# IMPACT OF DARK TRIAD PERSONALITY ON ORGANAIZATIONAL INNOVATIVENESS: AN EXPLORATION OF MEDIATATION AND MODERATION

**By**

**Sadia Amir**



**NATIONAL UNIVERSITY OF MODERN LANGUAGES**
**ISLAMABAD**

**August 2022**

# IMPACT OF DARK TRIAD PERSONALITY ON ORGANAIZATIONAL INNOVATIVENESS: AN EXPLORATION OF MEDIATATION AND MODERATION

By

**Sadia Amir**

MSBA, NUML ISLAMABAD, 2022

A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILMENT OF

THE REQUIREMENT FOR THE DEGREE OF

**MASTER OF PHILOSOPHY**

In Management Sciences

To

Faculty of Management Sciences

NATIONAL UNIVERSITY OF MODERNLANGUAGES,

ISLAMABAD

August2022

2

**List of Abbreviations**

| | |
|---|---|
| DTP | DARK TRIAD PERSONALITY |
| MAC | MACHIAVELLIANISM |
| EI | EMPLOYEE INNOVATION |
| OI | ORGANISATIONAL INNOOVATIVENESS |
| OC | ORGANISATIONA CULTURE |
| IWB | INNOVATIVE WORKPLACE BEHAVIOUR |
| POO | PROJECT ORIENTED ORGANIZATIONS |
| SCT | SOCIAL COGNITIVE THEORY |
| O P | ORGANISATIONAL PERFORMANCE |
| IV | INDEPENDENT VARIABLE |
| DV | DEPENDENT VARIABLE |
| SPSS | STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES |
| RA | RELIABILITY ANALYSIS |
| DS | DESCRIPTIVE STATISTICS |
| CR | CORRELATION |

**Table of Contents**

**Abstract**

Attraction towards the dark traits personality has been increased in the organizational sciences in recent years as indicated by a huge number of research studies regarding the dark traits personality. However, these negative characteristics of the personality remain relatively understudied and misunderstood yet. The objective of this research study is to analyze the impact of dark traits personalities on organizational innovativeness in the presence of mediators innovating workplace behavior and moderating the role of organizational culture. By drawing on person-environment theory, this study examined the effects of the dark triad of personality traits (Machiavellianism, narcissism, and psychopathy) on organizational innovativeness. We obtained 251 questionnaire data from respondents in a project-oriented organization in Pakistan. Results showed that all three dimensions of the dark triad were positively related to organizational innovativeness through mediating role of innovating workplace behavior. Dark triads were most strongly related to all dimensions of organizational innovativeness. Furthermore, organizational culture moderated the relationships between narcissism, Machiavellianism, and psychopathy with innovative workplace behavior. This Study finds organizational culture moderates the relationship between dark personality traits and innovative work behavior. Innovative workplace behavior works as a mediator between the dark triad and organizational innovativeness. The results of the study were significant as Dark Triad (Machiavellianism, Narcissism, Psychopathy) has a direct impact on organizational innovativeness; Organizational culture moderates the relationship between the Dark Triad (Machiavellianism, Narcissism, Psychopathy)and Innovative workplace behaviors; Innovative workplace behaviors mediates the relationship of Dark Triad (Machiavellianism, Narcissism, Psychopathy) and organizational innovativeness.

**Keywords**: Dark Triad (Machiavellianism, Narcissism, Psychopathy), organizational innovativeness, Organizational culture and Innovative workplace behaviors.

# CHAPTER NO 1

## 1. INTRODUCTION

### 1.1. Background

Leader's personality exists among the greatest significant aspects of leader employee behavior. It is a critical element of organizational innovativeness and efficiency because a creative genius, responsible, and positive leadership personality in an organization guide to the workers' efforts and dedication to the organization's and employees' well-being. To achieve the organization's goals and improve employee performance, leaders are essential. Leaders are people who exploit their position of authority to sway and inspire followers to act in the organization's best interests as well as their own (Jamali et al., 2022) A significant paradigm shift has occurred, recognizing the detrimental and damaging influence that supervisors and employees have on their dedicated followers and workers (Naseer et al., 2018).

A manager's or supervisors dark side is characterized as a set of behaviors that contribute to inclusive unfavorable organizational consequences and is based on connections between the leadership, workforce, and surroundings. Leadership abuses, exploitation, and the individuals' self all affect employee morale and pleasure, as well as business goals (Tanvir, 2021). Supervisor Some of the phrases used to define problematic leadership include aggression, avarice, petty authoritarianism, abusive supervision, and usually diagnosed (Pan et al., 2018).By giving their workers priority, such as via support from leaders, leadership behavior, and a culture that is helpful and innovative, they may reach a greater level of performance.

Dark traits are those that are commonly connected with unpleasant human behavior. Don't mistake them with particular activities, such as dishonesty and dark qualities related to larger categories. Dark qualities are the personality types shown by persons who are often seen as antisocial. We'll go through the precise characteristics of the dark triad below. The concept of good and evil is inseparably linked to human history. The biblical book of Genesis, for example, in which the first people disobeyed God, attempts to describe its very origins.

Subclinical types of socially aversive attitudes and behavior of workers in organizations have recently gained attention. The dark side and personality traits drew increasing popular attention. In their popular book "Snakes in Suits: When Psychopaths Go to Work," Babiak and Hare (2006), for example, discussed psychopaths in various job settings. The focus of organizational sciences has shifted to the negative aspects and elements of organizational life. Scholars of organizational research have shown a renewed attentiveness to the "dark side" of effort experience. As a result, there is a growing attentiveness among managerial researchers to the "dark side of personality" (Barrick & Mount, 1991).

When we discuss the Dark Triad personalities like Machiavellianism, Narcissism, and Psychopathy (Mahmood et al., 2021).The benefits of the Dark personality traits Psychopathy, Machiavellianism, and narcissism in innovative organizational settings have been studied by organizational researchers (Wisse et al., 2015).Recent research on dark personality has concentrated on the Dark Triad of Machiavellianism, psychopathy and narcissism. (Corrales, n.d.). In conceptualizing narcissism, which has been extensively researched as a personality disorder, dominance, exhibitionism, and exploitation as well as sentiments of entitlement and superiority have been described as "normal" personality traits (Ashton & Lee, 2005). These characteristics are related by their callousness, lack of empathy, instrumentality toward others, egotism, propensity for interpersonal manipulation, and exploitation of partners. These characteristics can be distinguished despite their similarities. One characteristic that sets psychopathy apart is impulsivity (Brud et al., 2020).

Narcissism defines as takes developed more than time. Currently, narcissism is defined as "a healthy to pathological concentration in and concern with the self (Spain et al., 2014). Narcissism has a strong desire to reinforce one's inflated self. The fact that narcissism has both agentic (aggressive self-enhancement via self-promotion) and antagonistic (self-protection through self-defense) features makes it appear to be slightly distinct from psychopathy and Machiavellianism. Only the agentic side is often considered in the context of the Dark Triad Personality, despite the antagonistic facet having far more in commonality with psychopathy and Machiavellianism (Brud et al., 2020).

According to Wikipedia, Machiavellianism is a social behavior technique that entails influencing others for individual gain, usually beside the other's selfishness. The ability of strategic thinking and planning is attributed to Machiavellianism (Brud et al., 2020). Two key factors are absent in psychopaths: empathy and respect for others, as well as social control systems. They lack empathy, are impulsive, and exhibit no remorse even when their acts cause harm to others. People who score highly on any of the dark triad traits do not adhere to the principle of reciprocity and are more likely to act selfishly, callously, counterproductively, and unethically toward their employers and coworkers (Pan et al., 2018). Dark triad constituent psychopathy is illustrious considered by a cold, apathetic mentality towards one another, and also a lack of empathy towards people, which results in irrational interpersonal aggression (Serenko & Choo, 2020). To identify dark personality traits, use the dark triad of narcissism, psychopathy, and Machiavellianism (Erzi, 2020).

Organizational innovativeness has remained associated to Dark personalities like Machiavellianism, psychopathy and narcissism (Ruvio et al., 2014). As an outcome, Employee burnout may result from these leaders' dismal personality qualities and the actions they exhibit in reaction to these attributes. Subordinates may see dark management as a consequence of dark personality traits manifested in leaders' actions.

According to (Fani & Ghaemi, 2011) A first-rate Madness: Uncovering the relations between management and mental Sickness, efficient and effective leaders who were experiencing performance crises were suffering from psychological illness issues or experiencing personality flaws.

Fact that the three attributes are frequently seen as generally unwanted, this study reveals that they may be favorable in organizational backgrounds. For example, it had discovered that narcissistic people are additional possible to become leaders and exist also seen to be more successful leaders (Brunell et al., 2008; Nevicka et al., 2011). Executive psychopathy is linked to higher judgments of charisma and presenting style (Mathieu et al., 2020) and Workers' Machiavellianism is favorably associated to their devotion to their field of business. These answers suggest that possessing these features might be advantageous in attaining a fruitful career and that striving for one's individual personal objectives with small or no concern for others may pay off in the economic world. The expression Dark Triad references a group of three

sub-clinical psychosomatic personalities: Machiavellianism, narcissism and psychopathy (Lyons, 2019).

Machiavellians are known for their cynical and misanthropic ideas, callousness, and pursuit of argentic objectives (money, power, and prestige), as well as their employment of calculated, dishonest, and exploitative manipulative methods (Rauthmann & Kolar, 2012). Psychopaths are defined as those who lack empathy and have no sentiments of guilt. It has been said that they have a shortage of ethical compass and hence consume no uncertainties approximately manipulating others or engaging in anti-social activities. They remain also thoughtless and excitement-seeking (Wisse et al., 2015). Finally, narcissists have a strong feeling of entitlement as well as an insatiable want for attention and admiration. They are arrogant, believe they are superior to others and are driven by a desire for authority, respect, and position (Nevicka et al., 2011).

The current study adds to this body of knowledge by examining how Dark Triad personality characteristics influence supervisor views of workers' creative attitudes. Employee innovation, or the deliberate fresh concept development, promotion, and realization inside a work position, or organization, is a term used to describe the purposeful fresh concept development, promotion, and realization within a job position, group, or organization (Shanker et al., 2017) is necessary for the majority of today's workplaces. To deal with global competitiveness and uncertainties about the environment, Employees must 'go the extra mile and go above and beyond their normal job practices by participating in a creative activity (Janssen, 2004) Furthermore, a manager's favorable judgment of a worker's creative conduct is critical for workers since it might have a significant impact on the leader's generally evaluation of the subordinate's or  performance and eventual career achievement. The current study adds manager Dark Triad personality traits in addition to employee attributes, to determine the degree of congruence (or lack thereof) between supervisors' and workers' Machiavellianism, psychopathy, and narcissism impacts manager decisions on employee innovativeness. We expect that by responsibility so, we can add toward our thus distant limited understanding of how supervisor and employee personality interact to affect employee performance in general, and perceptions of creative conduct in specific, inventive behavior (Wisse et al., 2015).

Employees may innovate since it is part of their job description or because they want to do it on their own. According to (Katz, 1964) an organization that trusts solely "A highly fragile

11

social order is based on its blueprints of mandated conduct," and companies rely on voluntarily inventive and impulsive activity (i.e., actions not specified by role prescriptions)to achieve organizational goals. Innovative work behavior encompasses both the invention and introduction of new ideas (either one's own or those of others) as well as the realization and application of such ideas at work.

Workplace innovation has been described as a dynamic and diverse process that includes creativity. It consists of four interconnected attributes: issue recognition, concept generation, promotion, and recognition (Khan et al., 2020).Exclusively these traits are employed for professions that essential creativity and behaviors that need the projection of new ideas. It is critical to remain competitive and inventive in the present market to get a competitive advantage. To attain beneficial outcomes, firms now urge their managers to reinvent their strategies and approaches in products as well as behaviors (Khan et al., 2020).

By recognizing distinct forms of organizational culture and how they foster creativity. Organizational culture has been proposed as a precursor to creativity. Organizational culture is execution grip in organizational research as a predictive and explanatory component. The majority of early studies on organizational culture flourished in the departments of anthropology, sociology, psychology, and organizational psychology (Katz, 1964).Authors sustain that organizational culture, Culture, or sections of it, may be managed, controlled, and purposefully transformed, i.e. used as a "tool" of management. Personality triad and organizational culture are heavily influenced by innovative workplace behavior, which provides an emotional sense of involvement and commitment to organizational values and moral codes of organizational innovativeness (Sciences et al., 2012).

## 1.2. Research Gap

This paper discovers the association between the dark triad personality and organizational innovativeness with innovation workplace behavior as a mediating role and dimensions of organizational culture (involvement, consistency, adaptability, and mission) as a moderator in the project-oriented organization. Ensuring continued innovative workplace behavior has become one of the essential factors for organization innovativeness. The universal concept of the model study is that the characteristics of organizational culture that might be linked to organizational innovativeness favorably encourage organizational growth. This study's findings are very pertinent to project-oriented organizations.

There is another gap are to re-explore this organizational culture model to look again at the association between other dark personalities on innovation in other public or private organizations and could be compared to Public and Private organizations as well. This research cover tries to cover this gap of study (Jamali et al., 2022).

Although the dark traits may appear to be beneficial at first, the three traits of narcissism, Machiavellianism, and psychopath would harm innovation and organizational culture, in the long run. As a result, there is more room to expand these types of research into other industries. At the same time, the study has limitations because of sensitive issues and ethical concerns (Parameswaran & Elsawy, 2022).

According to the literature, there has been worked acquired solely from the banking industry in Pakistan's Punjab region, restricting the results' applicability to other industries Because the data was gathered from the public banking sector, the conclusions are mostly applicable to the Pakistani banking industry (Imran et al., 2021).However, our research leads us to assume that our findings would apply to a wide range of different businesses. So in this study other industry-like project-oriented organization chose and fills the gap. This study, therefore, are extend this research to other areas in Pakistan. This study are utilizing more data and project base organization to provide more insights into the link between organizational culture aspects and performance as mediated by innovation. The past researcher didn't explore the function of other innovation types (Imran et al., 2021). So this study explores the dimensions of innovation. Finally, the numerous dimensions of organizational culture and their consequence on innovation and production in Pakistan did not explore in past studies so this study are exploring dimensions of organizational culture and their outcome on innovation and presentation in Pakistan. It is a vital area for this study to discover.

There is another gap that is expanding our research by investigating the effect of performance and image result expectations in various scenarios and contexts. The individual invention, for example, can be divided into stages such as concept development, promotion, and execution. Therefore this paper covers this gap by using innovative workplace behavior dimensions (Yuan & Woodman, 2010).

The gap in this study is that previous research was done in the Netherlands, a country known for its independent culture (like the greatest other Western motherlands). Personal aims are prioritized over community goals in such cultures, and civilizations are thought to exist to meet the wants of people (Janssen, 2004). Individualistic communities, it has been hypothesized, are more prone to foster narcissism in people (Henrich, 2015).Furthermore, individualistic societies are thought to value individuality more, which can motivate people (especially narcissistic ones) to advocate new thoughts (Goncalo & Staw, 2006). These past studies suggest if and how culture influences Dark Triad personality characteristics and the effect of organizational innovativeness.

Therefore, this research study will find the impact of dark triad personality on organizational innovativeness: mediating role of innovative workplace behavior and moderating role of organizational culture in project-oriented organizations of Pakistan.

## 1.3.    Problem Identification

According to the literature, there has been work done on the relationship of dark triad leaders with innovation performance (Sadeghi Rad & Nahavandi, 2018) and with organizational culture (Azeem et al., 2021) as well, however, there has been no research work done on its Dark triad role with organizational innovativeness.

According to the literature, there has only been work acquired from the banking industry in the Pakistani province of Punjab, restricting the generalization ability of results to other businesses. Because the data was gathered from the public banking sector, the conclusions are mostly applicable to the Pakistani banking industry (Imran et al., 2021). However, our research leads us to assume that our findings would apply to a wide range of different businesses. So in this study other industry-like project-oriented organizations chose and fill the gap. This study, therefore, are enlarge this research to other sectors in Pakistan. This study are utilizing more data and project base organization to offer further insights into the relationship between organizational culture dimensions and presentation, intermediated by innovation. The past researcher didn't discover the function of other innovation types (Imran et al., 2021). So this study explores the dimensions of innovation. Finally, the numerous dimensions of organizational culture and their result on innovation and presentation in Pakistan did not explore in past studies so this study are

14

exploring dimensions of organizational culture and their consequence on innovation and presentation in Pakistan. It is an important zone for this study to discover.

## 1.4. Problem Statement

How does dark triad can promote innovative workplace behavior and how do innovative workplace behavior can lead to organizational innovativeness, Moreover how do organizational culture can influence the relationship between dark triad and innovative work behavior in project-oriented organizations of Pakistan.

## 1.5. Research Questions

This study will answer the following questions.

1. How are a dark triad, innovative workplace behavior, organizational innovativeness, and organizational culture associated with each other in project-oriented organizations of Pakistan?
2. Does the dark triad (Machiavellianism, narcissism, psychopathy) influence organizational innovativeness in project-oriented organizations in Pakistan?
3. Does the dark triad (Machiavellianism, narcissism, psychopathy) associate with innovative work behavior in project-oriented organizations in Pakistan?
4. Does innovative workplace behavior affect organizational innovativeness in project-oriented organizations in Pakistan?
5. How innovative workplace behavior does plays a mediating role in the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan?
6. Does organizational culture affect innovative work behavior in project-oriented organizations in Pakistan?
7. What is the moderating impact of organizational culture on the dark triad (Machiavellianism, narcissism, psychopathy) and innovative work behavior in project-oriented organizations in Pakistan?
8.

## 1.6. Objectives of Study

i. To discover out the relationship of dark triad, innovative workplace behavior, organizational innovativeness and organizational culture in project oriented organizations of Pakistan.

ii. To examine the influence of dark triad (Machiavellianism, narcissism, psychopathy) on organizational innovativeness in project oriented organizations of Pakistan.

iii. To check the relationship of dark triad (Machiavellianism, narcissism, psychopathy) on innovative work behavior in project oriented organizations of Pakistan.

iv. To examine the influence of innovative workplace behavior effect on organizational innovativeness in project oriented organizations of Pakistan?

v. To analyze the mediating role of innovative workplace behavior on dark triad (Machiavellianism, narcissism, and psychopathy) and organizational culture in project oriented organizations of Pakistan.

vi. To check the relationship of organizational culture effect on innovative work behavior in project oriented organizations of Pakistan?

vii. To check the moderating role of organizational culture on dark triad (Machiavellianism, narcissism and psychopathy) and innovative workplace behavior in project oriented organizations of Pakistan.

## 1.7. Significance

This research study finds the influence of dark triad personality on organizational innovativeness: mediating role of innovative workplace behavior and moderating role of organizational culture in project-oriented organizations of Pakistan.

The current study adds to this body of knowledge by examining how Dark Triad personality characteristics influence supervisor views of employee creative behavior. Employee innovation, or the deliberate generation, promotion, and realization of new ideas within a work position, group, or organization, is a term used to describe the purposeful generation, realization and promotion of new ideas within a work role, group, or organization (Shanker et al., 2017) is necessary for the majority of today's workplaces.

The model study's main premise is that organizational culture aspects that can be linked to organizational innovativeness favorably encourage organizational development. This study's conclusions are especially pertinent to project-oriented companies.

According to the literature, there has been work done on the relationship of dark triad leaders with innovation performance (Sadeghi Rad & Nahavandi, 2018)and with organizational culture (Azeem et al., 2021) as well, however, there has been no research work done on its Dark triad role with organizational innovativeness.

