

## **Impact of Dark Personality Traits on Individual's Work Performance: Moderating Role of Organizational Culture**

**Muzaffar Abbas**

MS Scholar, National University of Modern Languages Islamabad  
*muzaffarabas05@gmail.com*

**Qlander Hayat (PhD)**

Assistant Professor  
National University of Modern Languages Islamabad  
*qhayat@numl.edu.pk*

**Syed Hassan Raza (PhD)**

Professor  
Allama Iqbal Open University Islamabad  
*hassan\_raza@aiou.edu.pk*

### **Abstract**

Attraction towards the dark personality traits has been increased in the organizational sciences in recent years as indicated by a huge number of research studies regarding the dark 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 personality traits on an individual's work performance and moderating role of organizational culture. A questionnaire was used for data collection from employees of the banking sector working in Rawalpindi & Islamabad. We distributed 250 questionnaires but 221 filled responses are received and 214 are utilized for analysis purposes. In this study frequency distribution, descriptive statistics, correlation, and regression analysis are applied through SPSS. This Study finds organizational culture moderates the relationship of dark personality traits and an individual's work performance.

**Keywords:** Dark Personality Traits, Organizational Culture, Individual's Work Performance.

### **1. Introduction**

In the recent era, there is an increasing interest in subclinical kinds of socially aversive attitudes and behavior of workers in organizations. Darkside and traits of the personality appealed to increasing popular attention. For example, Babiak and Hare (2006) discussed psychopaths in a variety of work circumstances in their popular book, "Snakes in Suits: When Psychopaths Go to Work". Attention towards organizational sciences in the direction of negative features and elements of organizational life has been expanded. Organizational research scholars have demonstrated an upsurge of enthusiasm for the "dark side" regarding work experience. Therefore, there has been expanding enthusiasm in the organizational researchers in the "dark side of personality" (Barrick & Mount, 1991).

Ghaemi (2011) elaborated in "A First-rate Madness: Uncovering the links between Leadership and Mental illness" that the efficient and effective leaders who were in performance crises were suffering from psychological sickness issues or experiencing personality defects. However, even though the increase of enthusiasm for dark personality traits among the overall public behavior and personality-traits researchers, there is no covering or chapter on this issue even in personality research books.

In history, all of the patterns and lists of sins accomplished, the most well-known list is the "seven deadly sins". At first, this list was composed in the fourteenth century and thus changed throughout the years, it was utilized to portray the temptation areas and self-control that spoke to the most widely recognized "vices of human nature". They were regularly alluded to as "capital vices" or "cardinal sins". These seven areas incorporate pride, anger, gluttony, sloth, envy, greed, and lust. Even though the phrase "seven deadly sins" rose out of Christian belief, moreover the services domains have been talked about by different religions e.g., Islam, Buddhism and Hinduism, the Greeks scholars, Plato and Aristotle, and former philosophers, Hume and Bentham.

This is because, despite most social orders share comparative objectives for security, reasonableness, profitability, fertility, cooperation, and performance. Therefore, variations of seven deadly sins are found in various societies and religious and non-religious circumstances (Burkley et al., 2018). Some of the research scholars have researched this topic and utilized the idea of seven deadly sins to investigate human conduct (Nauta & Derckx, 2007; Veselka, Giammarco, & Vernon, 2014). We are likewise not the first to recommend a possible connection between these seven sins and self-control. In their investigation, Baumeister and Exline (1999) indicated this research theme when they expressed, "the seven deadly sins all appear to have a noteworthy part in declining self-control," yet did not investigate further (Iii & Caldwell, 1991).

A similar field in this aspect is Dark Triad also, which composes Machiavellianism, psychopaths, and narcissism (Paulhus & Williams, 2002). Investigation on the influence and impact of dark personality behavior has produced significant results. Furthermore, some reresearcher found a significant negative relationship between an individual's work performance and the dark side the personality traits (Moscoso & Salgado, 2004; Hiller, 2015). "The Dark Triad" concern three identity attributes that are related with to problematic practices, however that likewise differs inside non-clinical populaces. The paper "the Dark Triad of personality: Narcissism, Machiavellianism, and psychopaths" by (Paulhus & Williams, 2002) was very influential. Their study of the literature restated the negative significant effect of dark personality traits on social and individual's work results.

Despite the fact that there has been expanding interest inside the "dark side" of attitude or personality, empirical literature regarding the matter is rare. Therefore, the subject of subclinical qualities and traits has gone generally being ignored within the human attitudes and personality research fields as a whole (John et al., 2008). Hayat et al. (2017) worked on two segments of the seven deadly sins and revealed that workers, those were experiencing work strain, were more expected to involve in envious inclinations through greedy inclinations in banking field in Pakistan. The third portion of anger is typically a brief and extreme adverse feeling that can be activated by the disappointment of individual objectives (Carver & Jones, 2009). The fourth portion, sloth is legitimately related to the individual's work performance as, it is defined by the absence of inspiration and motivation in a person and reluctance to use his/her complete performance aptitude and skills (Lyman, 1989). By reviewing the past literature on the four segments of seven deadly sins as personality's dark traits and the performance of individual's work, a significant negative link concerning personality's dark traits and individual's work performance has been proved. However, according to the best of author knowledge, sufficient research work related to all segments of the seven deadly sins is lacking.

