated predictor variable perceived Machiavellianism of supervisors and criterion variable satisfaction with them (PROCESS: model 16).

						R^2
Model 1: mediator variable model	Outcome: Abusive Supervision					.41
					Bootstrapped CI (95%)	
	Coeff.	SE	*T*	*P*	LL	UL
Machiavellianism	.42	.04	9.37	≤.001	.33	.51
Model 2: outcome variable model	Outcome: Satisfaction with Supervisor					.48
					Bootstrapped CI (95%)	
	Coeff.	SE	*T*	*P*	LL	UL

	Coeff.	SE	T	P	LL	UL
Machiavellianism	-.23	.08	-3.10	≤.01	-.38	-.08
Abusive Supervision	.06	.32	.19	.85	-.57	.69
MI Internalization	.26	.11	2.31	≤.05	.04	.49
Abusive Supervision x MI Internalization	-.11	.06	1.95	.054	-.23	.00
MI Symbolization	.02	.10	.24	.81	-.18	.22
Abusive Supervision x MI Symbolization	.03	.06	.43	.67	-.09	.14

					Bootstrapped CI (95%)	
Index of partial moderated mediation	Index	SE			LL	UL
MI Internalization	-.05	.05			-.17	-.002
MI Symbolization	.01	.02			-.04	.06

N = 126. Bootstrap sample size = 5000
LL lower limit, CI confidence interval, UL upper limit

Internal MI also moderated the indirect effect of perceived narcissism of supervisors on SS. The effect is statistically significant for the group with a high Internal MI, being the rate of moderate mediation -0.03 and the interval do not include zero (-.18 to -.02). Perceived Machiavellianism is associated with SS, this relationship is mediated by AS and in moderated by Internal MI. This model explains the 15.92% (R^2=.16) of the variance (see Table 3.10). The results support that Internal MI moderates the relationship between perceived narcissism of supervisor and SS via AS.

Table 3.10
Results of mediation moderated predictor variable perceived narcissism of supervisors and criterion variable satisfaction with them. (PROCESS: model 16).

							R^2
Model 1: mediator variable model	Outcome: Abusive Supervision						.15
					Bootstrapped CI (95%)		
	Coeff.	SE	T	P	LL	UL	
Narcissism	.43	.09	4.76	≤.001	.25	.61	
Model 2: outcome variable model	Outcome: Satisfaction with Supervisor						.16
					Bootstrapped CI (95%)		
	Coeff.	SE	T	P	LL	UL	
Narcissism	-.20	.10	-1.90	.06	-.41	.01	
Abusive Supervision	.04	.32	.14	.89	-.60	.69	
MI Internalization	.31	.12	2.65	≤.01	.08	.54	
Abusive Supervision x MI Internalization	-.15	.06	-2.57	≤.05	-.26	-.03	
MI Symbolization	.01	.10	.08	.93	-.20	.21	

	Coeff.	SE	T	P	LL	UL
Abusive Supervision x MI Symbolization	.04	.06	.68	.50	-.08	.16

					Bootstrapped CI (95%)	
Index of partial moderated mediation	Index	SE			LL	UL
MI Internalization	-.06	.04			-.18	-.02
MI Symbolization	.02	.03			-.03	.07

N = 126. Bootstrap sample size = 5000
LL lower limit, CI confidence interval, UL upper limit

When supervisors' perceived psychopathy is used as a predictor variable (see Table 3.11), no statistically significant moderate mediation is obtained neither for Internal MI (B=-.04, CI [-.18 to .00]) nor for Symbolic MI (B=.01, CI [-.03 to .07]) since in both cases the confidence interval includes zero. Therefore, MI does not moderate the relationship between perceived psychopathy of supervisor and SS via AS.

Table 3.11
Results of mediation moderated predictor variable perceived psychopathy of supervisors and criterion variable satisfaction with them. (PROCESS: model 16).