# CHAPTER NO 2

## 2. LITERATURE SURVEY

This chapter summaries all of the variables in this study in the light of literature .The literature on creativity, inventive behaviors, and innovation is large, and we do not intend to do a thorough review (Sanz-Valle & Jiménez-Jiménez, 2018).

### 2.1 Dark Triad Personality

When we discuss the Dark Triad Personalities Machiavellianism, Narcissism, and Psychopathy(Corrales, n.d.) Have characterized latest studies on dark personalities. The possible advantages of the dark triad personality traits (psychopathy, Machiavellianism, and narcissism) in organizational structures have been studied by organizational researchers (Wisse et al., 2015). The narcissism, psychopathy and Machiavellianism personality qualities make up the dark triad.

The first Dark Triad Narcissism is a component that defines a broad pattern of imaginary or behavioral aesthetic quality, identity, and egocentric personality in the pursuit of success. Today, narcissism is defined as "a healthy to pathological concentration in or concern with the self, encompassing notions such as self-esteem, self-system, and self-representation, as well as the genuine or false self." Machiavellianism is a dark personality trait discovered by requesting people exactly how greatly they decide with claim based on Machiavelli's works of literature (Spain et al., 2014). According to Wikipedia, Machiavellianism is a "social behavior technique that entails influencing others for personal advantage, usually against the other's selfishness." The second dark personality triad composite states (Serenko & Choo, 2020). Psychopathy is distinguished by impulsiveness and thrill-seeking, and absence of empathy and anxiety (Spain et al., 2014).Psychopathy is distinguished by cold, apathetic attitude towards one another, and also absence of empathy towards people, which results in irrational interpersonal aggression (Serenko & Choo, 2020).

According to (Daniel N. Jones & Paulhus, 2014) Machiavellianism, psychopathy, and narcissism are three socially evil tendencies that share a socially malign character but differ in their motives, thoughts, values, and behaviors. Furthermore, the dark personality traits all exhibit distinct behavioral patterns. Self-enhancement behaviors were uncommon in people with high Machiavellianism and psychopathy. Individuals with high narcissism, on the other hand, frequently engage in self-enhancement behaviors, with aggression typically the following provocation. Psychopaths are more likely to engage in antisocial, indiscriminate aggression, and violent behavior when compared to Machiavellians and narcissists. Furthermore, psychopaths were discovered to have weaker moral reasoning abilities. According to genetic and phenotypic research on moral development, Machiavellians are the best moral philosophers, Regardless of their moral reasoning; they will act in a self-serving manner. As a result, each of the three dark-triad traits has distinct behavioral and cognitive manifestations. According to the empirical study by (Daniel N. Jones & Paulhus, 2014).

To identify dark personality traits, use the dark triad of narcissism, psychopathy, and Machiavellianism (Erzi, 2020). Organizational innovativeness has been associated with Machiavellianism, narcissism, and psychopathy (Szabó et al., 2021). Leaders, the same as everyone else, can have dark personality characteristics to varied degrees. First-line executives, managers and supervisors, for example, are in frequent touch with employees in their daily work life. As a result, such leaders' pessimistic personality traits as well as the behavior's they exhibit in reaction to them may have unexpected consequences, such as workforce burnout. Supervisors may see darker leadership as a consequence of dark personality traits manifested in leaders' actions.

Dark personality qualities can be identified using the darkness triad of narcissism, psychopathy, and Machiavellianism. Dark leadership is defined as a leader's irritating, disingenuous, and strict attitudes and actions toward a particular employee of an organization that cause bodily and/or psychological damage to those people (E. Başar et al., 2016). These management styles have one thing in collective: they all clarify leadership's dark side.

(Turan & Erdil, 2013; Walumbwa et al., 2008) are instances of virtues, principles, and strategies that highlight the good actions and attributes of leaders. Some corporate leaders, but at the other side, are antithetical to these ideals, which has negative effects for their workforce.

As a result, significant study has been conducted over time to identify leadership traits that harmfully affect assistants, and various leadership methods have been established to clarify the dark side of leadership (Contreras et al., 2019; *IMPACT OF DARK TRIAD PERSONALITY ON ORGANAIZATIONAL*, 2021) (U. Başar, 2020). These include petty autocracy (Hu & Liu, 2017), abusive supervision (Tepper, 2000; Yap, & Ng, 2018) narcissistic leadership ,toxic leadership (Lipman-Blumen, 2011), poor leadership (De Hoogh & Den Hartog, 2008), destructive leadership (Kurtulmuş, 2018; Raza et al., 2019) and dark leadership (De Hoogh & Den Hartog, 2008). Moral growth (Arvan, 2013; Campbell et al., 2009)and moral ideals (Campbell et al., 2009) are also associated with Dark Triad psychological characteristics.

Furthermore, harmful action has both external and internal effects. Individuals attempt to justify their harmful or illegal behavior by using an organizational culture to avoid these internal consequences. Persons with the dark triad of personality traits are described as having socially hostile character qualities such as self-promotion, emotional coldness, deceit, and aggression (Pan et al., 2018).

## 2.1.1 Narcissism

Narcissism is a personality disorder that has been extensively researched (Lee & Ashton, 2005). Grandiosity, entitlement, and a lack of empathy are all characteristics of narcissism (Li et al., 2020). The definition of narcissism has changed with time. Today, narcissism is defined as an interest in or preoccupation with oneself that ranges from good to unhealthy. Such as self-esteem, self-system, and self-representation, as well as the real or false self

The concept of excessive narcissism has been recognized throughout history. The term narcissism was coined towards to the late nineteenth century and was inspired by the Greek fable of Narcissus. Ever since, the term "narcissism" has become commonplace; in analytical literature, supplied the subject's popularity, the term is used more than virtually any other.

Today, narcissism is defined as "an interest in or concern with the self along a broad spectrum, from healthy to pathological includes ideas like self-esteem, self-system, and self-representation, as well as the real or false self."

Narcissus was a gorgeous Greek man who refused the nymph Echo's fervent pleas as a punishment; he was cursed to form a relationship with his reflections in a pool of water. He was unable to fulfil his love, Narcissus 'laid gazing enthralled into the water, hour after hour' until dying and transforming into the narcissus, which bears his name (Brown et al., 2013).

Narcissism is defined by a sense of superiority, as well as a desire for attention and admiration(Gardner & Pierce, 2011), hyper-competitiveness (Parameswaran & Elsawy, 2022) dominance, (Daniel N. Jones & Paulhus, 2014), and entitlement (Dahling et al., 2009). To support this point of view (Back et al., 2013), characterized the "bright" and "dark" sides of narcissism, as well as narcissistic adoration and competition. Grand illusions, seductive conduct, and the desire for uniqueness are all characteristics of narcissistic adoration. Narcissistic rivalry is characterized by competing for supremacy and denigrating others. The former has the effect of making you look self-assured, expressive, and dominant. While the narcissistic rivalry is characterized by haughty and combative conduct. Because of narcissistic rivalry, social groupings' popularity may suffer in the medium to long term. Because of narcissistic rivalry, social groupings' popularity may suffer in the medium to long term (Dahling et al., 2009).

## 2.1.2 Psychopathy

Psychopaths are defined as those who lack empathy and have no sentiments of guilt. It has been said that they have an absence of moral scope and hence have no doubts about manipulating others or engaging in anti-social activities. They are also thoughtless and thrill-seeking (Wisse et al., 2015). Psychopathy is distinguished by unpredictability and a desire for adventure, and also a complete lack of empathy and others and anxiety. (Spain et al., 2014).

Concern and respect for others, as well as societal control systems, are missing in psychopaths (Williams & Paulhus, 2004). They are rash, lack empathy, and show no regret for their actions, even when they harm others. Individuals that score high on any of the dark triad characteristics do not believe in the mutual obligations and are much more likely to be selfish,

heartless, unproductive, and immoral toward their employers and colleagues (Gottman et al., 1998; Pan et al., 2018).

## 2.1.3 Machiavellianism

The term Machiavellianism (MAC) has deep roots in the early 16th century. This term was introduced by an Italian politician Niccolo Machiavelli (1513/1966) who served as a senior official having responsibilities for diplomatic and military affairs. Machiavelli wrote the book The Prince and the Discourses which provides political advice to the leaders. According to him if one wants to maintain control and power over others one should maintain manipulative, expletive, and deceitful behaviors. His recommendations were based on the phrase "the end justifies the means. The idea of Machiavelli was then adapted four centuries later by a personality psychologist Richard Christie who noticed that our everyday behavior is under these political strategies (Deluga, 2001) and he then identified a personality trait termed Machiavellianism (MAC) and now there was a huge literature on this personality trait, especially on the darker side. (Spain et al., 2014).

In recent reviews, the empirical studies indicate that increasing Mach's is disruptive to the effectiveness of the organizational functions (Kessler et al., 2010) Machiavellians (MAC) are highly motivated to lead (Contreras et al., 2019) to achieve goals they are competent and creative as they are strategic in their thinking so they can develop advantageous strategies for winning.

(Tepper et al., 2017) proclaim that abusive leaders stimulate manipulative and immoral behavior among Machiavellians (MAC). Similarly, poor ethical leadership may drive unethical conduct, such as lying and manipulation, whereas high ethical leadership may block such behaviors and instead stimulate ethical action, such as aiding others, rather than manipulating and concealing knowledge from it. In the classic study, by (Kiazad et al., 2010) on the American presidents, it's found that the Machiavellians (MAC) preferred their highest leadership character.

## 2.2 Innovative Work Behavior

Today's businesses operate in an environment marked by unprecedented obstacles such as technology, shorter product life cycles, and the emergence of modern-day competition.

Price, quality, and customer happiness are also given a lot of attention, as well as pursuing a competitive strategy and putting more emphasis on innovation (Leifer, 2001). Organizations are pushed to change their existing condition into a desirable future state in this way. Psychological processes, creativity, and innovation all help to enable this transition.

(Johannessen, 2017) created the term innovation for the first time in management, defining it as the creation of new brands, products, services, and processes. The efficient implementation of innovative ideas within an organization is what we call innovation. As a result, no innovation is feasible even without creative activities that define the front end of the process: acknowledging critical issues and opportunities, collecting data, developing new ideas, and testing the validity of those concepts (Mclean, 2005).

Since the 1980s, when exploration of innovation extends from organizational science, communications, and anthropology to psychology and sociology, it has been considered a human behavior (Gruys & Sackett, 2003; Sciences et al., 2012).

The significance of innovation in the workplace is generally accepted (Sciences et al., 2012). At, creativity and innovation are the process, consequences, and outcomes of attempts to discover and implement new and innovative solutions. The initial step of this procedure is concept creation, and the second is innovation, which works the process of turning ideas into improved methods, practices, or goods (Chen et al., 2010; Li et al., 2020; Woods et al., 2018).

Employee innovative behavior (e.g., designing, adapting, and implementing new products and work processes) is a critical benefit that allows an organization to be successful in a speed business atmosphere (Sciences et al., 2012).

As creative work behavior includes the generation of ideas, it is linked to employee creativity. However, being creative is only one aspect of innovative work behavior. It also involves the actions required to put ideas into action and accomplish improvements that will increase personal and/or corporate performance. As a consequence, four phases to individual inventive work behavior were developed; opportunity research, idea formulation, championing, and implementation (Yunus et al., 2014) . The term innovative behavior connotes behavior that produces creative results while also helping the organization. Employee presentations directed

toward generating new items, procedures, and facilities are examples of this type of behavior (Hitt & Morgan, 1977).

Organizations can establish objective metrics of innovative outcomes when workers' duties are completely innovative. This, in turn, generates a chain reaction of all other types of innovative creation, such as more recommendations for inventions, more thoughts for change, and more actual new inventions, which might take the shape of new goods and processes (Yunus et al., 2014).

## 2.3   Organizational Innovativeness

The term "innovation" has been defined in several ways .Implementing a product (item or service) that is new or significantly improved, process, new marketing strategies, or organizational approach in corporate operations, workplace organization, or external r (Azeem et al., 2021).The purposeful introduction and use inside an organization of thoughts, processes, goods, or procedures, new to the unit of adoption, is meant to greatly the advantage the organization or broader society (Hitt & Morgan, 1977; Shipton et al., 2017).

Organizations announce new technology, new management or administrative processes, and changes in additional aspects of the company to bring innovation to their product or service. Employees are largely reliant on each other to create a creative workplace, and they must offer new ideas to their procedures, techniques, and operations (Premkumar et al., 2005).

Organizations must constantly innovate to prosper and remain relevant. Organizations must be able to innovate and enhance their goods, services, and workflows (Mohd et al., 2014). Initiation and execution are the two main steps of the innovation process. The initial stage of the process of innovation ends when the concept is created, although the implementation stage concludes when the idea is put into action (Hitt & Morgan, 1977).

Furthermore, these concepts are frequently generated by people or teams in organizational contexts, and they are critical for the achievement of companies. These ideas are precious by creative thinking, which consists of four steps: identification; preparation (gathering information, conducting analyses, and searching for solutions); incubation (allowing the

concentration to work sub-consciously to continue the process); illumination (it may come to mind when an individual is relaxed and not primarily thinking about the problem); and verification (it may come to mind when an individual is relaxed and not primarily thinking about the problem); and verification (it is about testing the ideas, solutions, obstacles, and insights for applicability). When it comes to innovation, there are two key components: developing new ideas and putting them into action (Hitt & Morgan, 1977; Manimala et al., 2006).

The innovation process has four stages: generation of ideas creating new ideas and improving existing ones, collecting ideas collecting, analyzing, and expressing opinions; and designing and employing ideas studying, testing, improving, and progressing the ideas and implementing them (Carlisle & McMillan, 2006). The literature on innovation also identifies the object-based and subject based approaches to innovation (Hitt & Morgan, 1977).

The object-based method is used to define innovation, new product creation, adoption and dissemination patterns, technology transfer and categorization, and innovative professional development. The subject-based method, on the other hand, focuses on the topics that initiate and implement innovation. The literature on invention was also examined from a variety of angles (Johannessen, 2017). Individualistic viewpoint; stresses the importance of individual characteristics such as age, gender, education level, thoughtful process, and creativity in defining innovation. The perspective that is collaborating concentrates on how structure impacts action and vice versa in the innovation process. The study of the effect of national and regional innovation methods on innovative activities is known as an innovation system-focused perspective (Afsar et al., 2015; Barham et al., 2020). Organizational factors that boost or constrain the innovation process are the subject of this structural approach (Azeem et al., 2021).

Furthermore, organizational innovation enhances corporate performance by fostering workplace knowledge ability, contentment, and flexibility, all of which are beneficial to organizational progress. Inspiration management allows new observes that boost business efficacy and competitiveness since organizational innovation can produce value. According to Chatzoglou and Chatzoudes, innovation is responsible for the product, process, and technology changes, which are advantageous in introducing new and improved marketing tactics for future performance studies (Yap, J. B. H., & Ng, 2018).

25

As a result, Long-term success and obtaining a competitive advantage need organizational innovation. Only innovative companies outperform their competition and keep the market stable in the face of changing conditions (Montes et al., 2004).

## 2.4 Organizational Culture

Organizational culture can be defined as a rich blend of concepts, philosophies, and frameworks drawn primarily from other rational traditions, most notably sociology and anthropology. Culture is defined as a "difficult whole that includes awareness, beliefs, art, morals, law, custom, and any other competencies and habits learned by man as a participant of society" in anthropology.

Various definitions of an organization's culture may be found in the literature. For instance, McKinnon (2003) asserts that there is a system of common values, but that definitions are often founded on a confluence of values, norms, beliefs, and thought patterns. The impact of human science on the investigation of an organization's culture is similarly broad and direct. Sociologists distinguish elements of associations, such as ambiguity, casual standards, and folkways, as being crucial to the current enthusiasm for a company's culture. As a result, there are two fundamental approaches to dealing with official formal culture, social and cultural types/sorts, and social dimensions. Several studies have been conducted in the area of culture from various perspectives (Liu, 2006).

The Person-environment fit theory serves as the foundation for this study (Armitage & Amar, 2021). The person-environment theory focuses on the relationships between individual characteristics and the environment, arguing that the individual not only impacts his or her surroundings, but the surroundings also influence the individual.

There has been a scientific discussion among culture scholars since the 1980s about whether culture can be studied using quantitative approaches. The members of an organization develop shared behaviors, values, and beliefs, which are referred to as organizational culture (Ababaneh, 2010). Organizational culture, valuation of goods, and organizational climate are the circumstances that promote individual employee creativity in an organizational setting (Hitt &

26

Morgan, 1977). The inner structure of organizations, which is based on organizational members' values, beliefs, and assumptions(Sarros et al., 2005).

Based on this description, researchers have conducted studies on the link between distinct types of cultures and the outcomes of innovation. Organizational culture is described and utilized primarily as a set of appropriately consistent values, beliefs, assumptions, and symbols spread throughout the organization (Verdu-Jover et al., 2018). Organizational culture refers to the shared values, ethics, norms, and expectations that shape behavior through fostering commitment, providing direction, forming a shared uniqueness, and creating a sense of belonging. When an organization's culture is in sync with its atmosphere, resources, beliefs, and goals, it is considered effective (Okatan & Alankus, 2017). The claimed impacts of corporate culture on individual attitudes and behavior, as well as total business success, make it a fascinating topic to research. Organizational culture, it is claimed, acts as a social management system that really can impact employees' behaviors through all the ideals and ethics that exist within a company(Macintosh & Doherty, 2010). It has been discovered that organizational culture has a straight influence on employee happiness and dedication(Macintosh & Doherty, 2010).

Organizational culture has been postulated as an antecedent of innovation by distinguishing distinct forms of organizational culture and how they foster creativity (Verdu-Jover et al., 2018).

There are six dimensions of organizational culture .Competitiveness, Social Responsibility, Stability, Supportiveness and Emphasis on Rewards. The reward is a measurement of just how well an employee's work is appreciated. Warmness is a measure of how friendly an organization's environment is. Finally, support is the extent of the organization's concern for the employee's well-being (Role et al., 2009). In project-based companies, the impact of organizational culture on knowledge transfer was investigated. They stressed the necessity of understanding corporate culture when it comes to knowledge development, sharing, and application (Role et al., 2009; Schein, 1993). A supportive organizational culture allows for the creation and provision of a warm, supportive, open, friendly, and symphonic work environment for employees(Conant, 2015).

27

Furthermore, these cultures are thought to provide safe, trustworthy, encouraged, and enjoyable associations. The support dimension is a measure of the organization's interest in the welfare of the employee (Role et al., 2009)deliberate the role of organizational culture on innovative workplace behavior in project-based organizations. They highlighted the importance of organizational culture attentiveness in the creation, sharing, and innovative workplace behavior.

## 2.5 Dark Triad Personality and Innovative Workplace Behavior

Although few studies specifically address the relationship between employee dark triad personality and opinions of creative or innovative workplace conduct, some data may aid us in developing hypotheses. The majority of this study focused on the connection between narcissism and creativity. Creativity (or the development of significant and distinctive ideas) is seen as the start of innovation and one of its characteristics (Wisse et al., 2015). Artistic jobs appeal to narcissists. They believe they are more creative than non-narcissists, although they are not necessarily more creative. They're also good at getting people to agree with them (Wisse et al., 2015). They are good at generating favorable views of their ability to promote ideas (the second feature of creative behaviors), indicating that they are good at evoking positive perceptions of their ability to promote ideas. Indeed, when asked to propose creative ideas, more narcissistic employees have been proven to be more creative than less narcissistic employees, partially because narcissists are more personable, humorous, and passionate (Jonason et al., 2014). CEO narcissism is also linked to managers' interest in and implementation of biotechnological technologies.

