

The Effect of “Ff Dark Triad Traits” towards Counterproductive Work Behavior

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Abstract. Counterproductive work behavior (CWB) is a things that can harm the industry and co-workers, CWB can be an abuse, production deviance, sabotage, theft, and even withdrawal. Many factors can cause CWB, one of them is the personality type. Dark triad traits regarded as the dark side of personality that the research is rare in Indonesia. The purpose of this study was to determine whether there was any influence of each dark triad traits (machiavellianism, narcissism, and psychopathy) on counterproductive work behavior. The Subject for this research is a worker in a production field of the printing company and fruit Chip Company. Short Dark Triad Scale (SD3) used as an instrument for the dark triad traits and Counterproductive Work Behavior Checklist (CWB-C) for counterproductive work behavior. The Result found that the machiavellianism and narcissism have no significant effect on CWB, while the psychopathy became a significant factor against CWB.

Keywords : Counterproductive work behavior, machiavellianism, narcissism, psychopathy.

Introduction

Counterproductive Work Behavior (CWB), according to Sackett & DeVore (in Anderson et al., 2005), viewed from an organizational point of view refers to the behavior which carried out intentionally and contrary to the importance of the organization. Meanwhile, according to Nurfiandi & Handoyo (2013), the CWB is an adverse action or intends to harm the organization and stakeholders.

There are many phenomena of CWB that occur in the workplaces. megapolitan.kompas.com (accessed on February 8, 2018) contains the news about three employees of “PT Aerowisata Food Service (AFC)”, they caught after repeatedly stealing the parfumes that became the product of the company. Furthermore, mediaindonesia.com (accessed on February 8, 2018), released the news that National Anti-Narcotics Agency (BNN) of Bali concluded the drug users in the region was dominated by the private sector employees. Next, metro.tempo.co page (accessed on July 25, 2018), the police arrested 7 cotton thieves at the “PT Spinmil Indah Industri textile factory” in Tangerang, 6 of the 7 thieves were the employees of this factory. The phenomenon of CWB occurs in the middle class industry to the upper class industry, and the phenomenon of CWB not only occurs in one dimension but also includes on several dimensions at once.

The counterproductive work behavior consists of 5 dimensions, Spector et al., (2006) and Palmer et al., (2017) describe the five dimensions, namely abuse,

production deviance, sabotage, theft, and withdrawal. There are several variables become the causes of counterproductive work behavior, namely personality variables, job characteristics, work group characteristics, organizational culture, control system, and injustice (Sackett & DeVore in Anderson et al., 2005).

One of the factors that causes CWB is personality variable. Robinson & Greenberg (in Anderson et al., 2005) propose that there is influence from personality factors on CWB. The personality variables are considered as variables that describe the individual differences. The personality variables can be seen from various perspectives of personality theory, one of the personality variables that has not been explored specifically in its influence on counterproductive work behavior is ‘The Dark Triad Personality’.

Many researchers mention that ‘the Dark Triad Personality’ consists of 3 traits namely machiavellianism, narcissism, and psychopathy (Paulhus & Williams, 2002; O’Boyle Jr et al., 2012; Spain et al., 2013; Palmer et al., 2017). ‘The Dark Triad’ is often associated with the dark traits based on the DSM IV Axis II disorders. Thus, to identify the dark traits will always be associated with the pathological characters that are detrimental to themselves and others. Hogan (in Spain et al., 2013) states that this personality approach focuses on the negative characters that will emerge when a person decreases his defense.

In the previous study, someone who got a high score on the dark triad personality had a tendency to be more attached to CWB (O’Boyle Jr., Forsyth, Banks, & McDaniel, 2012). Therefore, when each trait was

separated, it was likely to have an influence on the tendency of CWB.

The subjects of this study are the employees of the production sector, because they are closer to the products from the industry and organization, as well as to limit the factors that cause a CWB, namely the job characteristics, because they are considered as equal.

The purposes of this study is to find out the effect of each traits on the tendency of counterproductive work behavior on industrial. Since there is no previous research conducted on the effect of dark triad traits on the tendency of counterproductive work behavior in Indonesia, this study is expected to provide the theoretical benefits as a new reference in the science of Industrial Psychology and Organizations, and it is expected to provide practical benefits to the industry regarding one of the causes of counterproductive work behavior so that it can be prevented from the beginning of the recruitment process .