						R^2
Model 1: mediator variable model	Outcome: Abusive Supervision					.32
					Bootstrapped CI (95%)	
	Coeff.	SE	T	P	LL	UL
Psychopathy	.48	.06	7.67	≤.001	.36	.61
Model 2: outcome variable model	Outcome: Satisfaction with Supervisor					.51
					Bootstrapped CI (95%)	
	Coeff.	SE	T	P	LL	UL
Psychopathy	-.37	.09	-4.15	≤.001	-.55	-.19
Abusive Supervision	-.11	.31	-.35	.72	-.73	.51
MI Internalization	.18	.11	1.59	.12	-.05	.41
Abusive Supervision x MI Internalization	-.08	.06	-1.48	.14	-.20	.03
MI Symbolization	.02	.10	.23	.82	-.17	.22
Abusive Supervision x MI Symbolization	.03	.06	.55	.59	-08	.14

					Bootstrapped CI (95%)	
Index of partial moderated mediation	Index	SE			LL	UL
MI Internalization	-.04	.05			-.18	.00
MI Symbolization	.01	.03			-.03	.07

N = 126. Bootstrap sample size = 5000
LL lower limit, CI confidence interval, UL upper limit

Only for supervisors' Machiavellianism and narcissism Internal MI acts as moderated between them and SS via AS. This results confirm partially hypothesis 6.

4. Discussion

The main objective of the proposed study is to test whether the perception of supervisors' DT reported by subordinates negatively affects their AC and SS. After the data analysis, some of the hypotheses were confirmed and we can affirm that the three DT traits – Machiavellianism, narcissism, and psychopathy - showed a negative relationship with the proposed criterion variables – AC and SS.

These results are particularly important in the case of narcissism, as it had already been proved inconclusive results with respect to job satisfaction in previous research (Salessi & Omar, 2018). It is true that the explanatory power of the supervisors' narcissism with respect to AC and SS is quite small, even so and considering that narcissism, contrary to Machiavellianism and psychopathy, narcissists are not prone to aggressiveness, they exhibit aggressive behavior when their ego is threatened and project aggressiveness towards the attacker (Wisse & Sleebos, 2016).

Part of the effect of supervisors' Machiavellianism and psychopathy in the employee's satisfaction is explained by AS. The two of them have been considered as maladaptive in workplace (Boddy, 2015), being driven by instrumental objectives and lack of empathy (Jones & Paulhus, 2013), this makes them more likely to present abusive behaviors on others to achieve their goals, which translates into an abusive supervisory style when they are in positions of power. In the case of supervisors' narcissism, it seems to be more complex, since narcissism seems to have two sides, a bright and a dark one, not being clear if it has negative or positive consequences at workplace (Braun, 2017).

It would be interesting for future research explore the context and the situation since they play a key role in whether narcissistic supervisors show a negative face, so if they do not feel attacked by their subordinates, they are less likely to show an abusive supervisory style.

When employees are subjected to an abusive supervisory style it affects attitudes, well-being, perception of fairness, workplace behaviors, performance and even in the family environment (Zhang & Liao, 2015). In this study, and contrary to initial expectations, the relationship between the three dimensions of DT and AC appears not to be mediated by AS. The lack of a mediation relationship in mediation in which AC is subjected to analysis as a criterion variable may be explained by the fact that this concept is related to the emotional attachment, identification, and involvement of employees with the organization. In future research, it would be interesting to explore AS in conjunction with the organization's own promoted values related to ethical conduct. Whereas in the relationship between the three dimensions of DT and SS, AS plays a mediating role.

With respect to MI, it was expected to play a moderating role, with subordinates with a strong moral identity expected to show lower AC and SS when they perceived supervision as abusive. Only the internal dimension of MI has shown significant moderating power according to the proposed model, when Machiavellianism or narcissism were considered as predictor variables, and SS as a criterion variable. In the rest of the cases analyzed, MI did not show a moderating effect. Looking closely at what each of the MI dimensions represents, it makes sense that only the internal dimension was significant. Symbolic MI refers to the public expression of moral values, while Internal MI is related to the moral characteristics with which one identifies oneself and which one aspires to achieve. Considering the fact that people's perception of the aversiveness of behaviors varies from ones to others depending on their values and personality (Kowalski, Walker, Wilkinson, Queen & Sharpe, 2003).