Narcissists' tremendous confidence permits them to spend aggressively on new technologies, or they anticipate such expenditures to be perceived as courageous and deserving of respect, according to some explanations. We expect that employee narcissism was favorably connected to supervisor evaluations of employee creative behavior based on past research (Gerstner et al., 2013).

In terms of objective creative performance, groups with two narcissistic members (out of four) outperformed groupings with fewer or more narcissists. They argued that because narcissists want recognition and respect, rivalry among a small number of narcissistic group

members would be beneficial would result. would lead to more intricate and unique information processing—and therefore idea production (Gerstner et al., 2013).

## 2.6 Dark Triad Personality and Organizational Innovativeness

The term "Dark Triad" refers to a grouping of three sub-clinical psychological traits: Machiavellianism, psychopathy, and narcissism (Lyons, 2019) All three are selfish, oppressive social techniques that are associated with irritability and the employment of deceitful and manipulative actions (Wisse et al., 2015). Machiavellians are known for their cynical and misanthropic ideas, callousness, and pursuit of agentic objectives (money, power, and prestige), as well as their employment of calculated, dishonest, and exploitative manipulative methods

(Bouncken et al., 2020; Brud et al., 2020; Daniel N. Jones & Paulhus, 2014; Rauthmann & Kolar, 2012) Although the three traits are frequently seen as socially unwanted, a current study reveals that they can be helpful in organizational settings. For example, it has been discovered that narcissistic people are more possible to become leaders and are also seen to be more successful leaders (Nevicka et al., 2011), that psychopathy in executives is linked to higher assessments of attractiveness and presenting style, and that Machiavellianism in workers is linked to higher levels of dedication to their jobs (Wisse et al., 2015).

Leaders are the motivators for employees in developing a healthy work culture since the culture shares all individuals' views, ideas, and ideals. This makes it easier to achieve the organization's objectives. Leaders with DT qualities, on the other hand, would exploit and emotionally exhaust their subordinates, putting them under stress, making them despondent, and less content and involved in their work (Wihler et al., 2017).Moreover, (Kurtulmuş, 2018) emphasizes that dark personalities at work are understudied (Wihler et al., 2017). At the same time, several studies indicate an interest in this gloomy personality at work.

These dark personality traits appear to reflect argentic but exploitative strategies that promote resource extraction for the individual at the expense of the broader social environment, which could explain why interpersonal manipulation and callousness appear to be at the fundamental of these dark personality traits (Daniel Nelson Jones & Figueredo, 2013; Marcus et al., 2018).

29

The person-environment fit theory investigates the interaction of an individual's characteristics and their surroundings. The environment influences a person just as much as the person influences the environment. Interaction with the environment influences people's behavior, motivation, and physical and mental health. In essence, an optimal fit improves an individual's functioning, such as attitude and performance, whereas an unsuitable fit worsens the individual's functioning. A pediatrician, for example, may notice that a particular school environment does little to help an academically at-risk child. The pediatrician then steps in, urging the school to tailor their programs to the needs of such children, to which they agree. Finally, the child and the school find a person-environment fit (Armitage & Amar, 2021). This is the compatibility of an individual's personality with the organization for which they work or are interviewing. The person-organization fit examines how closely a person's values align with the organizational virtues. The person-organization fit is critical for both businesses and non-profits. Various organizations have specific values and characteristics that their members must share for the organization to function properly. Members of nonprofit organizations, for example, must be selfless and committed to community service. Profit organizations, on the other hand, require individuals who are hungry, hardworking, and competitive (Armitage & Amar, 2021).

## 2.7   Innovative Workplace Behaviors and Organizational Innovativeness

The demand for new products, services, and processes has been increasing in today's competitive and rapidly changing global markets (Satterstrom et al., 2020). Firms have generally identified innovation as a critical component for achieving superior goals and maintaining competitive advantage (Kammerlander et al., 2015). Firms have generally identified innovation as a critical component for achieving superior goals and maintaining competitive advantage (Kammerlander et al., 2015). Utilizing the potential of workers to innovate is one approach for businesses to become more inventive. Employees must be both willing and capable of innovating to achieve a constant flow of ideas. Individual creativity is at the heart of several well-known management ideas, such as overall quality management (J. P. J. De Jong & Hartog, 2007).

People essential to know that disappointments will be accepted throughout the hunt for innovation and will not be punished to be inventive and allow innovation inside an organization's structure (Taghipour & Khadem, 2013). An organization's adaptability and innovation can only continue to flourish in a cooperative culture with an extraordinary level of belief and a low level

30

of panic. As a result, while an individual may be creative, it takes an organization to turn creativity into innovation. Further innovation will be influenced by the organization's culture and ideas (Mol & Birkinshaw, 2009). The organizational norms and expectations of how people act and how things are done in an organization are known as organizational culture. Employee behavior and work-related attitudes such as job satisfaction and organizational dedication are increasingly acknowledged as having a substantial effect on company culture.

Creativity, which is required at various degrees in practically any work, is appreciated across a wide range of jobs and sectors. Creativity and innovative workplace habits bring exceptional and distinct benefits to firms. Innovative workplace practices result in successful businesses, happy workers, economic prosperity, and social growth (Gerstner et al., 2013). According to the definition, creativity is defined as the development of innovative and valuable ideas for goods, services, processes, management practices, business models, and competitive strategies. It has two main components: novelty and usefulness. Usefulness, on the other hand, stresses implementation and value, whereas novelty promotes originality.

Employee creativity has a vital influence on organizational innovation, according to studies. Innovative workplace behaviors are more inventive (Hirst et al., 2011). (Yuan & Woodman, 2010) also underlined that creating creative ideas is a part of being innovative., According to (Azeem et al., 2021) the initial stage of innovation is creativity which lays the groundwork for subsequent stages of organizational innovation.

As a result, Innovative workplace behaviors are positively related to organizational innovation.

## 2.8   Moderating role of Organizational Culture

Organizational culture can be defined as a rich blend of concepts, philosophies, and frameworks drawn primarily from other rational traditions, most notably sociology and anthropology. Culture is defined as a "difficult whole that includes awareness, beliefs, art, morals, rule, tradition, and any other proficiencies and habits attained by man as a participant of society" in anthropology.

The impact of human science on the investigation of an organization's culture is similarly broad and direct. Sociologists distinguish elements of associations such as ambiguity, casual standards, and folkways as essential to the current enthusiasm for a company's culture. As a

31

result, there are two fundamental approaches to dealing with official formal culture, social and cultural types/sorts, and social dimensions. Various studies have been conducted in the field of culture from various perspectives.

This study is established on the theory of person-environment fit (Armitage & Amar, 2021)The person-environment theory focuses on the relationships between individual characteristics and the environment, arguing that the individual not only encourages his or her environment, but the environment also influences the individual.

The person-environment fit theory investigates the interaction of an individual's characteristics and surroundings. The environment influences a person just as much as the person influences the environment. Interaction with the environment influences people's behavior, motivation, and physical and mental health. In essence, an optimal fit improves an individual's functioning, such as attitude and performance, whereas an unsuitable fit worsens the individual's functioning. A pediatrician, for example, may notice that a particular school environment does little to help an academically at-risk child. The pediatrician then steps in, urging the school to tailor their programs to the needs of such children, to which they agree. Finally, the child and the school find a person-environment fit (Armitage & Amar, 2021). This is the compatibility of an individual's personality with the organization for which they work or are interviewing. The person-organization fit examines how closely a person's values align with the organizational virtues. The person-organization fit is critical for both businesses and non-profits. Various organizations have specific values and characteristics that their members must share in order for the organization to function properly. Members of nonprofit organizations, for example, must be selfless and committed to community service. Profit organizations, on the other hand, require individuals who are hungry, hardworking, and competitive (Armitage & Amar, 2021).

The most important aspect of organizational culture is the fit between the person and the organization (also known as person-organization fit or PO fit). The P element of the P-O fit equation was evaluated using the theory of elementary human values, which explains values as required, trans situational goals that vary in significance and serve as administrative principles in people's survives (Treviño et al., 2020). Values, it has been claimed, are concepts or beliefs that connect to desired end states or actions, exceed specific contexts, drive the choosing or appraisal of conduct or occurrences, and are listed in order of relative significance (Parkes et al., 2001).

Organizational culture is the O component of the P-O fit equation, and it has been a significant aspect of organizational behavior research for approximately four decades (Treviño et al., 2020). Organizational culture is defined as a system of values, conventions, and beliefs held by members of an organization that provide purpose and standards of conduct (Clark et al., 2000; Parkes et al., 2001). A company's organizational culture is a set of values, beliefs, assumptions, and symbols that shape how it functions. These definitions demonstrate how organizational culture influences how a company interacts with its workers and stakeholders. An organization's culture ultimately determines its capacity to nurture employee happiness and loyalty while also gaining an innovative and competitive edge. The notion of fit is connected to theories of analysis at the individual, group, and organizational levels (Barney, 1986).

As a result, the P-O fit theory contends that people tend to find companies fulfilling when organizational cultures are aligned with their values, resulting in selective reinforcement of their conduct (Armitage & Amar, 2021; Edwards, 2008). Conversely, the wider the discrepancy between the individual's values and those of the organization with which the individual is connected, the more dissatisfying and unpleasant interactions inside the individual organization set become (Van Vianen, 2018). Although a few P-O fit studies properly defined this interdependent link as personality-climate consistency (Ryan & Schmit, 1996) norms consonance has become widely acknowledged as the ultimate P-O fit operational definition (Chatman, 1989).

Organizational culture is defined as the set of behavior's, attitudes, beliefs, and behavior's that impact specific behavior's inside an organization. Leaders may utilize culture to analyze and educate their employees on particular habits. To put it another way, organizational culture is the collection of values and beliefs that govern the activities of people inside a corporation (Eskiler et al., 2016). Organizational culture is among the most important predictors of innovative work behavior in this respect, and it allows company leaders to gain a competitive advantage (Eskiler et al., 2016). In this regard, organizational culture is one of the most significant predictors of innovative work behavior, and it enables leaders in enterprises to obtain a competitive edge and to innovate in organizations (Khan et al., 2020)

The word innovation organizational culture discusses a work environment that is creative, inventive, and results-oriented, as well as difficult, and has a considerable influence on the Dark triad personality (Elidemir et al., 2020).

Dark leadership is defined as a leader's irritating, disingenuous, and strict attitudes and actions toward a particular employee of an organization that cause bodily and/or psychological damage to those people (Daniel Nelson Jones & Figueredo, 2013). These leadership styles have one thing in common: they all explain leadership's dark side. Some corporate leaders, and from the then on the other hand, are antithetical to these ideals, which has negative effects for their workforce. As a result, significant study has been conducted over time to identify leadership traits that undesirably affect subordinates, and several management methods have been developed to explain the dark side of leadership (Mackey et al., 2017). Furthermore, harmful action has both external and internal effects. Individuals attempt to justify their harmful or illegal behavior by using an organizational culture to avoid these internal consequences. Individuals with the dark triad of personality traits are described as having socially hostile character qualities such as self-promotion, emotional coldness, deceit, and aggression (Pan et al., 2018).

The Culture of an organization, social and economic resources, and organizational climate are the circumstances that promote individuals' innovative performance in an organizational setting. (Hitt & Morgan, 1977).Organizational culture refers to the shared values, principles, norms, and assumptions that shape behavior through fostering commitment, providing direction, forming a shared identity, and creating a sense of belonging. When an organization's culture is in sync with its atmosphere, resources, beliefs, and goals, it is considered effective (Okatan & Alankus, 2017). Organizational culture, it is claimed, acts as a social management system that really can impact employees and also leader behaviors through all the ideals and ethics that exist within an organization (Macintosh & Doherty, 2010). It has been discovered that organizational culture has a direct influence on employee's happiness and dedication(Macintosh & Doherty, 2010). A supportive organizational culture allows for the creation and provision of a warm, supportive, open, approachable, and instrumental work environment for employees(Conant, 2015).

As a result, in project-oriented companies, organizational culture may play a moderating role between the Dark triad and creative work behavior. The literature emphasizes the need of doing a complete investigation on such variables as the Dark triad, organizational culture, and creative work behavior. It is critical for project-oriented businesses that rely entirely on employee output in terms of innovative ideas.

(Owen et al., 2016) discoveries about corporate sociopaths, Machiavellians, and narcissists, and the negative impact  authority and leadership qualities, traits, attitudes, and behaviors have on worker prosperity and firm performance His research work established the hypothesis of a relationship between organization and management, and worker's influence exists and can be harmed by immoral or psychopathic leadership.

(Sinclair et al., 2014) demonstrated that the behavioral and cultural characteristics of associations and firms have a measurable impact on an organization's innovation. (Hart et al., 1992)discussed the supporting evidence that a strong culture was an indicator of an organization's ability to innovate. Externally oriented project-oriented organizations have a very positive and significant impact on innovation and performance development; however, externally oriented organizational culture alludes to market-based orientation, association's versatility or adaptability, and supportiveness with the outside environment.

## 2.9  Mediating role of Innovative Work Place Behavior

The current study contributes to this body of knowledge by investigating how employee Dark Triad personality traits impact supervisor perceptions of employee creative activity. Employee innovation, or the intentional development, promotion, and realization of new thoughts within one work role, group, or organization, is a word used to describe the intentional generation, promotion, and realization of new thoughts within a professional life, collective, or organization.

Creativity or Innovative workplace behaviors provide rare and distinctive assistances to organizations. Innovative workplace behaviors principals to fruitful companies, fulfilled employees, economic prosperity and social development (Gerstner et al., 2013) According to the definition, creativity is defined as the development of innovative and valuable ideas for goods, facilities, procedures, organization practices, professional models, and competitive approaches. It has two main components: novelty and usefulness. Usefulness, on the other hand, stresses implementation and value, whereas novelty promotes originality.

The majority of this research concentrated on the relationship between narcissism and creativity. Innovation is seen to begin with creativity (or the generation of valuable and unique ideas), and it is one of its features(West, 2002). Although narcissists are not necessarily more

35

creative than non-narcissists, they believe they are (Gerstner et al., 2013). they are attracted to creative jobs (Jonason et al., 2014).

Creativity, which is needed at various degrees in practically any work, is appreciated across a wide range of jobs and sectors. Creativity and innovative workplace habits bring exceptional and distinct benefits to firms. Innovative workplace practices result in successful businesses, happy workers, economic progress, and social growth.(Gerstner et al., 2013)

Furthermore, they are adept at persuading others to agree with them (also see Watts et al., 2013), implying that they are capable of evoking good judgments of their idea promotion (the second element of creative behaviors) competency.

Innovation is a potential indicator of inventiveness that helps to organizational growth and is essential to market success accomplishment. Organizational innovation discusses to the implementation and adoption of innovative approaches and organizational practices for internal or external transformation.

## 2.10 Theoretical Framework

The theoretical framework defines the researcher's viewpoint on the creation and examination of the research area by correlating various variables with reference to theory or literature (Imenda, 2014). The links between the variables are depicted in a theoretical framework, which is a schematic diagram shown in a figure.
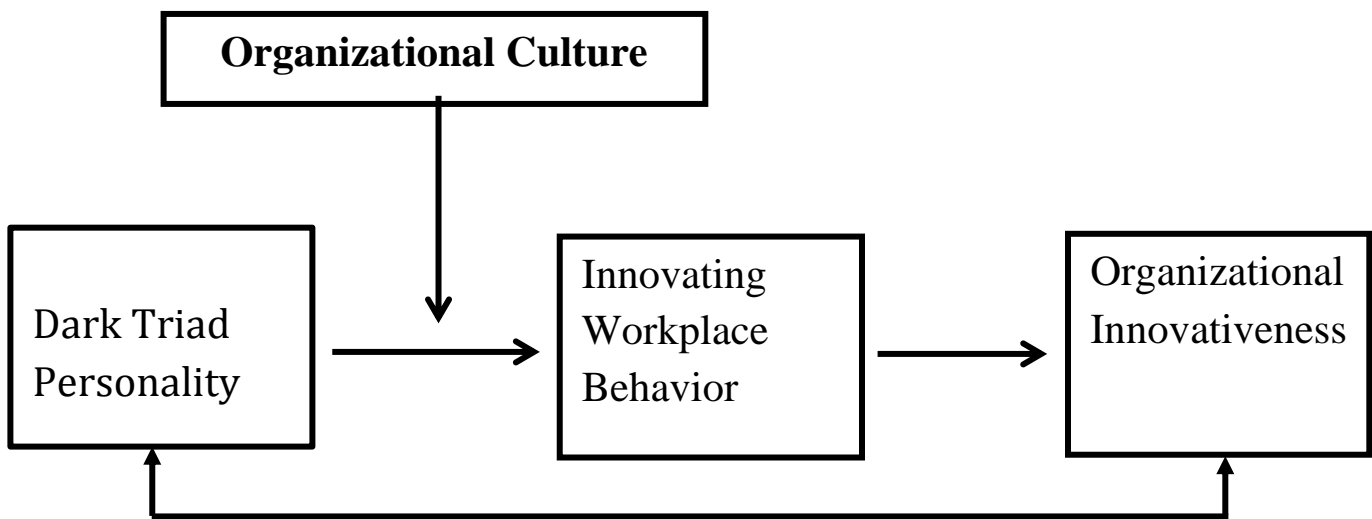
## 2.11 Conceptual Framework

The conceptual framework specifies the conflation of the ideas to be researched in detail and guides the study regarding the concepts engaged in it by explaining the interpretation and explanation of the variables in a certain situation regarding literature (Imenda, 2014). The dimensions and aspects of the various variables under inquiry in a specific situation are also described by the conceptual framework. As a result, the study's dimensions and combination of variables are depicted in a model called a conceptual framework, as illustrated in the figure.