Hurley (in O'Boyle Jr., 2012) states that machiavellianism has an influence on the CWB, the point that machiavellianism has the ability to be a "chameleon" that is willing to do anything in social life to achieve its goals. The ability to become a "chameleon" is included in one of the characteristics of a machiavellianism, which has a manipulative attitude.

O'Boyle Jr. et al. (2012) states that there is a relationship between narcissism with an increase in unsatisfactory task, dissatisfaction with work, unhealthy leadership, and many more of negative behaviors and work results. Bogart et al. and Penney & Spector (in O'Boyle et al., 2012) also postulate that the narcissism in its characteristics give rise to various forms of CWB, on the side of their dominance and superiority they are over to see what are their right not to what are their duties, and they believe that what is a general rule may not apply to them.

The psychopathic traits in the workplaces are associated with lazy behavior and ignoring deadlines and responsibilities, also in many business contexts, the psychopathy orientation indicates the failure (O'Boyle Jr., Forsyth, Banks, & McDaniel, 2012). Among the three components of the dark triad, the psychopathy becomes the traits that are closest to violence, endangering others, and CWB. The impulsive side and decreased inhibitions often lead to the form of counterproductive work behavior such as the theft and sabotage.

Based on the explanation of the influence of each traits that has been described in the paragraph above, it can be concluded that, machiavellianism, narcissism, and psychopathy influences the tendency of counterproductive work behavior.

This study was carried out by using a quantitative approach, this approach could explain in the form of values so that it could create a universal and objective law about a phenomenon (Jannah & Prasetyo, 2011). The data analysis used statistical procedures in the form of multiple linear regression analysis. This study used total

sampling technique. The population in this study were the employees of the production sector.

The instruments used to extract data on Dark Traits used the Short Dark Triad Scale (SD3), consist of 27 items and each traits consisted of 9 items, were compiled by Jones & Paulhus (2014) that would be adapted in Indonesian. It used a 5- point Likert scale, the alpha reliabilities for the machiavellianism, narcissism, and psychopathy were .78, .78, .78, respectively . While for variables Counterproductive Work Behavior would use the Counterproductive Work Behavior Checklist (CWB-C) as much as 33 items, it was compiled by Spector, Penney, Bruursema, Goh & Kessler (2006) as the tools. It used a Likert scale of 5, and the alpha reliabilities was .95.

Result

There were 56 people as the subjects of this study. They were employees of the production division from the printing company and employees of the packing division from the fruit chips company. Moreover, the following would be the categorization of subject data:

Table 1. Categorization of subject data

Variable	Category	Percentage
Machiavellianism	Low	59 %
	High	41 %
Narcissism	Low	52 %
	High	48 %
Psychopathy	Low	57 %
	High	43 %
CWB	Low	57 %
	High	43 %

The results of the F-test were used to determine whether there were the effects of all dark triad personality traits on CWB, from the F-test results f_{count} .88 and f_{table} 2.7 with Sig .97, showed that the dark triad personality traits had no significant effect on the counterproductive work behavior (sig. > .05).

Table 2. The Results of T-test

Variable	Value t		Sig.
	t_{count}	t_{table}	
<i>Machiavellianism</i> against to the CWB	0.004	1.67	0.99
<i>Narcissism</i> against to the CWB	0.430	1.67	0.66
<i>Psychopathy</i> against to the CWB	1,956	1.67	0.05

The results of the T-test were used to determine whether there were the effects of each independent variable on the dependent variable. Based on these data, the *Machiavellianism* had no significant effect on CWB also the *narcissism* had no significant influence on CWB. Furthermore, it meant that the *psychopathy* has a significant effect on counterproductive work behavior. The results of table 2 showed that the hypothesis 1 and

hypothesis 2 were rejected, while the hypothesis 3 accepted.

Discussions

The results showed that dark triad personality had no significant effect on the counterproductive work behavior, while the effect 9.8%, 90.2% was given by other factors of the CWB such as job characteristics, work group characteristics, organizational culture, control system, and injustice (Anderson, Sinangil, & Vivesvaran, 2005).

Machiavellianism had no significant effect on the counterproductive work behaviors, they were smart people, they could do anything to achieve what they aimed at. Eventhough, it was a good and a bad, they would do because they did not have a moral view about good and bad like everyone else. In the context of work, they were able to be a good worker because they knew what their goals were, such as having a career level. They were often successful in career life, especially in a low organizational structure. However, increasingly occupying a high organizational structure, their success would decrease (O'Boyle Jr., Forsyth, Banks, & McDaniel, 2012).