In view of future research and considering the results of other studies, it would be interesting to explore the protective character of MI, so people with high MI are more likely to break the tendency to perpetuate abuse (Taylor, Griffith, Vadera, Folger & Letwin, 2019) and one would also expect a greater tendency to show a behavior rejecting unethical behavior.

The findings of this study are especially important in terms of prevention in the work context to avoid abusive practices by supervisors. Considering the findings in the study and previous ones, there is a positive relationship between DT traits and predisposition to show AS (Lyons, Moorman & Mercado, 2019), which has a negative impact on subordinates (Tepper, Henle, Lambert, Giacalone & Duffy, 2008). The negative effect of dark personality traits has a greater impact on subordinates than bright personality traits, since they have a greater psychological charge (Palmer, Holmes & Perrewé, 2020), reversing these negative effects on subordinates would entail great costs for the organization, so on the part of organizations, special attention should be paid to team leaders.

The relationship between supervisors and their subordinates has a moderating effect between supervisors' dark personality and as (Lyons, Moorman & Mercado, 2019) so working on quality relationships between them could have benefits by functioning as a protector and thus reducing the detrimental effects of DT leader. The establishment of bonds between subordinates and their supervisors can be worked on through common sessions outside the work context, with activities of a more playful nature, where they can get to know each other. It is also important to detect those supervisors who have a greater tendency to show abusive behaviors to establish training programs focused on AS for leaders.

Certain limitations should be considered when interpreting the results obtained. The sample was obtained by convenience, which limits the ecological validity of the results, and is probably

not representative with respect to the population. The limited sample size, despite reaching the recommended minimum (Comrey, 1973 cited in Guadagnoli & Velicer, 1988), makes it difficult to extrapolate the results obtained.

Conclusions

This study highlights the importance of considering personality traits such as Machiavellianism, narcissism and psychopathy when placing supervisors with these characteristics in positions of power. These were shown to be negatively related to work outcomes. At workplace this is especially important to ensure the well-being of employees and the smooth functioning of the organization, as we have already seen the dark personality has detrimental effects, so it must be considering by Human Resources when promoting a person to a position of power. Implementing training programs for supervisors and creating a space where subordinates can convey how they feel about their supervisors can foster the creation of bonds between them. The study also indicated the need to continue studying supervisors' personality traits and how they affect to their subordinates.

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Appendix A. Questionnaire

<center>1</center>

This questionnaire is part of a research project on the behavior of people working in organizations.

In this questionnaire there are no right or wrong answers, and your contribution is unique and valuable. Your collaboration is essential, and the completion of this questionnaire will take approximately 10 minutes. Your participation does not entail any risk to you. Some sections concern your perceptions and opinions, so it is central that you read carefully and answer all questions with the utmost sincerity. This data collection is covered by the utmost confidentiality and your full anonymity is guaranteed. Therefore, please do not identify yourself in any part of this questionnaire.

The processing of the collected data, as well as their possible dissemination in the form of scientific publication, will be carried out in aggregate and never individualized form. Thank you for your cooperation!

For participation-related questions, please contact tagoz@iscte-iul.pt

Tamara Álvarez Garrido

<center>2</center>

Gender

◯   Female

◯   Male

◯   Other

Please, enter your age: _____

Type your country of residence: _____

Select your employment situation

◯ Active

◯ Unemployed

◯ Retired

◯ Other _____

How long have you been in your current company?

- ○ < 3 months

- ○ 3 - 12 months

- ○ 1 - 5 years

- ○ > 5 years

Indicate the working sector your company belongs to_____

Indicate your position inside the company_____

Do you have a direct supervisor?