**Organizational Culture**

- Supportiveness

**Dark Triad Personality**

- Machiavellianism
- Narcissism
- Psychopathy

**Innovating Workplace Behavior**

- Idea exploration,
- Idea generation,
- Idea championing,
- Idea implementation

**Organizational Innovativeness**

- Creativity
- Openness
- Future Orientation
- Risk-Taking
- Proactiveness
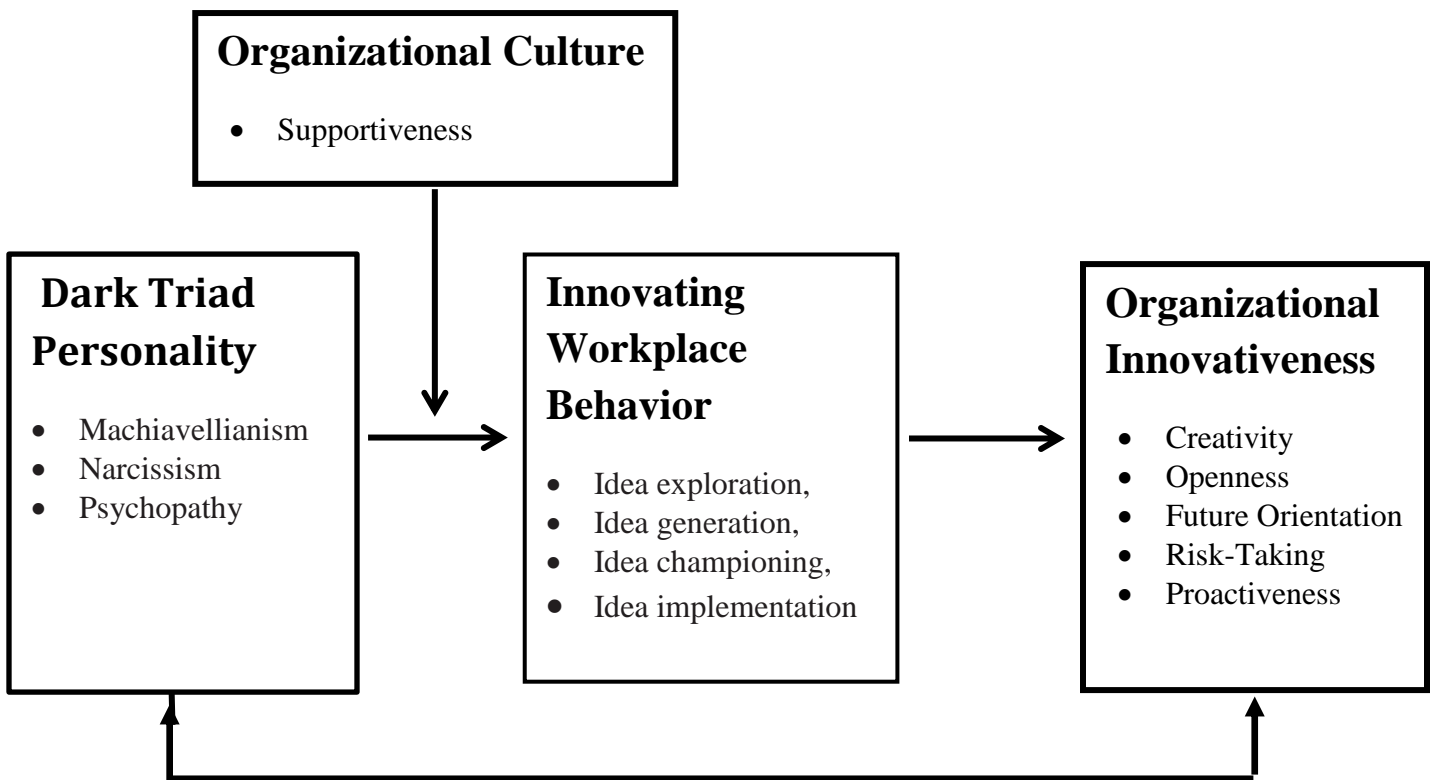
## 2.12 Hypothesis

- **H1**  Dark triad has a positive and significant effect on organizational innovativeness with the presence of mediator innovative workplace behavior when moderator organizational culture in project-oriented organizations of Pakistan.

- **H2**  Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan.

- **H3**  Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on innovative work behavior in project-oriented organizations in Pakistan.

- **H4**  Innovative workplace behavior has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan.

- **H5** Innovative workplace behavior mediates the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan.

- **H6**  Organizational culture has a positive and significant effect on innovative workplace behavior in project-oriented organizations in Pakistan.

- **H7** Organizational culture moderates the relationship between the dark triad (Machiavellianism, narcissism, and psychopathy) and innovative workplace behavior in project-oriented organizations in Pakistan.

# CHAPTER NO 3

## 3. RESEARCH METHODOLOGY

Research methodology is essentially the "how" a certain piece of research is conducted in practice. More precisely, it deals with the methodical methods a researcher employs while designing a study to guarantee accurate outcomes that meet the goals and objectives of the research.

### Research Design

The science or methods for resolving research issues are known as a research methodology. It also defines the assumptions, standards, and logic are related to such methods or disciplines.

This chapter describes the methods and techniques used for empirical testing of the hypothesized relationships while keeping in mind the problem statement and identifying several variables associated with the Dark triad in an integrated framework. The instrument reliabilities and factor analyses of the constructs are also include in this chapter.

### 3.1.1 Research Approach

The research approach is critical in determining the generalizability and validity of the research study. There are two types of research approaches: qualitative and quantitative. These two methodologies used in research investigations. In an exploratory study, the qualitative research method is most commonly used. Furthermore, in social science research, qualitative approaches are widely utilized, in which the researcher discusses a range of objects, activities, and items. This research method was utilized to gather comprehensive information as well as a thorough insight and awareness of the main causes and viewpoints. In addition, it serves as the foundation for recognizing an underpinning issue or problem, then which are used to form a hypothesis, and we are use quantitative research investigations in this research.

It is very important and necessary or vital studying tool, the investigator's prejudices were incorporated into data collecting and analysis, leading to biased and inaccurate results. Economic

and financial studies frequently employ quantitative research. Academics in the social sciences, on the other hand, are increasingly emphasizing the importance of using a quantitative approach when conducting research studies.

The quantitative research technique involves the quantification of objects. Quantification is a technique for assessing various research methods and techniques. Because of this feature, quantitative research is thought to be particularly reliable. This method has a high degree of generalizability as well. Furthermore, using a quantitative research method reduces the possibility of researcher bias. As a result, the outcomes are precise and unbiased, with no room for interpretation.

For this study, quantitative research was chosen. Qualitative research was not easy method and not much advantage because we know that the population of Pakistan country is too much and we did not get clear and reliable results, and too much time taking tool, the quantitative research method has a lot of benefits, it is quite economical. Since the respondents have a list of possibilities at their disposal to choose from, it is impartial. Enough time is given to the respondents to offer thoughtful comments.

### 3.1.2  Study Type

This study searches the impact of the Dark Triad (Machiavellianism, Narcissism, and Psychopathy) on organizational innovativeness from a causal perspective. It also delves into one of the fundamental mechanisms, Innovative workplace behaviors, which leads to organizational innovativeness conducted through the Dark Triad. In addition, Organizational culture, which moderates the link between Dark Triad, and Innovative workplace behaviors, was investigated as a possible moderator.

### 3.1.3  Study Setting

The study settings are non-contrived because data were collected from project-oriented organizations in Pakistan so the settings are natural. The non-contrived work situation was used in this study. To complete the questionnaires, all respondents were interviewed at their respective jobs; thus, it is a field study. Moreover, all participants were ensured of the anonymity of all data and replies supplied, encouraging them to provide accurate and truthful answers.

### 3.1.4  Unit of Analysis

The primary topic or thing that the researcher plans to comment on in the study is referred to as an analysis unit. The research question is the major factor in determining it. Simply, the "who" or "what" that the researcher is interested in investigating is the unit of analysis.(Uma Sekaran & Roger, 2013). Based on the problem description in this inquiry, data are gathered and evaluated at the interpersonal level (employees and supervisors).

### 3.1.5  Time

In this research data was collected from the project-oriented organizations in Pakistan. The respondents' information gathered over about three months. The study also employed a cross-sectional approach to gathering data. The decision to use this approach was prompted by a lack of resources and a deadline—the research study had to be completed within this time range.

### 3.1.6  Purpose of the Study

Research design can defined as conditions for accumulation and investigation of survey data and information in a way that plans to integrate research purpose relevance to the examination reason with the economy in the process. The research design process is a conceptual framework and structure inside which investigation and research conducted; it establishes the diagram for the collection of data, estimation, and investigates of information. Accordingly, the plan incorporates a layout that the analyst will do from composing the hypothesis theory and its functional and operational conclusion to the last analysis of survey data (Kothari, 2004).

This study employed descriptive and causal research approaches since it was done using a quantitative technique. The questionnaire employed as the major data collecting strategy in this study, and a customized questionnaire used for that purpose. The population of this study work chosen to be supervisors and employees of project-oriented-based organizations. In this study work, the non-probability sampling approach was applied. There are two sorts of sampling techniques: probability and non-probability. A total of 388 workers and supervisors were chosen from the functional level employees and supervisors of the project-oriented base organizations, Pakistan, and questionnaires were distributed directly between them. But only 252 responses

collected in return from employees and supervisors they deleted several because they had been received with missing or incorrect data.

### 3.1.7 Research Strategy

A survey method is a procedure, instrument, or technique you might use to interview a predetermined group of individuals in order to collect data for your project. Typically, it makes it easier for participants in the research to communicate with the individual or group conducting the study.

Depending on the sort of study you're conducting and the kind of data you ultimately want to collect, survey methodologies might be either qualitative or quantitative. For instance, you may use Form plus to design and manage an online survey that lets you gather statistical data from respondents. You can set up a focus group or perform an in-person interview for qualitative research. This approach provides quantitative data that allows for easy conclusions and is used to determine and answer questions such as who, when, why, and how. This approach is useful when the researcher wants to generalize sample results to the total population. Finally, this method is inexpensive. Because the purpose of this research is to find out how dark tried leaders and employees work in an innovative workplace behavior and how to effect organizational culture on dark tried personality and innovative workplace behavior and  how this  create or form organizational innovativeness.

## 3.1 Population and Sampling

The population represents the completed participation or set of individuals, events/occasions, or things, which are a researcher, is willing to investigate and explore. It is a set of individuals, occasions, or things of enthusiasm for which the analyst needs to make assumptions in the light of test statistics(Uma Sekaran & Roger, 2013; Wigfield et al., 2013). In this research study, supervisors and employees of the function level from the project-oriented organizations in Pakistan have selected as the population.

## 3.2 Types of investigation

To explore and provide explanation three types of investigations are used i.e. descriptive investigation, comparative investigation, and experimental investigation. The study is the causal study and it is also known as an explanatory study it is used to determine the scope and nature of cause-and-effect interactions. A causal relationship is concerned with people's attitudes and motivations. Data was collected from different project-oriented organizations by using a structured questionnaire.

## 3.3 Sampling Design

Sampling is the process of selecting an acceptable number of the correct components from a full population, thus an analysis of the sample and understanding of its characteristics or attributes allow us to sum such traits or attributes towards population components. The significant steps of sampling are the following: Population definition, sample frame, sampling design, appropriate sample size, and sampling process execution (Sekaran & Roger, 2013). There are two types of sampling techniques, probability sampling, and non-probability sampling.

Non-probability sampling can be defined as a sampling process that doesn't allow the estimation of the probability, that all items have an equivalent option to be included in the sample. Non-probability sampling is also referred to by various names, for example, purposive sampling, deliberate sampling, and judgment sampling. In this kind of sampling, all items for the sample are chosen deliberately and purposely by the research scholar; his decision regarding the items stays incomparable and supreme. It can also be elaborated that, in the case of non-probability sampling the analyst of the research work purposely selects the specific units from the whole population for comprising a sample because the little mass was selected out from a huge one was represented entirely (Kothari, 2004).

This study focuses on the employees of the project-oriented organizations and their sampling frame is difficult to obtain so the study will follow the non-probability sampling specifically a convenience sampling approach is used.

The data was gathered from Pakistan's project-oriented organizations. In addition to the probability sampling methodology, the convenience sampling approach was used. This sampling approach is rated the most acceptable and preferred form of sampling when there is a limited

budget and time. Furthermore, this is most certainly the most extensively used sampling method. Since there is no need for travel or substantial planning, convenience sampling is relatively inexpensive. Given that it needs little investment and prior knowledge, this approach is especially beneficial for students on a tight budget.

Additionally, information was gathered through self-reported questionnaires that were distributed at particular project-oriented businesses in Pakistan along with a brief overview of the study's topic.

Some questionnaires were also distributed to relevant respondents using online Google forms. Only 252 questionnaires were used out of 388 since some were returned unfinished or even with incomplete details, therefore they were eliminated.

## 3.4    Data Collection Method

The responses were chosen with the assistance of organizational management. In this study, questionnaires were based on employees and supervisors. They consented in advance or before obtaining the questionnaire, and the purpose of the study was explained to them so they could quickly and accurately complete the questionnaire. Additionally, the responder received guarantees regarding the privacy of their answers and legal ability to take part in the survey. The questionnaire was given directly to respondents in order to collect data. The acquired data's dependability was examined.

## 3.5    Extent of Research Interference

The research had little interference, and its findings were important since the Dark triad personality directly affects organizational innovation. Organizational culture moderates the relationship between dark tried and innovative workplace behavior; innovative workplace behavior mediates the relationship of the dark triad and organizational innovativeness.

## 3.6    Measurements and Measures

The key variables under research are measured using the following instruments, which have been previously published in credible publications and have good reliability and model fit. To prevent the typical scale anchors bias, which occurs when the same anchors are used

44

repeatedly for all of the variables in the questionnaire (Podsakoff et al., 2003). Various anchors

are used to assessing different variables.

## 3.7 Scale Summary

| Variables | Scales | Items |
|---|---|---|
| Dark triad Personality (Machiavellianism, Psychopathy, Narcissism.) | (Daniel N. Jones & Paulhus, 2014) | **41** |
| Organizational innovativeness | (Ruvio et al., 2014) | **20** |
| Innovative workplace behavior | (J. De Jong & Hartog, 2010) | **17** |
| Organizational culture | (Sarros et al., 2005) | **04** |

### 3.7.1  Dark triad personality

Dark triad Personality refers to a grouping of three sub-clinical psychological traits:
Machiavellianism, psychopathy, and narcissism.

To measure the Machiavellians, psychopathy, and narcissism .This study used the self-reported

Work Value survey (Daniel N. Jones & Paulhus, 2014). And respondents were asked, "It's not a

good idea to share your secrets". The 41 survey items and the responses are 1 (none) to 5 (a very

great amount).

### 3.7.2  Innovative work place behavior

To measure the innovative workplace behavior, this study used the 17 items, a self-

reported, innovative workplace behavior scale aligned with previous studies(J. De Jong &

Hartog, 2010) to measure innovative workplace behavior in an innovations context and the

anchors to take the responses was 1to 5 (strongly disagree to strongly agree).

### 3.7.3        Organizational innovativeness

To measure organizational innovativeness, this study adapts positively 20 stated questions from the measure of self-monitoring (Ruvio et al., 2014). The responses were taken on a five-point Likert format scale ranging from 1to 5 (strongly disagree to strongly agree).

### 3.7.4        Organizational culture

To measure organizational culture, this study adapts positively 04 stated questions from the measure of self-monitoring by (Sarros et al., 2005).   The responses were taken on a five-point Likert format scale ranging from 1to 5 (strongly disagree to strongly agree).

## 3.8 Procedure/Data Collection

Social science statistical software was used to examine the data (SPSS). It is one of the most well-known and extensively used tools for doing very sophisticated data analysis with straightforward instructions. This program used to put the study's hypothesis to the test and assess the results, researchers used reliability analysis, descriptive analysis, regression, correlations, demographic analysis, mediation analysis, and moderation analysis.

## 3.9Process and Procedure

PROCESS is an SPSS and SAS observed variable path analysis modeling tool.

Andrew F. Hayes is a Professor of Communication and quantitative Psychology. His main areas of interest in research include linear regression analysis and structural equation modeling. This research has recently focused on the estimation and interpretation of models with intervening variables (mediation analysis) and models with interaction effects (moderation analysis), as well as their combination (conditional process modeling). In this study, we utilized Model 7 for variables moderation and mediation.

## 3.10      Data Analysis& Techniques

The conclusions of the investigation are shown below. These following tables depict the characteristics of the respondents that worked in a Pakistani project-oriented company as employees and subordinates.

46

## 3.11.1 Reliability Analysis

Internal consistency should be maintained for modified questionnaire items. All aspects must be assessed in the same context, such that they are proportionate to one another. Cronbach's alpha is a well-known and reliable coefficient for determining internal consistency.

When the same scales are used and items are investigated several times at various times, reliability analysis gives consistent results. The capacity of a scale to generate consistent findings when tested at different periods determines its dependability. Reliability analysis refers to the consistency of data obtained by a scale when measured many times. Cronbach's alpha is a measure of all variables' internal consistency. It is regarded as a measure of scale consistency.

Cronbach's alpha is a measure of internal consistency, or how closely related two or more items are. It is sometimes referred to as a measure for a scale's reliability. It displays whether or not there is a connection between variables. It is regarded dependable when the scale has values larger than 0.7. The provided collection of scales or measures is less trustworthy if the value is a reduced amount of than 0.7. The collected data was checked for correctness and consistency.

| Cronbach's Alpha | No. of Items |
|:---:|:---:|
| .738 | 13 |
| .723 | 13 |
| .719 | 15 |
| .764 | 04 |
| .778 | 17 |
| .792 | 21 |

The Cronbach Alpha value for Machiavellianism is.738, and the number of Machiavellianism items is 13. Machiavellianism has a value of 0.70, indicating that it is reliable. The Cronbach Alpha value for narcissism is.723 and the number of narcissistic items is 13. So, if narcissism has a value of 0.70, it is reliable. Cronbach Alpha's value for psychopathy is.719, and the number of psychopathy items is 15. So, if the value of psychopathy is 0.70, it is reliable.

47

Cronbach Alpha's value for organizational culture is.764, and the number of organizational culture items is 04. So the value of organizational culture is 0.70, indicating that it is dependable. Cronbach Alpha's value for innovative workplace behavior is.778, and the number of innovative workplace behavior items is 17. So, if the value of innovative workplace behavior is 0.70, it is reliable. Cronbach Alpha's value for organizational innovativeness is.792, and the number of organizational innovativeness items is 21. So, if the value of organizational innovativeness is 0.70, it indicates dependability.

As a result, the range that is permitted for this research study's variables alpha values includes all of them. The gathered information can therefore be used as a basis for further computations and analysis.

The above results show that all variables have Cronbach's Alpha values greater than 0.7 (Cronbach's Alpha values greater than 0.7 are considered acceptable). During the analysis, no items were deleted, indicating that all of the instruments are reliable.

## 3.11.2 Demographics

### Age of Respondents

Very first demographic variable that is widely employed in worker behavioral study is the age of the worker. Participants may, however, feel awkward revealing this knowledge freely. As a consequence, a foundation range was produced to handle the issue of acquiring the ages of responders.

|  | FREQUENCY | PERCENT AGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| 20_29 Years | 72 | 28.3 | 28.3 | 28.3 |
| 30_39 Years | 90 | 35.4 | 35.4 | 63.8 |
| 40_49 Years | 74 | 29.1 | 29.1 | 92.9 |
| 50&Above | 18 | 7.1 | 7.1 | 100.0 |
| Total | 254 | 100.0 | 100.0 | |

Of the total of 254 employees, 72 were between the ages of 20 to 29 employees, accounting for 28.3%, 90 were between the ages of 30 and 39 employees, accounting for 35.4 %,

74 were between the ages of 40 and 49 employees, accounting for 29.1 % and 18 were between the ages of 50 and above employees, accounting for 7.1 %.

### Gender of Respondents

Gender of respondent was the second demographic variable, and it is now the most important demographic variable in social and organizational sciences. Because both genders have different perspectives and thinking habits, social scientists must assess both male and female employees' perceptions.

| | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| MALE | 154 | 60.6 | 60.6 | 60.6 |
| FEMALE | 100 | 39.4 | 39.4 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

Of the over-all of 254 employees, 100 of the whole sample's employees were women, making up 39.4% of the overall sample, while 154 employees, or 60.6%, of the total sample were men.

**Respondents Marital Status**

Now demographic variable was respondent's marital status, which is also an important demographic variable. Social scientists must assess single employees and married employee's observations because they have different viewpoints and thinking conducts.

| | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE PERCENT |
|---|---|---|---|---|
| UNMARRIED. | 88 | 34.6 | 34.6 | 34.6 |
| MARRIED | 134 | 52.8 | 52.8 | 87.4 |
| DIVORCED | 20 | 7.9 | 7.9 | 95.3 |
| WIDOW | 12 | 4.7 | 4.7 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

The total sample was 254 of which 88 were unmarried respondents which is 34.6 %, 134 were married respondents which is 52.8 %.20 were divorced respondents which is 7.9 %, and 12 were widows respondents which are 4.7 %.