A research conducted by Kessler, Bandelli, Penney, Spector, Borman & Nelson (2010) explained that traits machiavellianism consisted of three factors: maintaining power, harsh management tactics, and manipulative behavior. The finding showed that two of the three factors traits of Machiavellianism had no significant effect on the CWB, the factor in Machiavellianism traits that gave the effect to the CWB was a factor of manipulative behavior. Thus, more factors did not affect the increase of counterproductive work behavior that compared to the factors that provided an improvement. The finding was supported by Palmer et al. (2017), it found that Machiavellianism had no significant effect on increasing the counterproductive work behavior, this gave an indication that maybe an employee who used trickery tactics deliberately worked on carefully or did the work according to their rights and duties as workers, this was their way to take advantage of what they had contributed and to achieve their goals in the work (Palmer et al., 2017).

The Narcissism traits had no significant effect on counterproductive work behavior. This meant that one who had the grandiosity, entitlement, dominance, and superiority sides did not refer to an increase in CWB. It was supported by the research conducted by Grijalva & Newman (2015), there were three sub-facet narcissism used in this study, the leadership authority side was proven to have a positive relationship with counterproductive work behavior. However, for the side of entitlement/exploitativeness and grandiose/exhibitionism were negatively related, it did not have any relationship with the counterproductive work behavior.

Grijalva and Newman (2015) in their research also found that in a culture of high-group collectivism, it

would reduce the influence of narcissism on CWB. The cultural differences had an important impact on work behavior. A survey of inter-country comparisons conducted by the Hofstede Insight agency on the page of hofstede-insight.com (accessed on July 11, 2018), stated that Indonesia had an in-group collectivist culture. As a result, this affected to the absence of significant influence from narcissism on the counterproductive work behavior.

The Traits psychopathy had a significant effect on the counterproductive work behavior. It was often associated with the negative behavior includes behavior that associated with the counterproductive work behavior, this was obtained because the Psychopathy traits were derived from clinical personality disorders. The results of this study corroborated to the statement that "many individuals with clinical personality disorders were often associated with criminal or psychological issues" (Hare, 1999; Wu & Lebreton, 2011 in Piskin et al., 2013). In addition, when it was compared with two other traits, it became most closely associated with the danger and the courage to do counterproductive work behavior (O'Boyle Jr., Forsyth, Banks, & McDaniel, 2012).

A psychopathy was found to be often impulsive and less able to control himself, because the attitude of a psychopathy would not hesitate in acting and also did not feel a feeling of fear for his actions, even if the action caused a danger. O'Boyle Jr et al. (2012) in the research also found that a worker with traits psychopathy almost certainly had a high level of counterproductive work behavior. The existence of impulsivity often increased the theft and sabotage behaviors, and their lack of compassion for others could make them often tied to the interpersonal counterproductive work behavior such as bullying.

Blickle & Schutte (2017) in their research stated that there were two factors that existed in the unity of psychopathology, namely: Fearless Dominance (FD), and Self-Centered Impulsivity (SCI). Their results suggested that SCI was the most toxic factor in psychopathic tracts, including the SCI factor which provided an increase in counterproductive work behavior (Blickle & Schütte, 2017).

The Dark triad personality and counterproductive work behavior were two sensitive variables, this allowed the occurrence of social desirability. The social desirability often occurred when the individuals faced up the measurements that were sensitive to themselves (Widhiarso, 2011). According to Lii & Wong (in Widhiarso, 2012), social desirability was often having a purpose and a high conformity to stereotypes that prevailed in the society. Thus, the people would respond according to the stereotypes and norms that existed in the society, rather than to respond according to their own circumstances. It was strengthened by the type of questionnaire in this study that was a type of self-report. Anastasi & Urbina (in Jaya, Hartana & Mangundjaya, 2011) explained this circumstances were caused by fact that each item of the self-report questionnaire had the possibility of answers that were more accepted by the community or more profitable for the respondents. It did

not mean that the respondents gave the responses in the form of a lie, but unwittingly they chose to show the good things about them. It was proved by the results of categorization that had been done, more than 40% of respondents had a low score on each variable.

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