- ○ Yes

- ○ No

<div align="center">3</div>

Think about your direct supervisor and indicate to what extent the statements below would be true referred to your direct supervisor.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Totally Agree
My supervisor does not consider wise to share their secrets					
My supervisor likes to use clever manipulation to get their way					
My supervisor considers, whatever it takes, you must get the important people on your side					
My supervisor avoids direct conflict with others because they may be useful in the future					
My supervisor considers it is wise to keep track of information that you can use against other people later					
My supervisor considers you should wait for the right time to get back at people					
My supervisor considers there are things that you should hide from other people because they do not need to know					
My supervisor makes sure their plans benefit themselves, not others.					
My supervisor thinks that most people can be manipulated.					
My supervisor is seen as a natural leader.					
My supervisor hates being the center of attention.					
My supervisor thinks many group activities tend to be dull without them.					
I think my supervisor believes they are special because everyone keeps telling their so					
My supervisor likes to get acquainted with important people.					
My supervisor feels embarrassed if someone compliments them.					
My supervisor has been compared to famous people					
My supervisor is an average person.					
My supervisor insists on getting the respect they deserve.					
My supervisor likes to get revenge on authorities.					
My supervisor avoids dangerous situations					
My supervisor considers that payback needs to be quick and nasty.					
People often say that my supervisor is out of control.					

It's true that my supervisor can be mean to others.					
People who mess with my supervisor always regret it.					
I think my supervisor has never gotten into trouble with the law.					
I think that my supervisor would enjoy having sex with people he/she hardly knows					
My supervisor will say anything to get what they want.					

Thinking about your boss or direct supervisor, indicate in which measures you have experienced the behaviors below, with 1 being "I don't remember my boss using that behavior with me" and 5 being "My boss often uses that behavior with me"

My boss...

Ridicules me	1	2	3	4	5
Tells me my thoughts or feelings are stupid	1	2	3	4	5
Gives me the silent treatment	1	2	3	4	5
Puts me down in front of others	1	2	3	4	5
Invades my privacy	1	2	3	4	5
Reminds me of my past mistakes and failures	1	2	3	4	5
Does not give me credit for jobs requiring a lot of effort	1	2	3	4	5
Blames me to save himself/herself embarrassment	1	2	3	4	5
Breaks promises he/she makes	1	2	3	4	5
Expresses anger at me when he/she is mad for another reason	1	2	3	4	5
Makes negative comments about me to others	1	2	3	4	5
Is rude to me	1	2	3	4	5
Does not allow me to interact with my coworkers	1	2	3	4	5
Tells me I am incompetent	1	2	3	4	5
Lies to me	1	2	3	4	5

Listed below are some characteristics that might describe a person:
Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, Kind.
The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions.

	Strongly disagree	Disagree	Partially disagree	Neither agree nor disagree	Partially agree	Agree	Totally agree
It would make me feel good to be a person who has these characteristics.							
Being someone who has these characteristics is an important part of who I am.							
I would be ashamed to be a person who has these characteristics							
Having these characteristics is not really important to me							
I strongly desire to have these characteristics.							
I often wear clothes that identify me as having these characteristics.							
The types of things I do in my spare time (e.g., hobbies) clearly identify me as having these characteristics.							
The kinds of books and magazines that I read identify me as having these characteristics.							
The fact that I have these characteristics is communicated to others by my membership in certain organizations.							
I am actively involved in activities that communicate to others that I have these characteristics.							

Now think about the company you work on and indicate to what degree the following statements would be true for you, with 1 being "totally disagree" and the 5 "totally agree"

I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
I really feel as if this organization's problems are my own.	1	2	3	4	5
I do not feel like 'part of my family' at my organization.	1	2	3	4	5
I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
This organization has a great deal of personal meaning for me.	1	2	3	4	5
I do not feel a 'strong' sense of belonging to this organization.	1	2	3	4	5

Keeping in mind the work that you carry out in your company, indicate the degree to which you agree with the following statements.

	Strongly disagree	Disagree	Agree	Strongly agree
The managers I work for back me up.				
The managers I work for are "top notch."				
My superiors don't listen to me.				
My management doesn't treat me fairly.				

Thank you for your participation.

If you have any questions or comments about the study, you have just participated in, you can contact the person responsible for the study via the following mail tagoz@iscte-iul.pt