**Education of Respondents**

Education is an essential component of a country's economic growth and competitiveness on a global scale. As a consequence, education ranks second only to age and gender as a critical component of demography in the research study.

|  | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| Intermediate. | 20 | 7.9 | 7.9 | 7.9 |
| Bachelors. | 84 | 33.1 | 33.1 | 40.9 |
| Master. | 99 | 39.0 | 39.0 | 79.9 |
| MPhils. | 42 | 16.5 | 16.5 | 96.5 |
| PhD. | 09 | 3.5 | 3.5 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

Total employees were 254, with 20 of the total sample having Intermediate respondents, credentials (7.9 percent), and 84 of the total sample having Bachelor qualifications respondents, (33.1 percent). 99 workers in the entire sample had Masters degrees respondents, accounting for 39.0 percent, 42 employees in the complete sample had MPhil degrees respondents, accounting for 16.5 percent, and 09 employees in the overall sample had Ph.D. respondents, degrees, accounting for 3.5 percent.

**Experience of Respondents**

Experiences shape and improve a person's way of intelligent, approach, and controlling of surroundings, as well as their behaviors. A hold, for example, has a completely diverse experience than a ten-year veteran. As a consequence, the survey's demographic variables include information about the respondents' experiences. Different periods for experience were created in the questionnaires to gather information about the respondents' individual experiences, allowing them to freely identify their job term in the relevant topic.

| | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| Below 01 YEARS | 08 | 3.1 | 3.1 | 3.1 |
| 01-05 YEARS | 40 | 15.7 | 15.7 | 18.9 |
| 06-10 YEARS | 87 | 34.3 | 34.3 | 53.1 |
| More than 10 YEARS | 119 | 46.9 | 46.9 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

Total employees were 254, out of which 08 employees have work experience of less than a 01 year which is 3.1% of respondents, 40 employees have work experience from 01-05 years 15.7% of respondents, 87 employees have work experience from 06 to10 years 34.3 % of respondents, and 46.9 percent of the staff have more than ten years of experience.

### Income of Respondents

Income was also a demographic feature. Different income levels were created in the surveys to gather so that they could quickly enter their income in the relevant section, information about the respondents' various earnings.

| | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| 20 & Below | 04 | 1.6 | 1.6 | 1.6 |
| 20,000_40,000 | 50 | 19.7 | 19.7 | 21.3 |
| 40,000_60,000 | 25 | 9.8 | 9.8 | 31.1 |
| 60,000_80,000 | 28 | 11.0 | 11.0 | 42.1 |
| 80,000_100,000 | 55 | 21.7 | 21.7 | 63.8 |
| More Than 100,000 | 92 | 36.2 | 36.2 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

There are 254 total income of respondents, 04 respondents had a monthly income of 20,000/-PKR or below which is 1.6 % income of respondents,50 respondents had a monthly income of 20,000-40,000/-PKR which is 19.7 % income of respondents, and 25 respondents which are 9.8 % of the sample had a monthly income between 40,000-60,000/-PKR, 28 respondents which are 11.0 % of the sample had monthly income between 60,000-80,000/-PKR, a total of 92 employees, or 36.2% of the workforce, had an income of more than 100,000 Pakistani rupees, while 55 respondents, or 21.7% of the sample, reported monthly incomes between 80,000 and 100,000 PKR.

## Demographics of Respondents

### Respondents Age

The first employee's demographic variable, which is mostly used in worker behavior study, was age. Participants may, however, feel awkward revealing this knowledge freely. As a result, a range foundation was created to handle the issue of acquiring the ages of responders.

|  | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| BELOW 20 | 09 | 3.5 | 3.5 | 3.5 |
| 21_30 YEARS | 157 | 61.8 | 61.8 | 65.4 |
| 31_40 YEARS | 74 | 29.1 | 29.1 | 94.5 |
| 41_50 YEARS | 12 | 4.7 | 4.7 | 99.2 |
| 51&ABOVE | 02 | 8.0 | 8.0 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

There were 254 respondents overall, of whom 9.5% were under the age of 20, 154 were between the ages of 21 and 30, 74 were between the ages of 31 and 40, 12.7% were between the ages of 41 and 50, and two respondents were over the age of 50.

### Respondent Gender

In employees demographic gender was the second variable of respondents, and it is now the most important demographic variable in social and organizational sciences. Because both

genders have different perspectives and thinking habits, social scientists must assess both male and female employees' perceptions.

| | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| MALE | 111 | 43.7 | 43.7 | 43.7 |
| FEMALE | 143 | 56.3 | 56.3 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

Total number of employees that was respond us is 254,111 employees of the total number of employees data were males that are 43.7% of respondents and 143 employees of the total data were females that are 56.3 % of respondents.

### Marital Status of Respondents

The total data that was collected from employees of organizations are 254 and 142 were unmarried group of employees that are 55.9% of respondents, 102 were married group of employee that are 40.2 % of respondents.08 were divorced group of employees that are 3.1 % of respondents, and 02 were widows group of employees that are 0.8 % of respondents.

| | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| UNMARRIED. | 142 | 55.9 | 55.9 | 55.9 |
| MARRIED. | 102 | 40.2 | 40.2 | 96.1 |
| DIVORCED | 08 | 3.1 | 3.1 | 99.2 |
| WIDOW | 02 | 0.8 | 0.8 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

### Education of Respondents

Education is a very important and nessecry element of a Pakistan economic development and ability to compete very efficiently on an international scales. So, education is an important component of employee's demographics in the research study, second only to gender and age.

|  | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| Intermediate | 30 | 11.8 | 11.8 | 11.8 |
| Bachelors | 75 | 29.5 | 29.5 | 41.3 |
| Master | 94 | 37.0 | 37.0 | 78.3 |
| M.S | 55 | 21.7 | 21.7 | 100.0 |
| PhDs | 00 | 0.00 | 0.00 | |
| TOTAL | 254 | 100.0 | 100.0 | |

The total data that was collected from employees of organizations are 254, in which 30 employees of the total sample of employees had Intermediates qualifications that are 11.8% of respondents, 75 employees of the total sample of employees data had Bachelors qualification that are 29.5 % of respondents, 94 employees of the total sample of employees had Masters qualification that are 37.0% of respondents, 55 employees of the total sample of employees had M.S qualification that are 21.7% of respondents and 00 employees of the total sample of employees had Ph.D. qualification that are 0.0% of respondents.

### Experience of Respondents

Experiences shape and improve a person's manner of thinking, approaching, and managing situations, as well as their actions. As a consequence, the demographic factors in the survey contain data about the respondents' experiences. Different time interval for experience was created in the questionnaires data to collect information on the individuals' own experiences, in order for them to freely express their job duration in the relevant topic.

|  | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| BELOW 01 YEAR | 91 | 35.8 | 35.8 | 35.8 |
| 01_05 YEARS | 79 | 31.1 | 31.1 | 66.9 |
| 06_10 YEARS | 63 | 24.8 | 24.8 | 91.7 |
| ABOVE 10 YEARS | 21 | 8.3 | 8.3 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

The total data collected from organization employees is 254 of respondents, of which 91 employees have work experience of below one year (35.6%) of respondents, 79 employees have work experience of 1-5 years (31.1%) of respondents, 63 employees have work experience of 6-10 years (24.8%) of respondents, and 21 employees have work experience of above 10 years (8.3%) of respondents.

**Income of Respondents**

Income is also a very important demographic factor of employees.

|  | FREQUENCY | PERCENTAGE | VALID PERCENTAGE | CUMULATIVE PERCENTAGE |
|---|---|---|---|---|
| BELOW 20,000 | 134 | 52.8 | 52.8 | 52.8 |
| 20,000_40,000 | 48 | 18.9 | 18.9 | 71.7 |
| 40,000_60,000 | 27 | 10.6 | 10.6 | 82.3 |
| 60,000_80,000 | 19 | 7.5 | 7.5 | 89.8 |
| 80,000_100,000 | 26 | 10.2 | 10.2 | 100.0 |
| TOTAL | 254 | 100.0 | 100.0 | |

The total data that was collected from employees of organizations are 254,134 respondents of employees had a monthly income of 20,000 in Pakistani rupees or below that are 52.8 % of respondents, 48 respondents had a monthly income 20,000_40,000 in Pakistani rupees that are 18.9 % of respondents, and 27 respondents that are 10.6 % of the data had a monthly income between 40,000_60,000 in Pakistani rupees, 19 respondents which are 7.5 % of the data had monthly income between 60,000_80,000 in Pakistani rupees and 26 respondents which is 10.2 % of the data had monthly income between 80,000_100,000 in Pakistani rupees.

# CHAPTER NO 4

## 4. Data Analysis

In this chapter, the research methodology is described in depth. Firstly, descriptive statistics for the variables under exploration are providing. A correlation analysis then is managed to perform on the variable, and the correlation coefficients of the variables are explained. The data is then examined for outliers, significant variables, and multicollinearity before the facts are revealed. Regression analysis is then used to confirm or deny the theory for the direct, indirect, and moderated pathways.

### 4.1 Descriptive Statistics

Statistics is divided into two categories: descriptive statistics and inferential statistics. Descriptive statistics are concerned with the creation of specific indices from raw data. Descriptive statistics are statistics that offer descriptive information about a set of data, such as frequency, mean, and standard deviation (Kothari, 2004).

The mean and standard deviation are shown in the following table (4.1).as shown in figure

**Table 4.1**

| VARIABLES | MEAN | STD. DEVIATION |
|-----------|------|----------------|
| MAC | 4.0448 | .39342 |
| NAR | 4.1514 . | 37820 |
| PP | 4.1478 | .35369 |
| OC | 4.2520 | .57578 |
| IWB | 4.1478 | .35369 |
| OI | 4.0883 | .35069 |

56

Table 4.1's means values indicate the average of the respondents' responses.

All of the factors are rated on a Likert scale of 1 to 5, with 1 being strongly disagree and 5 being strongly agree. Scores above 3 indicate agreement among respondents.

The average rating of Machiavellianism is 4.0448, indicating that employees are not envious. While the mean value of narcissism is 4.1514, that are higher than three and indicates that the employees agree to exist narcissists.

While the mean of psychopathy in table are 4.1478, which is larger than three, it indicates that the employees agree that they are psychopaths. The mean value of organizational culture is 4.2520, which indicates agreement, while the mean value of innovative workplace behavior is 4.1478 that are also higher value than three; it indicates that the typical employee is creative. The typical value or mean of organizational innovativeness is 4.0883, which is more than three so that shows the organization is more innovative on the average value.

## 4.2 Correlation Analysis

Correlation analysis investigates the combined fluctuation of two or more variables in order to govern the degree of correlation between the variables (Kothari, 2004). Correlation coefficients can indicate a link between two variables; however, establishing a correlation does not imply that one variable causes a change in another one(Uma Sekaran & Roger, 2013).

A statistical concept known as the correlation coefficient aids in establishing a relationship between expected and actual values gained through statistical experimentation. The estimated correlation coefficient's value illustrates how well the expected and actual values match.

Correlation Value of the coefficient is always between -1 and +1. If the correlation coefficient value is positive, the two variables have a comparable and same relationship. Otherwise, it shows how the two variables are different. This study employs correlation analysis to determine whether there is a relationship between dark triad personality (narcissism, psychopathy, and Machiavellianism), inventive workplace behavior, organizational innovativeness, and organizational culture.

To examine the nature of the variation among these variables, correlation analysis was utilized i.e. whether they vary together Pearson supported using a value range of -0.1 to 0.1 to determine the intensity and type of the link. Positive analysis scores suggest that variables are moving together. On the other hand, negative indicators depict varying movement in the opposite direction. While scores between 0.30 and 0.49 indicate a strong relationship, association values between 0.10 and 0.29 reflect a weak connection. Furthermore, a correlation value of 0.5 to 0.8 suggests a significant relationship between variables.

**Table 4.2**

|  |  | DTP | OC | IWB | OI |
|---|---|---|---|---|---|
| DTP | Pearson Correlation | 1 |  |  |  |
| OC | Pearson Correlation | $.526^{**}$ | 1 |  |  |
| IWB | Pearson Correlation | $.950^{**}$ | $.593^{**}$ | 1 |  |
| OI | Pearson Correlation | $.753^{**}$ | $.773^{**}$ | $.533^{**}$ | 1 |

$*p < 0.05$, $**p < 0.01$, $***p < .001$, N= 254 ** Correlation is significant at 0.01 (2-tailed, *). The correlation is significant at the 0.05 level (2-tailed) The correlation of all variables is shown in Table 4.2.The correlation between dark triad personality and organizational culture was found significant with the value of r = .526** and the value of $p < 0.01$, associated with creative activity at work, and the value of r=.950**and the value of p 0.01 and organizational innovativeness was significant with the value of r =.753$^{**}$ and the value of $p < 0.01$, The correlation between organizational culture and innovative work place behavior remained significant with the value of r=.593$^{**}$and the value of p< 0.01,with organizational culture the value of r= .773$^{**}$and the value of p< 0.01. The correlation between innovative work place behavior and organizational innovativeness was found significant with the value of r =.533** and the value of p< 0.01.

## 4.3 Regression Analysis

Correlation analysis was done to determine the link between variables. Correlation analysis reveals no cause and effect; instead, this shows how that are connected. Such as a consequence, in order to evaluate the causal link between variables, we employed regression analysis to anticipate and quantify their effect. It shows in what way greatly variation for every unit change in the independent variable, there is a corresponding change in the dependent variable.

As a consequence, regression analysis was employed to provide exact variable dependency results. Regression may be divided into two types: linear regression and multiple regressions. When predicting a dependent variable's value determined by its relationship to an independent variable. Simple regression or linear regression is utilized. When two variables are used to demonstrate a causal link between them. Multiple regressions employ numerous explanatory factors to determine how a dependent or response variable will perform. When there's more than two elements present, it is used in situations like moderation and mediation.

Most current research, Andrew Hayes receives greater attention. There is no such thing as a direct link Hayes defines correlation as the relationship between an independent variable and a dependent variable. The Hayes Model no 7 then used evaluates both the direct and moderating effects.

### Direct Variables

This section presents the results of the direct hypotheses. The application of t-values for path loadings was the criterion for the study's evaluation and confirmation of individual hypotheses. The decision point was when the t-value was equal to or greater than 2.326 at 1%, 1.96 at 0.05 Alpha, and 1.282 at 10%.

|  |  |  | **Coeff** | **se** | **t** | **p** |
|---|---|---|---|---|---|---|
| DTP → | IWB | $b_1$ | 1.0139 | .1400 | 7.2401 | .0000 |
| OC → | IWB | $b_2$ | -.3656 | .1158 | -3.1561 | .0018 |
| DTP → | OI | $b_3$ | 2.6327 | .1542 | 17.0745 | .0000 |
| IWB → | OI | $b_4$ | -1.7949 | .0633 | -28.3478 | .0000 |

- **H2 Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan.**

  The independent variable dark triad personality the findings show that has a significant impact on the organizational innovativeness. The second hypothesis is supported by the coefficient value of the direct impact of 2.6327, the se value of.1542, the t value of 17.0745, and the value of.0000.

- **H3 Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on Innovative workplace behavior in project-oriented organizations in Pakistan.**

  The independent variable dark triad personality has a direct effect on the mediating variable innovative workplace behavior, according to the conclusions. The coefficient value of the direct effect are 1.0139, se value are .1400, value of t is 7.2401, and the value of p-value is.0000 showing the third hypothesis are significant.

- **H4 Innovative workplace behavior has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan.**

  The mediating variable innovative workplace behavior has a significant impact on the dependent variable, organizational innovation, The fourth hypothesis is likewise significant, as shown by the effects of the fourth hypothesis, which include coefficient value of the direct impact of -1.7949, value of se are 0.633, value of t of -28.3478, and value of p of.000.

- **H6 Organizational culture has a positive and significant effect on innovative workplace behavior in project-oriented organizations in Pakistan.**

  The moderating variable organizational culture has a direct effect on the mediating variable innovative behavior, The fourth hypothesis has the following repercussions: the coefficient of the significant impact is -.3656, the standard error is.1158, the value of t are -3.1561, and the Value of are.0018 indicates that the fourth hypothesis are significant.

60

**Moderation**

Gender is a moderating variable in this study, as discussed previously in Chapter 2. A moderating variable has a conditional impact on the relationship between the independent and dependent variables. The strength of the relationship between the independent and dependent variables may change depending on the value of the moderating variable.

DTP x OC ⟶ IWB

|  | Coeff | se | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| Constant | -.3614 | .5607 | -.6445 | .5198 | -1.4656 | .7429 |
| DTP | 1.0139 | .1400 | 7.2401 | .0000 | .7381 | 1.2896 |
| OC | .1068 | .1294 | .8256 | .4098 | -.1480 | .3616 |
| Int_1 | -.0067 | .0319 | -.2111 | .8330 | -.0695 | .0560 |

- **H5 Organizational culture moderates the relationship between the Dark Triad (Machiavellianism, narcissism, and psychopathy) and innovative workplace behavior in project-oriented organizations in Pakistan.**

Model 7 of the Andrew Hayes Process is used for moderation analysis. A hypothesis fifth reveals the organizational culture moderates the relationship between Dark triad personality and innovative workplace behavior. According to the outcomes, the coefficient value are -.0067, se value are .319, the value of t is -.2111, the p-value are .8330, LLCI value is -.0695 and ULCI value in the table is .0560. The absence of moderation seen between factors is indicated by the fact that the signs of the lowest and the highest are different.

DTP x IWB ⟶ OI

|  | Coeff | SE | T | P | LLCI | ULCI |
|---|---|---|---|---|---|---|
| Constant | .8718 | .5618 | 1.5518 | .1220 | -.2347 | 1.9782 |
| DTP | 2.6327 | .1542 | 17.0745 | .0000 | 2.3290 | 2.9364 |
| IWB | 1.7949 | .0633 | 28.3478 | .0000 | 1.9196 | 1.6702 |
| Int_1 | .0340 | .0319 | 1.0663 | .2873 | -.0288 | .0969 |

- **H7 Organizational culture moderates the relationship between the dark triad (Machiavellianism, narcissism, and psychopathy) and innovative workplace behavior in project-oriented organizations in Pakistan.**
  - We employ model 7 from Andrew Hayes Process for moderation analysis. The seventh hypothesis demonstrates that the association between Dark triad personality and inventive workplace behavior is moderated by company culture. According to the aforementioned findings, the value of coefficient are.134, the value of se are.035, the value of t are 3.882, the value of P are 0.000, the value of LLCI are 0.066 and the value of ULCI are.202. It indicates that there is moderation between the variables when the sign of the lower and upper limits are the same.
  - **H1 Dark triad has a positive and significant effect on organizational innovativeness with the presence of mediator innovative workplace behavior when moderator organizational culture in project-oriented organizations of Pakistan.**

    **Mediation:**

DTP ⟶ IWB ⟶ OI

**Direct effect of X on Y**

| Coeff | se | t | p | LLCI | ULCI |
|-------|------|---------|-------|--------|--------|
| 2.8128 | .0673 | 41.8139 | .0000 | 2.6803 | 2.9452 |

**INDIRECT EFFECT:**

DTP -> IWB -> OI

| OC | Effect | BootSE | BootLLCI | BootULCI |
|--------|---------|--------|----------|----------|
| 3.5000 | -1.8480 | .0921 | -2.0300 | -1.6749 |
| 4.5000 | -1.8354 | .0784 | -1.9959 | -1.6850 |
| 5.0000 | -1.8292 | .0840 | -2.0009 | -1.6718 |

- **H4 Innovative workplace behavior mediates the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan.**

When the mediator, creative workplace behavior, is present, the total effect indicates the impact of the independent variable, dark triad personality on the dependent variable, and organizational innovativeness. Since the lower limit and higher limit have the same sign, mediation between the variables is present. According to the findings, innovative workplace behavior modulates the link between dark triad personality and organizational innovation. Therefore, based on the findings, hypothesis 4 is also acceptable.

## 4.4 Summary of Accepted & Rejected Hypotheses

The summary of the findings for the research's proposed hypotheses is shown in the table below:

| HYPOTHESE | STATEMENTS | RESULTS |
|---|---|---|
| H1: | **H1** Dark triad has a positive and significant effect on organizational innovativeness with the presence of mediator innovative workplace behavior when moderator organizational culture in project-oriented organizations of Pakistan. | Supported |
| H2: | **H2** Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan. | Supported |
| H3: | **H3** Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on Innovative Work Behavior in project-oriented Organizations in Pakistan. | Supported |

63

| | | |
|---|---|---|
| H4: | **H4** Innovative workplace behavior has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan. | Supported |
| H5: | **H5** Innovative workplace behavior mediates the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan. | Non Supported |
| H6: | **H6** Organizational culture has a positive and significant effect on innovative workplace behavior in project-oriented organizations in Pakistan. | Supported |
| H7: | **H7** Organizational culture moderates the relationship between the dark triad (Machiavellianism, narcissism, and psychopathy) and innovative workplace behavior in project-oriented organizations of Pakistan. | Supported |

# CHAPTER NO 5

## 5. Discussion

This study aims to study the connection between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness. Organizational culture is also utilized as a moderator to figure out how the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness are linked. Innovative workplace behavior was also investigated as a mediator in the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness. This study is based on the theory of person-environment fit (Dawis, 1992). The most important aspect of organizational culture is the fit between the person and the organization (also known as person-organization fit or PO fit). The P component of the P-O fit equation was estimated using the theory of basic human values, which defines morals as desirable, trans-situational goals that vary in significance and serve as managing ethics in people's lives (Treviño et al., 2020). It has been proposed that values are concepts or beliefs that relate to needed end states or behaviors, transcend specific circumstances, guide the selection or evaluation of performance or events, and are disciplined by relative importance (Parkes et al., 2001).

Organizational culture is the 'O' component of the P-O fit equation, and it has been a significant aspect of organizational behavior research for approximately four decades (Treviño et al., 2020). Study is needed to provide the necessary answers concerning the already-existing connection link abusive behavior and other factors involved in the study, such as the association between bullying and depression. between dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness., where innovative workplace behavior acts as a linking mechanism between dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness, and organizational culture as a moderating variable.

For the study data were collected from project-oriented organizations in Pakistan. The first hypothesis of the study states that the Dark triad has a positive and significant effect on

organizational innovativeness with the presence of mediator innovative workplace behavior when moderator organizational culture in project oriented organizations of and the consequences

In light of the evidence, H1 is accepted. The study's next hypothesis is that the Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan. The findings confirm the hypothesis, hence H2 is likewise accepted. The study's third hypothesis is are the Dark triad (Machiavellianism, narcissism, psychopathy) has a positive and significant effect on Innovative Work Behavior in project-oriented organization in the country Pakistan. Additionally, as the findings concur with the hypothesis, H3 is also sustained.4th Hypothesis that are Innovative workplace behavior has a positive and significant effect on organizational innovativeness in project-oriented organizations in Pakistan. The study is validated by this hypothesis as well, hence H4 is approved. Innovative workplace behavior mediates the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan, and this hypothesis also supports the study so H5 is not accepted. Innovative workplace behavior mediates the relationship between the dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations in Pakistan. And this hypothesis also supports the study so H6 is accepted. Organizational culture moderates the relationship between the dark triad (Machiavellianism, narcissism, and psychopathy) and innovative workplace behavior in project-oriented organizations of Pakistan, and this hypothesis also supports the study so H7 is accepted.

## 5.1 Research Questions

### Question. 01 of Research

How are a dark triad, innovative workplace behavior, organizational innovativeness, and organizational culture associated with each other in project-oriented organizations of Pakistan?

### Discussion

The goal of the research was to figure out the impact of dark triad personality on organizational innovativeness: mediating the role of innovative workplace behavior and moderating the role of organizational culture in project-oriented organizations in Pakistan. We

hypothesized a positive link between dark triad personalities on organizational innovativeness: mediating role of innovative workplace behavior and moderating role of organizational culture. Such as a consequence of hypothesis H1, which declares dark triad personality are positively related to organizational innovativeness? Although the three traits are often seen as socially undesirable, a current study reveals that they may be advantageous in organizational settings. For example, it has been discovered that narcissistic people are more likely to become leaders and are also seen to be more successful leaders (Nevicka et al., 2011), that psychopathy in managers is linked to higher assessments of attractiveness and presenting style, and that Machiavellianism in workers is linked to higher levels of dedication to their jobs (Wisse et al., 2015).

These dark personality traits appear to reflect argentic but exploitative strategies that promote resource extraction for the individual at the expense of the broader social environment, which could explain why interpersonal manipulation and callousness appear to be at the core of these dark personality traits (Daniel Nelson Jones & Figueredo, 2013; Marcus et al., 2018). The person-environment fit theory investigates the interaction of an individual's characteristics and surroundings. The environment affects a person just as much as the person influences the environment. Interaction with the environment influences people's behavior, motivation, and physical and mental health. In essence, an optimal fit improves an individual's functioning, such as attitude and performance, whereas an unsuitable fit worsens the individual's functioning. A pediatrician, for example, may notice that a particular school environment does little to help an academically at-risk child .The pediatrician then steps in, urging the school to tailor their programs to the needs of such children, to which they agree. Finally, the child and the school find a person-environment fit (Armitage & Amar, 2021).

The findings of this study show that dark triad personality has a positive and significant impact on organizational innovativeness.

Leaders are the motivators for employees in developing a healthy work culture since the culture shares all individuals' views, ideas, and ideals. This makes it easier to achieve the organization's objectives. Leaders with DT qualities, on the other hand, would exploit and emotionally exhaust their subordinates, putting them under stress, making them despondent, and less content and involved in their work (Wihler et al., 2017).Moreover,(Kurtulmuş, 2018)

emphasizes that dark personalities at work are understudied (Wihler et al., 2017). At the same time, several studies indicate an interest in this gloomy personality at work. As a result, the study's first question is clear.

### Question. 01 of Research Summary

To answer the question "How are a dark triad, innovative workplace behavior, organizational innovativeness, and organizational culture associated with each other in project-oriented organizations of Pakistan"? Hypothesis 1 was established. The results supported the hypothesis.

### Question. 02 of Research

Does the dark triad (Machiavellianism, narcissism, psychopathy) influence organizational innovativeness in project-oriented organizations in Pakistan?

### Discussion

We claimed that the dark triad (Machiavellianism, narcissism, psychopathy) influences organizational innovativeness. Hypothesis 2 suggests that psychological capital effect moral disengagement.

Individuals with consistent patterns of actions, feelings, and emotions are referred to as "personality traits." In contrast, recent research on dark personality has focused on the dark triad Machiavellianism, Narcissism, and Psychopathy. The first dark triad personality component, Narcissism, denotes a common design of imaginative (Termini et al., 2020). The concept of narcissism has changed over time. Today's definition of narcissism is "a healthy to pathological interest in or concern with the self, encompassing notions such as self-esteem, self-system, and self-representation, as well as the genuine or false self." In conceptualizing narcissism, which has been extensively researched as a personality disorder, dominance, exhibitionism, and exploitation as well as sentiments of entitlement and superiority have been described as "normal" personality traits (Ashton & Lee, 2005).Modern psychology also recognizes Machiavellianism as a personality feature. A Machiavellian individual has a deceitful social behavior. He or she lacks

compassion and disregards morals with cynicism. The person prioritizes their own interests and goals. Machiavellianism is a "social behavior technique that entails influencing others for personal gain, usually against the other's self-interest." The $2^{nd}$ dark triad combination states (Serenko & Choo, 2020) psychopathy is distinguished as a result of impulsiveness and the need for excitement, as well as a lack of compassion and worry (Erzi, 2020).

To identify dark personality traits, use the "dark triad" of narcissism, psychopathy, and Machiavellianism (Erzi, 2020). Organizational innovativeness has a connection to psychopathy, narcissism, and Machiavellianism (Szabó et al., 2021). Like everyone else, leaders can display dark personality characteristics to varied degrees.

**Question. 02 of Research Summary**

To answer the question.02 "Does the dark triad (Machiavellianism, narcissism, and psychopathy) influence organizational innovativeness in project-oriented organizations in Pakistan. The results accepted the hypothesis.

**Question. 03 of Research**

Does the dark triad (Machiavellianism, narcissism, psychopathy) associate with innovative work behavior in project-oriented organizations in Pakistan?

**Discussion**

We hypothesized that a dark triad personality increases innovative workplace behavior. For this, we proposed hypothesis 3, which states that dark triad personality is favorably correlated with creative work behavior.

Although few studies explicitly address the link between employee dark triad personality and views of creative or innovative workplace behavior, some research might assist us to build theories. The majority of this research concentrated on the relationship between narcissism and creativity. Creativity (or the generation of valuable and unique ideas) is seen as the beginning of innovation and one of its features  (Wisse et al., 2015). Artistic jobs appeal to narcissists (Jonason et al., 2014). They believe they are more creative than non-narcissists, although they

69

are not necessarily more creative. They're also good at getting people to agree with them (Wisse et al., 2015). They are good at generating favorable views of their ability to promote ideas (the second feature of creative behaviors), indicating that they are good at evoking positive perceptions of their ability to promote ideas.

**Question. 03 of Research Summary**

To answer the question "does the dark triad (Machiavellianism, narcissism, psychopathy) associated with innovative work behavior in project-oriented organizations of Pakistan?" Hypothesis 3 was established. The results accepted this hypothesis.

**Question. 04 of Research**

Does innovative workplace behavior affect organizational innovativeness in project-oriented organizations in Pakistan?

**Discussion**

The findings of the study reveal that innovative workplace behavior has an impact on the productivity of organizational innovativeness. We gathered data from project-oriented organization in Pakistan and the results suggest that Employee innovative behavior (e.g., designing, adapting, and implementing new products and work processes) is a critical asset that allows an organization to succeed in a speedily business atmosphere (Sciences et al., 2012).

Because creative work behavior includes the generation of ideas, it is linked to employee creativity. However, being creative is only one aspect of innovative work behavior. It also involves the actions required to put ideas into action and accomplish improvements that will increase personal and/or corporate performance. As a result, there were four steps to individual innovative work behavior; opportunity research, idea formulation, championing, and implementation (Yunus et al., 2014) . The term innovative behavior connotes behavior that produces creative results while also helping the organization. Employee behaviors aimed toward generating new items, processes, and services are examples of this type of behavior (Hitt & Morgan, 1977).

**Question. 04 of Research Summary**

To answer the question does innovative workplace behavior affect organizational innovativeness in project-oriented organizations in Pakistan?

Hypothesis 04 was formed. The results accepted the hypotheses.

**Question. 05 of Research**

How innovative workplace behavior does plays a mediating role in a dark triad (Machiavellianism, narcissism, psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan?

**Discussion**

Innovative workplace behaviors lead to successful companies, fulfilled employees, economic affluence, and social development (Gerstner et al., 2013)

Furthermore, they are adept at encouraging others to agree with them implying that they are capable of evoking good judgments of their idea promotion (the second element of creative behaviors) competency. Innovation is a possible sign of inventiveness that pays to organizational growth and is serious to market success.

**Question. 05 of Research Summary**

To answer the question of how innovative workplace behavior plays a mediating role in a dark triad (Machiavellianism, narcissism, and psychopathy) and organizational innovativeness in project-oriented organizations of Pakistan? Hypothesis. 05 was formed. The results support the hypotheses.

**Question. 06 of Research**

Does organizational culture affect innovative work behavior in project-oriented organizations in Pakistan?

**Discussion**

The Person-environment fit theory serves as the foundation for this study (Armitage & Amar, 2021). The person-environment theory focuses on the relationships between individual characteristics and the environment, arguing that the individual not only influences his or her environment, but the environment also influences the individual.

There has been a scientific discussion among culture scholars since the 1980s about whether culture can be studied using quantitative approaches. The members of an organization develop shared behaviors, values, and beliefs, which are referred to as organizational culture (Ababaneh, 2010). Organizational culture, social and economic resources, and organizational climate are the circumstances that promote individuals' motivation and performance in an organizational setting (Hitt & Morgan, 1977). The inner structure of organizations is based on organizational members' values, beliefs, and assumptions (Sarros et al., 2005).

Researchers have developed studies regarding the relationship between various types of cultures and innovation results based on this definition. Organizational culture is defined and used largely as a correctly consistent set of values, beliefs, assumptions, and symbols distributed throughout the organization (Verdu-Jover et al., 2018). Organizational culture refers to the shared values, principles, norms, and assumptions that shape behavior through fostering commitment, providing direction, forming a shared identity, and creating a sense of belonging. When an organization's culture is in sync with its atmosphere, resources, beliefs, and goals, it is considered effective (Okatan & Alankus, 2017). The term innovation organizational culture refers to a work environment that is creative, inventive, and results-oriented, as well as difficult, and has a considerable influence on the Dark triad personality (Elidemir et al., 2020) .

**Question. 06 of Research Summary**

To answer the question does organizational culture affect innovative work behavior in project-oriented organizations in Pakistan? Hypothesis 6 was established. The results did not support the hypotheses.

**Question. 07 of Research**

What is the moderating impact of organizational culture on the dark triad (Machiavellianism, narcissism, psychopathy) and innovative work behavior in project-oriented organizations in Pakistan?

**Discussion**

Here this research explains the term Culture "complex whole that includes knowledge, beliefs, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society" in anthropology. The impact of human science on the investigation of an organization's culture is similarly broad and direct. Sociologists distinguish elements of associations, such as ambiguity, casual standards, and folkways, as being crucial to the current enthusiasm for a company's culture. As a result, there are two fundamental approaches to dealing with official formal culture, social and cultural types/sorts, and social dimensions. Various studies have been conducted in the field of culture from various perspectives (Liu, 2006). This study is based on the theory of person-environment fit (Armitage & Amar, 2021).The person-environment theory focuses on the relationships between individual characteristics and the environment, arguing that the individual not only influences his or her environment, but the environment also influences the individual.

The person-environment fit theory investigates the interaction of an individual's characteristics and surroundings. The environment influences a person just as much as the person influences the environment (Sinclair et al., 2014) demonstrated that the behavioral and cultural characteristics of associations and firms have a measurable impact on an organization's innovation (Hart et al., 1992) discussed the supporting evidence that a strong culture was an indicator of an organization's ability to innovate. Externally oriented project-oriented organizations have a very positive and significant impact on innovation and performance

73

development; however, externally oriented organizational culture alludes to market-based orientation, association's versatility or adaptability, and supportiveness with the outside environment.

### Question. 07 of Research Summary

**T**o answer the question of moderating the impact of organizational culture on the dark triad (Machiavellianism, narcissism, psychopathy) and innovative workplace behavior in project-oriented organizations of Pakistan?

## 5.2   Conclusion

Employers in corporate organizations want to improve workplace behavior and organizational innovativeness to achieve long-term organizational goals. Employees may be unable to fulfill their obligations and official commitments due to certain personality traits (dark). The study's goal was to investigate the impact of dark personality traits on organizational innovativeness and to investigate the moderating role of organizational culture in project-oriented organizations in Pakistan. The findings of this study reveal the relationship and impact of dark personality traits on organizational innovativeness, innovative workplace behavior as a mediator as well as the role of organizational culture as a moderator. These findings clearly showed that three negative personality traits, namely, Machiavellianism, Narcissism, and Psychopathy harm organizational innovativeness. Organizational innovativeness will suffer in the presence of these characteristics when compared to other employees. Based on the findings, it can be concluded that project-oriented organization's employees face difficulties to create innovation and achievements in the presence of Machiavellianism, Narcissism, and Psychopathy. However, we hypothesized that Machiavellianism, Narcissism, and Psychopathy would have a positive impact on organizational innovativeness and the study also results show that Machiavellianism, Narcissism, and Psychopathy have a positive impact on organizational innovativeness.

However, in the corporate sector, these three characteristics foster a competitive environment in which employees compete with one another at work by doing more work and completing their tasks and innovation is more important if any organization competes in a

market. Because companies encourage their employees to compete with one another and gain more and more profit for the organization, it will benefit both the organization and the employees. Organizational innovativeness is not affected by pride. Furthermore, organizational culture and innovative workplace behavior influence organizational innovativeness positively. We can say that in the presence of moderator organizational culture (supportiveness) and mediator innovative workplace behavior, these negative characteristics have a less negative impact on innovation. It suggests that there may be conditions that determine which character's characteristics are strongly or weakly related to an innovative workplace behavior increment and improvement. Thus, with additional research, professionals may be able to tailor official preparation training and developing projects to the specific needs of the workers. Workers improve their work capabilities and innovativeness through self-analysis and essential knowledge acquisition. Associations should hold sessions for their employees to improve their self-awareness, self-control, and personality traits.

The results showed a significant relationship between dark triad personalities on organizational innovativeness: mediating the role of innovative workplace behavior and moderating the role of organizational culture in project-oriented organizations in Pakistan.

## 5.3 Recommendations

A deeper understanding of the impact of dark triad personalities on organizational innovation may be gained from this study's methodological and theoretical foundations. In the present study, organizational innovativeness was the sole influence that was examined. Future studies should look at how unpleasant and exploitative leadership affects employee retention and innovation. Future research would benefit from including more participants, perhaps from different nations, and from carrying on with the understanding of the relationship between dark triad personalities and organizational inventiveness by including more participants, perhaps from different countries.

The current study opens up several avenues for future research while also contributing to the literature. Although this study adds to the literature, it is not without limitations. The majority of dark personality research has been limited to a few topics and settings. First, most organizational research uses the Dark Triad as an organizing framework, which omits a

significant segment of the subclinical domain. Second, dark personality needs to be studied more concerning bright outcomes, with a focus on boundary conditions. Scholars, in particular, rarely focused on the seven deadly sins as dark personality traits. This association of dark predictors with negative outcomes makes sense, but it leaves many questions unanswered. It was extremely difficult to locate relevant literature, particularly empirical literature on the subject matter. Furthermore, respondents are hesitant to write down their answers when filling out the questionnaire, particularly on topics such as lust, pride, and greed. This research study suggests that a relationship between dark personality traits and CSR or Knowledge management may be discovered, and whether or not these can eliminate or reduce the effect of dark personality traits. Furthermore, for future studies, this research framework may be analyzed in both public and non-profit organizations. Similarly, future research could look into other domains of dark personality traits besides the dark triads and seven deadly sins.

## 5.4  Practical Implications

The current study focuses on innovative workplace behavior, with the moderated mediation of organizational culture and Innovative workplace behaviors. The literature was an additional variable in this investigation. The study's parallel examination of antecedents and outcomes is helpful to many managers and organizations. Managers must take cultural differences into account when formulating strategies since there are significant gaps in the body of knowledge on corporate culture and innovative workplace behavior.

And from the other perspective, the latest results add to the organizational literature by examining the role of innovative workplace behavior in presenting a link between the Dark Triad (Machiavellianism, Narcissism, and Psychopathy) and organizational innovativeness. It offers a thorough description of how things work the Dark Triad (Machiavellianism, Narcissism, and Psychopathy) in the workplace leads to organizational innovativeness. Also, according to the study, Dark Triad (Machiavellianism, Narcissism, Psychopathy) are the basics of nonproductive innovation.

## 5.5 Limitations

The number of data was rather modest. That will help in the computation of results if it is raised. To capture the influence of situational circumstances, this study might be undertaken

76

utilizing a longitudinal research approach. To increase the efficacy of comprehending their connection, Information can be gathered from immediate supervisors, followed by their employees with a 30-day time separation between them.

The findings may or may not apply to other organizational cultures or situations because this study was done in a Pakistani environment with distinct organizational cultural values. In the forthcoming, cross-cultural research be able to be undertaken to examine the influence of cultural variations on the described a model. Other variables of Counterproductive work behavior's, such as place of work bullying, straight antagonism, and workplace bullying, might alter perception and hence influence behavioral intention to behave innovatively, but were not studied. Because a non-probability approach was utilized, it should be redone to use a multiple sampling technique in the future. Future study can discover these and other elements that influence people's perceptions and attitudes about these variables and link them to people's proclivity to disengage.

This investigation has a significant implication in that it provides insight into the dynamic relationship between character characteristics and individual work performance.

This research work will be practically beneficial for the organization in terms of creating a competitive environment among employees, which will promote narcissisms and psychopathy characteristics in the employees, allowing them to work more effectively and achieve more results for the organization.

## 5.6 Future Directions

Theoretical and practical implications can be used to guide future research. The fundamental problem with the data utilized in the research is that it is self-reported, which causes error or imprecision. The data that the researcher has no control over. Further experts have argued in the case of self-report that social desirability takes remained the emphasis. Over again and under-reporting are both prevalent both examples of social desirability. Over-reporting implies favoritism, whereas under-reporting implies the inverse (Teng et al., 2021).

As a result, biasness bias may have impacted the replies of other research respondents. The findings have extremely little generalizability.

77

This can also be investigated using moderators other than organizational culture or another organizational culture dimension, at here only supportiveness dimensions are used. Other condition based characteristics, such as the function of innovative workplace behavior as a mediator and moderator, can be used to study the relationship between dark triad personalities and organizational innovativeness. Moreover, because the data gathering participants were all from a project-oriented firm in Pakistan, the findings may not be applicable to other industries or enterprises. The study also explored the type of organizational cultural support that enables any black triangular person to develop and assist high-level employees to innovate and provide them with information about their organization in that perspective so that they can carry out appropriate ethics to improve the organization. Innovating in the future in other industries with a different culture. In order to evaluate the effectiveness of the integrated model that was used in the study, future research studies can include information from a range of companies or sectors.

# REFERENCES

Ababaneh, R. I. (2010). The role of organizational culture on practising quality improvement in Jordanian public hospitals. *Leadership in Health Services*, *23*(3), 244–259. https://doi.org/10.1108/17511871011061064

Afsar, B., Badir, Y., & Muddassar, M. (2015). Journal of High Technology Management Research Person – job fi t , person – organization fi t and innovative work behavior : The mediating role of innovation trust. *Journal of High Technology Management Research*, *26*(2), 105–116. https://doi.org/10.1016/j.hitech.2015.09.001

Armitage, L. A., & Amar, J. H. N. (2021). Person-Environment Fit Theory. *A Handbook of Theories on Designing Alignment between People and the Office Environment*, 14–26. https://doi.org/10.1201/9781003128830-2

Arvan, M. (2013). "a lot more bad news for conservatives, and a little bit of bad news for liberals? Moral judgments and the dark triad personality traits: A follow-up study." *Neuroethics*, *6*(1), 51–64. https://doi.org/10.1007/s12152-012-9155-7

Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, *66*(June), 101635. https://doi.org/10.1016/j.techsoc.2021.101635

Back, M. D., Küfner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. *Journal of Personality and Social Psychology*, *105*(6), 1013–1037. https://doi.org/10.1037/a0034431

Barham, H., Dabic, M., Daim, T., & Shifrer, D. (2020). The role of management support for the implementation of open innovation practices in firms. *Technology in Society*, *63*(August), 101282. https://doi.org/10.1016/j.techsoc.2020.101282

Barney, J. B. (1986). Strategic Factor Markets: Expectations, Luck, and Business

Strategy. *Management Science*, *32*(10), 1231–1241. https://doi.org/10.1287/mnsc.32.10.1231

Barrick, M. R., & Mount, M. K. (1991). Personnel Psychology the Big Five Personality Dimensions and Job Performance: a Meta-Analysis. *Personnel Psychology*.

Başar, E., Gölbaşı, B. T., Tülay, E., Aydın, S., & Başar-Eroğlu, C. (2016). Best method for analysis of brain oscillations in healthy subjects and neuropsychiatric diseases. *International Journal of Psychophysiology*, *103*, 22–42. https://doi.org/10.1016/j.ijpsycho.2015.02.017

Başar, U. (2020). A Multilevel Study of Relationships between Leaders Dark Triad and Employee Burnout: Mediating Role of Perceived Dark Leadership. *Journal of Business Research - Turk*, *12*(3), 2407–2423. https://doi.org/10.20491/isarder.2020.983

Bouncken, R., Cesinger, B., & Tiberius, V. (2020). Narcissism, machiavellianism, and psychopathy of top managers: Can entrepreneurial orientation secure performance? *International Journal of Entrepreneurial Venturing*, *12*(3), 273–302. https://doi.org/10.1504/IJEV.2020.107932

Brown, J., Akers, M. D., & Giacomino, D. E. (2013). The Clute Institute Copyright by author(s) Creative Commons License CC-BY 375 Narcissism And Accounting Majors. *American Journal Of Business Education*, *6*(3), 2013. http://en.wikipedia.org/wiki/Narcissistic_Personality_Inventory

Brud, P. P., Rogoza, R., & Cieciuch, J. (2020). Personality underpinnings of dark personalities: An example of Dark Triad and deadly sins. *Personality and Individual Differences*, *163*(December 2018). https://doi.org/10.1016/j.paid.2020.110085

Brunell, A. B., Gentry, W. A., Campbell, W. K., Hoffman, B. J., Kuhnert, K. W., & Demarree, K. G. (2008). Leader emergence: The case of the narcissistic leader. *Personality and Social Psychology Bulletin*, *34*(12), 1663–1676. https://doi.org/10.1177/0146167208324101

Campbell, J., Schermer, J. A., Villani, V. C., Nguyen, B., Vickers, L., & Vernon, P. A. (2009). A behavioral genetic study of the dark triad of personality and moral development. *Twin Research and Human Genetics*, *12*(2), 132–136. https://doi.org/10.1375/twin.12.2.132

Carlisle, Y., & McMillan, E. (2006). Innovation in organizations from a complex adaptive. *Creativity and Innovation Management*, *8*(1), 1–24.

Chatman, J. A. (1989). Improving Interactional Organizational Research: A Model of Person-Organization Fit. *The Academy of Management Review*, *14*(3), 333. https://doi.org/10.2307/258171

Chen, S., Wu, M., & Chen, C. (2010). *Employee ' s Personality Traits , Work Motivation and Innovative Behavior in Marine Tourism Industry*. *2010*(June), 198–205. https://doi.org/10.4236/jssm.2010.32024

Clark, K., Garcia, A., Gersten, R., Goldberg, A., Lasken, D., Littlejohn, J., Morgan, C., Munro, R. K., Porter, R. P., Rossell, C. H., & Siano, J. (2000). *Available from*. 49.

Conant, D. R. (2015). To Win in the Marketplace , You Must First Win in the Workplace. *2015*, *September 1983*, 2015. https://doi.org/10.26127/BTUOpen-5743

Contreras, F. V, Juan, ;, & Espinosa, C. (2019). *The blurred edge between the «bright» and «dark» side of leadership El borde difuso entre el lado «brillante» y el lado «oscuro» del liderazgo*. *40*(7).

Corrales, G. O. (n.d.). *Social Environment , Morality , and Dark Personality Traits*.

Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism Scale. *Journal of Management*, *35*(2), 219–257. https://doi.org/10.1177/0149206308318618

De Hoogh, A. H. B., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and

subordinates' optimism: A multi-method study. *Leadership Quarterly*, *19*(3), 297–311. https://doi.org/10.1016/j.leaqua.2008.03.002

Deluga, R. J. (2001). American presidential Machiavellianism: Implications for charismatic leadership and rated performance. *Leadership Quarterly*, *12*(3), 339–363. https://doi.org/10.1016/S1048-9843(01)00082-0

Edwards, J. R. (2008). 4 Person–Environment Fit in Organizations: An Assessment of Theoretical Progress. *The Academy of Management Annals*, *2*(1), 167–230. https://doi.org/10.1080/19416520802211503

Elidemir, S. N., Ozturen, A., & Bayighomog, S. W. (2020). Innovative behaviors, employee creativity, and sustainable competitive advantage: A moderated mediation. *Sustainability (Switzerland)*, *12*(8). https://doi.org/10.3390/SU12083295

Erzi, S. (2020). Dark Triad and schadenfreude : Mediating role of moral disengagement and relational aggression. *Personality and Individual Differences*, *157*(November 2019), 109827. https://doi.org/10.1016/j.paid.2020.109827

Eskiler, E., Ekici, S., Soyer, F., & Sari, I. (2016). The relationship between organizational culture and innovative work behavior for sports services in Tourism enterprises. *Physical Culture and Sport, Studies and Research*, *69*(1), 53–64. https://doi.org/10.1515/pcssr-2016-0007

Fani, T., & Ghaemi, F. (2011). Implications of Vygotsky's zone of proximal development (ZPD) in teacher education: ZPTD and self-scaffolding. *Procedia - Social and Behavioral Sciences*, *29*(Iceepsy), 1549–1554. https://doi.org/10.1016/j.sbspro.2011.11.396

Gardner, D. G., & Pierce, J. L. (2011). A question of false self-esteem: Organization-based self-esteem and narcissism in organizational contexts. *Journal of Managerial Psychology*, *26*(8), 682–699. https://doi.org/10.1108/02683941111181770

Gerstner, W. C., König, A., Enders, A., & Hambrick, D. C. (2013). CEO Narcissism, Audience Engagement, and Organizational Adoption of Technological

Discontinuities. *Administrative Science Quarterly*, *58*(2), 257–291. https://doi.org/10.1177/0001839213488773

Goncalo, J. A., & Staw, B. M. (2006). Individualism-collectivism and group creativity. *Organizational Behavior and Human Decision Processes*, *100*(1), 96–109. https://doi.org/10.1016/j.obhdp.2005.11.003

Gottman, J. M., Coan, J., Carrere, S., Swanson, C., Gottman, J. M., Coan, J., Carrere, S., & Swanson, C. (1998). Predicting Marital Happiness and Stability from Newlywed Interactions Published by : National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions. *Journal of Marriage and Family*, *60*(1), 5–22. https://doi.org/10.1002/job

Gruys, M. L., & Sackett, P. R. (2003). Investigating the dimensionality of counterproductive work behavior. *International Journal of Selection and Assessment*, *11*(1), 30–42. https://doi.org/10.1111/1468-2389.00224

Hart, J. J., DiTomaso, J. M., Linscott, D. L., & Kochian, L. V. (1992). Transport interactions between paraquat and polyamines in roots of intact maize seedlings. *Plant Physiology*, *99*(4), 1400–1405. https://doi.org/10.1104/pp.99.4.1400

Henrich, J. (2015). Culture and social behavior. *Current Opinion in Behavioral Sciences*, *3*(2007), 84–89. https://doi.org/10.1016/j.cobeha.2015.02.001

Hirst, G., Van Knippenberg, D., Chen, C. H., & Sacramento, C. A. (2011). How does bureaucracy impact individual creativity? A cross-level investigation of team contextual influences on goal orientation-creativity relationships. *Academy of Management Journal*, *54*(3), 624–641. https://doi.org/10.5465/AMJ.2011.61968124

Hitt, M. A., & Morgan, C. P. (1977). Organizational Climate as a Predictor of Organizational Practices. *Psychological Reports*, *40*(3_suppl), 1191–1199. https://doi.org/10.2466/pr0.1977.40.3c.1191

Hu, L., & Liu, Y. (2017). Abuse for status: A social dominance perspective of

abusive supervision. *Human Resource Management Review*, *27*(2), 328–337. https://doi.org/10.1016/j.hrmr.2016.06.002

Imenda, S. (2014). Is There a Conceptual Difference between Theoretical and Conceptual Frameworks? *Journal of Social Sciences*, *38*(2), 185–195. https://doi.org/10.1080/09718923.2014.11893249

*IMPACT OF DARK TRIAD PERSONALITY ON ORGANAIZATIONAL.* (2021). *April*, 1–56.

Imran, M., Ismail, F., Arshad, I., Zeb, F., & Zahid, H. (2021). The mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. *Journal of Public Affairs*, *June*. https://doi.org/10.1002/pa.2717

Jamali, A. R., Bhutto, A., Khaskhely, M., & Sethar, W. (2022). *Management Science Letters*. *12*, 1–20. https://doi.org/10.5267/j.msl.2021.8.005

Janssen, O. (2004). *How fairness perceptions make innovative behavior more or less stressful*. *215*(June 2003), 201–215.

Johannessen, J.-A. (2017). *Innovations lead to economic crises: explaining the bubble economy*.

Jonason, P. K., Wee, S., Li, N. P., & Jackson, C. (2014). Occupational niches and the Dark Triad traits. *Personality and Individual Differences*, *69*, 119–123. https://doi.org/10.1016/j.paid.2014.05.024

Jones, Daniel N., & Paulhus, D. L. (2014). Introducing the Short Dark Triad (SD3): A Brief Measure of Dark Personality Traits. *Assessment*, *21*(1), 28–41. https://doi.org/10.1177/1073191113514105

Jones, Daniel Nelson, & Figueredo, A. J. (2013). The Core of Darkness: Uncovering the Heart of the Dark Triad. *European Journal of Personality*, *27*(6), 521–531.

https://doi.org/10.1002/per.1893

Jong, J. De, & Hartog, D. Den. (2010). *Measuring Innovative Work Behaviour.* *19*(1), 23–36. https://doi.org/10.1111/j.1467-8691.2010.00547.x

Jong, J. P. J. De, & Hartog, D. N. Den. (2007). *How leaders influence employees ' innovative behaviour. 10*(1), 41–64. https://doi.org/10.1108/14601060710720546

Kammerlander, N., Dessì, C., Bird, M., Floris, M., & Murru, A. (2015). The Impact of Shared Stories on Family Firm Innovation: A Multicase Study. *Family Business Review*, *28*(4), 332–354. https://doi.org/10.1177/0894486515607777

Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, *9*(2), 131–146. https://doi.org/10.1002/bs.3830090206

Kessler, S. R., Bandelli, A. C., Spector, P. E., Borman, W. C., Nelson, C. E., & Penney, L. M. (2010). Re-examining machiavelli: A three-dimensional model of machiavellianism in the workplace. *Journal of Applied Social Psychology*, *40*(8), 1868–1896. https://doi.org/10.1111/j.1559-1816.2010.00643.x

Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*, *10*(1). https://doi.org/10.1177/2158244019898264

Kiazad, K., Restubog, S. L. D., Zagenczyk, T. J., Kiewitz, C., & Tang, R. L. (2010). In pursuit of power: The role of authoritarian leadership in the relationship between supervisors' Machiavellianism and subordinates' perceptions of abusive supervisory behavior. *Journal of Research in Personality*, *44*(4), 512–519. https://doi.org/10.1016/j.jrp.2010.06.004

Kothari, C. R. (2004). *Research methodology, methods and techniques.*

Kurtulmuş, B. E. (2018). The dark side of leadership: An institutional perspective. *The Dark Side of Leadership: An Institutional Perspective*, 1–86.

https://doi.org/10.1007/978-3-030-02038-5

Lee, K., & Ashton, M. C. (2005). Psychopathy, Machiavellianism, and Narcissism in the Five-Factor Model and the HEXACO model of personality structure. *Personality and Individual Differences*, *38*(7), 1571–1582. https://doi.org/10.1016/j.paid.2004.09.016

Leifer, R. (2001). Implementing radical innovation in mature firms: The role of hubs. *Academy of Management Executive*, *15*(3), 102–113. https://doi.org/10.5465/AME.2001.5229646

Li, C., Murad, M., Shahzad, F., Khan, M. A. S., & Ashraf, S. F. (2020). Dark tetrad personality traits and counterproductive work behavior among doctors in Pakistan. *International Journal of Health Planning and Management*, *35*(5), 1173–1192. https://doi.org/10.1002/hpm.3025

Lipman-Blumen, J. (2011). Toxic leadership: A rejoinder. *Representation*, *47*(3), 331–342. https://doi.org/10.1080/00344893.2011.596444

Liu, A. M. M. (2006). *A framework for assessing organisational culture of Chinese construction enterprises*. *13*(4), 327–342. https://doi.org/10.1108/09699980610680153

Lyons, M. (2019). The dark triad of personality: Narcissism, machiavellianism, and psychopathy in everyday life. *The Dark Triad of Personality: Narcissism, Machiavellianism, and Psychopathy in Everyday Life*, *36*, 1–219. https://doi.org/10.1016/C2017-0-01262-4

Macintosh, E. W., & Doherty, A. (2010). *The influence of organizational culture on job satisfaction and intention to leave*. *13*, 2009–2011. https://doi.org/10.1016/j.smr.2009.04.006

Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive Supervision: A Meta-Analysis and Empirical Review. *Journal of Management*, *43*(6), 1940–1965. https://doi.org/10.1177/0149206315573997

Manimala, M. J., Jose, P. D., & Thomas, K. R. (2006). Organizational constraints on innovation and intrapreneurship: Insights from public sector. *Vikalpa*, *31*(1), 49–60. https://doi.org/10.1177/0256090920060104

Marcus, D. K., Preszler, J., & Zeigler-Hill, V. (2018). A network of dark personality traits: What lies at the heart of darkness? *Journal of Research in Personality*, *73*, 56–62. https://doi.org/10.1016/j.jrp.2017.11.003

Mathieu, C., Babiak, P., & Hare, R. D. (2020). Psychopathy in the Workplace. *The Wiley International Handbook on Psychopathic Disorders and the Law*, *I*(2010), 607–644. https://doi.org/10.1002/9781119159322.ch27

Mclean, L. D. (2005). *Organizational Culture ' s Influence on Creativity and Innovation : A Review of the Literature and Implications for Human Resource Development*. *7*(2), 226–246. https://doi.org/10.1177/1523422305274528

Mohd, O., Anip, H., Faridatul, W., Wan, A., & Rashdi, M. (2014). Conducive Business Environment : Local Government Innovative Work Behavior. *Procedia - Social and Behavioral Sciences*, *129*, 214–220. https://doi.org/10.1016/j.sbspro.2014.03.669

Mol, M. J., & Birkinshaw, J. (2009). The sources of management innovation: When firms introduce new management practices. *Journal of Business Research*, *62*(12), 1269–1280. https://doi.org/10.1016/j.jbusres.2009.01.001

Montes, F. J. L., Moreno, A. R., & Fernández, L. M. M. (2004). Assessing the organizational climate and contractual relationship for perceptions of support for innovation. *International Journal of Manpower*, *25*(2), 167–180. https://doi.org/10.1108/01437720410535972

Nevicka, B., Ten Velden, F. S., de Hoogh, A. H. B., & van Vianen, A. E. M. (2011). Reality at odds with perceptions: Narcissistic leaders and group performance. *Psychological Science*, *22*(10), 1259–1264. https://doi.org/10.1177/0956797611417259

Okatan, K., & Alankus, O. B. (2017). Effect of organizational culture on internal

innovation capacity. *Journal of Organisational Studies and Innovation*, *4*(3), 18–50.

Owen, J., Tao, K. W., Drinane, J. M., Hook, J., Davis, D. E., & Kune, N. F. (2016). Client perceptions of therapists' multicultural orientation: Cultural (missed) opportunities and cultural humility. *Professional Psychology: Research and Practice*, *47*(1), 30–37. https://doi.org/10.1037/pro0000046

Pan, W., Zhang, Q., Teo, T. S. H., & Lim, V. K. G. (2018). The dark triad and knowledge hiding. *International Journal of Information Management*, *42*, 36–48. https://doi.org/10.1016/j.ijinfomgt.2018.05.008

Parameswaran, H., & Elsawy, M. M. (2022). *Do You Face a Dark Triad Leader at Your Organization ? A Descriptive Study on the Educational Sectors in the UAE. May.* https://doi.org/10.14738/abr.105.12312

Parkes, L. P., Bochner, S., & Schneider, S. K. (2001). Person-organisation fit across cultures: An empirical investigation of individualism and collectivism. *Applied Psychology*, *50*(1), 81–108. https://doi.org/10.1111/1464-0597.00049

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Premkumar, G., Ramamurthy, K., & Saunders, C. S. (2005). Information processing view of organizations: An exploratory examination of fit in the context of interorganizational relationships. *Journal of Management Information Systems*, *22*(1), 257–294. https://doi.org/10.1080/07421222.2003.11045841

Rauthmann, J. F., & Kolar, G. P. (2012). How "dark" are the Dark Triad traits? Examining the perceived darkness of narcissism, Machiavellianism, and psychopathy. *Personality and Individual Differences*, *53*(7), 884–889. https://doi.org/10.1016/j.paid.2012.06.020

Raza, B., Ahmed, A., Zubair, S., & Moueed, A. (2019). Linking workplace deviance and abusive supervision: moderating role of positive psychological capital. *International Journal of Organizational Leadership*, *8*(1), 95–111. https://doi.org/10.33844/ijol.2020.60472

Role, T., Maturity, P. M., Culture, O., & Performance, P. (2009). *The Role of Project Management Maturity and Organizational Culture*. *40*(3), 14–33. https://doi.org/10.1002/pmj

Ruvio, A. A., Shoham, A., Vigoda-gadot, E., & Schwabsky, N. (2014). *Organizational Innovativeness : Construct Development and Cross-Cultural Validation*. *31*(5), 1004–1022. https://doi.org/10.1111/jpim.12141

Ryan, A. M., & Schmit, M. J. (1996). an Assessment of Organizational Climate and P—E Fit: a Tool for Organizational Change. *The International Journal of Organizational Analysis*, *4*(1), 75–95. https://doi.org/10.1108/eb028842

Sadeghi Rad, R., & Nahavandi, N. (2018). A novel multi-objective optimization model for integrated problem of green closed loop supply chain network design and quantity discount. *Journal of Cleaner Production*, *196*, 1549–1565. https://doi.org/10.1016/j.jclepro.2018.06.034

Sanz-Valle, R., & Jiménez-Jiménez, D. (2018). HRM and product innovation: does innovative work behaviour mediate that relationship? *Management Decision*, *56*(6), 1417–1429. https://doi.org/10.1108/MD-04-2017-0404

Sarros, J. C., Gray, J., Densten, I. L., & Cooper, B. (2005). *The Organizational Culture Profile Revisited and Revised: An Australian Perspective*. *30*(1), 159–182.

Satterstrom, F. K., Kosmicki, J. A., Wang, J., Breen, M. S., De Rubeis, S., An, J. Y., Peng, M., Collins, R., Grove, J., Klei, L., Stevens, C., Reichert, J., Mulhern, M. S., Artomov, M., Gerges, S., Sheppard, B., Xu, X., Bhaduri, A., Norman, U., … Buxbaum, J. D. (2020). Large-Scale Exome Sequencing Study Implicates Both Developmental and

Functional Changes in the Neurobiology of Autism. *Cell*, *180*(3), 568-584.e23. https://doi.org/10.1016/j.cell.2019.12.036

Schein, E. H. (1993). Legitimating Clinical Research in the Study of Organizational Culture. *Journal of Counseling & Development*, *71*(6), 703–708. https://doi.org/10.1002/j.1556-6676.1993.tb02264.x

Sciences, S., Affairs, I., Approved, G., Gassmann, O., & Morhart, F. (2012). *Innovative Work Behavior : The Roles of Employee Expectations and Effects on Job Performance*. *4007*.

Serenko, A., & Choo, C. W. (2020). Knowledge sabotage as an extreme form of counterproductive knowledge behavior: the role of narcissism, Machiavellianism, psychopathy, and competitiveness. *Journal of Knowledge Management*, *24*(9), 2299–2325. https://doi.org/10.1108/JKM-06-2020-0416

Sessions, C. (2022). *Learn from Canada ' s leading research methodology experts . Course offering*.

Shanker, R., Bhanugopan, R., van der Heijden, B. I. J. M., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior*, *100*, 67–77. https://doi.org/10.1016/j.jvb.2017.02.004

Shipton, H., Sparrow, P., Budhwar, P., & Brown, A. (2017). HRM and innovation: looking across levels. *Human Resource Management Journal*, *27*(2), 246–263. https://doi.org/10.1111/1748-8583.12102

Sinclair, A., Journal, S., & Jan, N. (2014). Approaches to Organisational Culture and Ethics Approaches to Organisational Culture and Ethics. *Journal of Business Ethics*, *12*(1), 63–73.

Spain, S. M., Harms, P., & Lebreton, J. M. (2014). The dark side of personality at work. *Journal of Organizational Behavior*, *35*(SUPPL.1). https://doi.org/10.1002/job.1894

Szabó, Z. P., Simon, E., Czibor, A., Restás, P., & Bereczkei, T. (2021). The importance of dark personality traits in predicting workplace outcomes. *Personality and Individual Differences*, *183*. https://doi.org/10.1016/j.paid.2021.111112

Taghipour, A., & Khadem, Z. (2013). Innovative Behaviors : Mediate Mechanism of Job Attitudes. *Procedia - Social and Behavioral Sciences*, *84*, 1617–1621. https://doi.org/10.1016/j.sbspro.2013.07.001

Teng, H. Y., Cheng, L. Y., & Chen, C. Y. (2021). Does job passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision. *International Journal of Hospitality Management*, *95*(March), 102913. https://doi.org/10.1016/j.ijhm.2021.102913

Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, *43*(2), 178–190. https://doi.org/10.2307/1556375

Tepper, B. J., Simon, L., & Park, H. M. (2017). Abusive Supervision. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*, 123–152. https://doi.org/10.1146/annurev-orgpsych-041015-062539

Treviño, L. J., Egri, C. P., Ralston, D. A., Naoumova, I., Li, Y., Darder, F. L., de la Garza Carranza, M. T., & Furrer, O. (2020). A Cross-Cultural Examination of Person-Organization Fit: Is P-O Fit Congruent with or Contingent on Societal Values? *Management International Review*, *60*(2), 287–314. https://doi.org/10.1007/s11575-020-00411-0

Turan, H., & Erdil, O. (2013). *The Influence of Authentic Leadership on Creativity and Innovativeness*. *99*, 673–681. https://doi.org/10.1016/j.sbspro.2013.10.538

Uma Sekaran, B., & Roger. (2013). *Research Methods for Business*.

Van Vianen, A. E. M. (2018). Person-environment fit: A review of its basic tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*, 75–101. https://doi.org/10.1146/annurev-orgpsych-032117-104702

Verdu-Jover, A. J., Alos-Simo, L., & Gomez-Gras, J. M. (2018). Adaptive culture and product/service innovation outcomes. *European Management Journal*, *36*(3), 330–340. https://doi.org/10.1016/j.emj.2017.07.004

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, *34*(1), 89–126. https://doi.org/10.1177/0149206307308913

West, M. A. (2002). Sparkling fountains or stagnant ponds: An integrative model of creativity and innovation implementation in work groups. *Applied Psychology*, *51*(3), 355–387. https://doi.org/10.1111/1464-0597.00951

Wigfield, A., Eccles, J., & Rodriguez, D. (2013). *Oops ! It looks like you ' re in the wrong*. 404.

Wihler, A., Blickle, G., Ellen, B. P., Hochwarter, W. A., & Ferris, G. R. (2017). Personal Initiative and Job Performance Evaluations: Role of Political Skill in Opportunity Recognition and Capitalization. *Journal of Management*, *43*(5), 1388–1420. https://doi.org/10.1177/0149206314552451

Williams, K. M., & Paulhus, D. L. (2004). Factor structure of the Self-Report Psychopathy scale (SRP-II) in non-forensic samples. *Personality and Individual Differences*, *37*(4), 765–778. https://doi.org/10.1016/j.paid.2003.11.004

Wisse, B., Barelds, D. P. H., & Rietzschel, E. F. (2015). How innovative is your employee ? The role of employee and supervisor Dark Triad personality traits in supervisor perceptions of employee innovative behavior. *Personality and Individual Differences*, *82*, 158–162. https://doi.org/10.1016/j.paid.2015.03.020

Woods, S. A., Mustafa, M. J., Anderson, N., Sayer, B., Woods, S. A., Mustafa, M. J., Anderson, N., Sayer, B., & Woods, S. A. (2018). *Innovative work behavior and personality traits Examining the moderating effects of organizational tenure*. https://doi.org/10.1108/JMP-01-2017-0016

Yap, & Ng, X. H. (2018). (2018). 기사 (Article) 와 안내문 (Information) [. *The Eletronic Library*, *34*(1), 1–5.

Yap, J. B. H., & Ng, X. H. (2018). (2018). 기사 (Article) 와 안내문 (Information) [. *The Eletronic Library*, *34*(1), 1–5.

Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, *53*(2), 323–342. https://doi.org/10.5465/amj.2010.49388995

Yunus, O. M., Bustaman, H. A., & Rashdi, W. F. A. W. M. (2014). Conducive Business Environment: Local Government Innovative Work Behavior. *Procedia - Social and Behavioral Sciences*, *129*, 214–220. https://doi.org/10.1016/j.sbspro.2014.03.669

# APPENDICES

**Dear Respondent,**

I am SADIA AMIR Student of MSBA (HRM) in National University of Modern Languages. This research wants to explore the impact of dark triad personality on organizational innovativeness: mediating role of innovative workplace behaviour and moderating role of organizational culture in project oriented organizations of Pakistan. You could help me by filling out this questionnaire. I assure you that any information obtained will remain highly confidential and will only be used for research purpose.

Your cooperation in this regard shall be highly appreciated.

Thanking you in anticipation

**Instructions**

• Please put round circle to appropriate answer according to the scale below.

• Your patience will be required to complete the questionnaire which will be given us a fair picture of our response.

**DEMOGRAPHIC INFORMATION:**

**Name:** _____

**Designation:** _____

**Scale (BPS/SPS):** _____

**Your Gender:**          1). Male   2. Female

 **Your Age Group belongs to:**

1). Below 20 Years   2). 21-30 Years   3).31-40 Years   4). 41-50 Years

5). 51 & Above

**What is Your Marital Status :**

1). Single   2).Married   3).Divorced   4).Widowed

**Your Level of Qualification:**

1).Secondary  School      2.).Intermediate      3).Bachelors      4).Masters
5).MS/MPhil    5). Ph.D.

**Your Experience in this Organization:**

1). Less than a Year    2). 1 – 5 Years    3). 6 – 10 Years    4). More than 10
Years

**Your Monthly Income (In Pak Rupees):**

1). 20 or Below    2). 20,001 – 40,000    3). 40,001 – 60,000    4).60,001 –
80,000   5).80,001 –   100,000   6). More than 100,000

**(Employee Reported)**

| Sr. # | Variables | Rating | | | | |
|---|---|---|---|---|---|---|
| | | S D 1 | D 2 | N 3 | A 4 | S A 5 |
| | **Dark triad** | **(Daniel N. Jones & Paulhus, 2014)** | | | | |
| | **Machiavellianism** | | | | | |
| | It's not wise to tell your secrets. | | | | | |
| | Most people who get ahead in the world lead clean moral lives. | | | | | |
| | Generally speaking, people won't work hard unless they have to. | | | | | |
| | There's a sucker born every minute. | | | | | |
| | Most people are basically good and kind. | | | | | |
| | It's better to be totally honest than to be successful. | | | | | |
| | Whatever it takes, you must get the important people on your side. | | | | | |
| | Avoid direct conflict with others because they may be useful in the future. | | | | | |
| | It's wise to keep track of | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | information that you can use against people later. | | | | | |
| | There are things you should hide from other people to preserve your reputation. | | | | | |
| | You should wait for the right time to get back at people. | | | | | |
| | Make sure your plans benefit you, not others. | | | | | |
| | Most people deserve respect. | | | | | |
| **b** | **Narcissism** | | | | | |
| | People see me as a natural leader. | | | | | |
| | I hate being the center of attention. | | | | | |
| | I am an average person. | | | | | |
| | I get bored hanging around with ordinary people. | | | | | |
| | Many group activities tend to be dull without me. | | | | | |
| | I know that I am special because everyone keeps telling me so. | | | | | |
| | People often think my | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | stories are boring. | | | | |
| | Those with talent and good looks should not hide them. | | | | |
| | I like to get acquainted with important people. | | | | |
| | I feel embarrassed if someone compliments me. | | | | |
| | I insist on getting the respect that I deserve. | | | | |
| | I have been compared to famous people. | | | | |
| | I am likely to show off if I get the chance. | | | | |
| **c.** | **Psychopathy** | | | | |
| | I like to get revenge on authorities. | | | | |
| | I avoid dangerous situations. | | | | |
| | I am a thrill seeker. | | | | |
| | Payback needs to be quick and nasty. | | | | |
| | People often say I'm out of control. | | | | |
| | My family is proud of everything I do. | | | | |
| | You have to grab things while the opportunity is there. | | | | |

| | It's true that I can be nasty. | | | | | |
|---|---|---|---|---|---|---|
| | I get angry if someone turns down having sex with me. | | | | | |
| | I hate movies where they show blood and guts. | | | | | |
| | People who mess with me always regret it. | | | | | |
| | I have never gotten into trouble with the law. | | | | | |
| | I'll say anything to get what I want. | | | | | |
| | I'm always feeling guilty. | | | | | |
| | I like to pick on losers. | | | | | |
| | **ORGANIZATIONAL CULTURE**        (Sarros et al., 2005) | | | | | |
| **a.** | **Supportiveness** | | | | | |
| | Being team oriented. | | | | | |
| | Sharing information freely. | | | | | |
| | Being people oriented. | | | | | |
| | Collaboration. | | | | | |

**GOOD LUCK**

# APPENDICES

**Dear Respondent,**

I am SADIA AMIR Student of MSBA (HRM) in National University of Modern Languages. This research wants to explore the impact of dark triad personality on organizational innovativeness: mediating role of innovative workplace behavior and moderating role of organizational culture in project oriented organizations of Pakistan. You could help me by filling out this questionnaire. I assure you that any information obtained will remain highly confidential and will only be used for research purpose.

Your cooperation in this regard shall be highly appreciated.

Thanking you in anticipation

**Instructions**

• Please put round circle to appropriate answer according to the scale below.

• Your patience will be required to complete the questionnaire which will be given us a fair picture of our response.

**DEMOGRAPHIC INFORMATION:**

**Name:** _____

**Designation:** _____

**Scale (BPS/SPS):** _____

**Your Gender:** 1). Male   2. Female

 **Your Age Group belongs to:**

1). Below 20 Years    2). 21-30 Years    3).31-40 Years    4). 41-50 Years

5). 51 & Above

**What is Your Marital Status:**

1). Single    2).Married    3).Divorced    4).Widowed

**Your Level of Qualification:**

1).Secondary  School        2.).Intermediate        3).Bachelors        4).Masters
5).MS/MPhil    5). Ph.D.

**Your Experience in this Organization:**

1). Less than a Year    2). 1 – 5 Years    3). 6 – 10 Years    4). More than 10
Years

**Your Monthly Income (In Pak Rupees):**

1). 20 or Below    2). 20,001 – 40,000    3). 40,001 – 60,000    4).60,001 –
80,000    5).80,001 –    100,000    6). More than 100,000

**(Supervisor Reported)**

| Sr. # | Variables | Rating | | | | |
|---|---|---|---|---|---|---|
| | | SD 1 | D 2 | N 3 | A 4 | SA 5 |
| | **Innovative Work Behavior** (J. De Jong & Hartog, 2010) | | | | | |
| | How often does this employee pay attention to issues that are not part of his daily work? | | | | | |
| | How often does this employee look for opportunities to improve things? | | | | | |
| | How often does this employee consider innovative opportunities? | | | | | |
| | How often does this employee wonder how things can be improved? | | | | | |
| | How often does this employee explore new products or services? | | | | | |
| | How often does this employee search out new working methods, techniques or instruments? | | | | | |
| | How often does this employee generate original solutions for problems? | | | | | |
| | How often does this employee create new ideas? | | | | | |
| | How often does this employee find new approaches to execute tasks? | | | | | |
| | How often does this employee mobilize support for innovative ideas? | | | | | |
| | How often does this employee acquire approval for innovative ideas? | | | | | |
| | How often does this employee make important organizational | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | members enthusiastic for innovative ideas? | | | | | | |
| | How often does this employee attempt to convince people to support an innovative idea? | | | | | | |
| | How often does this employee transform innovative ideas into useful applications? | | | | | | |
| | How often does this employee systematically introduce innovative ideas into work practices? | | | | | | |
| | How often does this employee contribute to the implementation of new ideas? | | | | | | |
| | How often does this employee put effort in the development of new things? | | | | | | |
| I | **Organisational Innovativeness** (Ruvio et al., 2014) | | | | | | |
| **a.** | **Creativity(** *In this organization*) | | | | | | |
| | Creativity is encouraged. | | | | | | |
| | Managers expected to be resourceful problem solvers. | | | | | | |
| | We are constantly looking to develop and offer new or improved services. | | | | | | |
| | Our ability to function creatively is respected by the leadership. | | | | | | |
| | Managers are encouraged to use original approaches when dealing with problems in the workplace. | | | | | | |
| **b.** | **Openness***(This organization . . .)* | | | | | | |
| | Is always moving toward the development of new answers. | | | | | | |
| | Assistance in developing new ideas is readily available. | | | | | | |
| | Is open and responsive to changes. | | | | | | |
| | Managers here are always searching for fresh, new ways of looking at problems | | | | | | |
| **c.** | **Future Orientation***(This organisation . . .)* | | | | | | |
| | Establishes a realistic set of future goals for itself. | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Effectively ensures that all managers and employees share the same vision of the future. | | | | | |
| | Conveys a clear sense of future direction to employees. | | | | | |
| | Has a realistic vision of the future for all departments and employees. | | | | | |
| **d.** | **Risk-Taking***(This organization . . . )* | | | | | |
| | Believes that higher risks are worth taking for high payoffs. | | | | | |
| | Encourages innovative strategies, knowing well that some will fail. | | | | | |
| | Likes to take big risks. | | | | | |
| | Does not like to "play it safe". | | | | | |
| **e.** | **Proactiveness***(In this organization . . . )* | | | | | |
| | Managers are constantly seeking new opportunities for the organization. | | | | | |
| | Managers take the initiative in an effort to shape the environment to the organization's advantage. | | | | | |
| | Managers are often the first to introduce new services. | | | | | |
| | Managers usually take the initiative by introducing new administrative techniques. | | | | | |

**GOOD LUCK**