The core rationale of the following research is towards illuminate the issues encompassing "dark personality traits" by talking about its historical background, characteristics, how they related with individual's work performance and their relative significance with the organizational performance. This research work will be helpful and beneficial for corporate banking sector workers, CEOs/managers, policy makers, academia and research scholars

related to the human resource management knowledge field. Policymakers could take benefits from this research work, as they can set SOPs for recruitment plans, work process, and work environment.

The objective of this research study is to analyze the impact of dark personality traits on individual's work performance and moderating role of organizational culture in the banking sector of Rawalpindi/Islamabad, Pakistan. Section two describes literature review and followed by research methodology in section three. Results and discussion are explained and followed by conclusion and recommendations.

## **2. Literature Review**

### **2.1 Dark Personality Traits**

A list was established of the following seven deadly sins in 1590: anger, pride, gluttony envy, lust, sloth and greed in "The Book of Pastoral Rule" (Gregory, 590). Thereafter the list and pattern of the seven deadly sins stayed unaltered and was broadly utilized during the middle ages of Christianity. After that Gregory's complete list, this pattern was introduced progressively as the Seven Deadly Sins. Afterward, Thomas Aquinas also introduced a quite similar list, however, his list of lustful sins was a little bit changed in the 13<sup>th</sup> century (Aquinas, 1265).

Anger is described by wild sentiments of dissatisfaction, communicated as hurtful reflections, or appear as a physical attack or verbal hatred (Reyna et al., 2011). The anger is uncontrollable, fast, responsive, and outrageous, out of extent to the circumstance. The symptoms of anger are repetitive episodes of rage, impatience, quick to temper, violence and remorse (Sullender, 2015). Envy was introduced as an unnecessary want to get the same thing, which his/her neighbor has got. Envy is the sentiment of an individual, wherein they need individuals deprived as well as they felt the absence of anything (Sullender, 2015). Envy/Jealousy is characterized by a feeling of hatred, where people want on behalf of others to be denied and deprived of things that they need for themselves as well (Lyman, 1989).

Gluttony was characterized as a condition of an individual having a superfluous and outrageous want for beverages and food items etc., over-use and deny others for the provision of drinks and eatables even if these items are in a large accessible quantity (Sullender, 2015). Greed was defined as "an utmost want to obtain or have more than a person requires or deserve, particularly concerning with money or wealth." It is normal to appreciate and enjoy material belongings, wealth, etc; it is essential, in present-day society, to manage money cash, etc. Be that as it may, the desire to become rich may demonstrate inordinate for a few reasons. It might abandon us never-ending disappointed; as one theorist demonstrated it, greed is "an insatiable longing" that genuine belonging can't slake (Cafaro, 2005).

Lust or sexual desire is alluded to over the top want or endeavoring coordinated towards inappropriate objectives, explicitly cash, sexual delight, and the assets or points of interest of other individuals. For every movement with respect to desire, one must recognize two degrees of transgression, one that includes following up on these contemptible intentions, and another that includes simply having the mental want ("craving/lusting in one's heart"). In the teachings of Church, prohibited and censured even the craving, while increasingly current sensibilities endure that individuals have such wants however demand that they not follow up on them with the exception of in socially affirmed, worthy ways (Baumeister & Exline, 1999).

The evilness of pride may consequently not be as obvious as the wickedness of lust and anger, for instance. In religious perspective, pride was considered sinful often since it raised risk that an unimportant human may see oneself as equivalent to God. Prideful individuals might be so self-centered that they are less inclined to add to the gathering's welfare or to be eager to be available for sacrifice for people. Specifically, harmony among the group of gathering may rely upon keeping up a wide feeling of decency and value, yet such computations are contorted by

pride, to the extent that glad/proud individuals overestimate the estimation of their personal commitments and accept they are deserving for enormous reward (Schlenker & Miller, 1977; Schlenker et al., 1979; Blaine & Crocker, 1993).

In this list, the last sin is sloth. It was defined as laziness or lack of motivation. But we can't say that sloth is just a characteristic like laziness or slowing attitude or gradualness (like in animals) or physical sluggishness. This is with an addition of psychological and profound tiredness, apathy of brain, body, and soul. The idea of sloth is identified with Acadia, which additionally implies disregard or absence of inspiration and motivation (Sullender, 2015).

## **2.2 Individual's Work Performance**

Individual's work performance consists of two components. The first component is known as task performance. It can be considered as the competence through which workers accomplish their duties of technical portion of an association moreover legitimately through performing piece of work of its procedure, or in an indirect way by giving its required materials or administrative activities and services (Borman & Motowidlo, 1997). For example, the following activities are a part of sale professional jobs; complete knowledge of the product, sale period's closing time, and organizational management and time schedule management, etc. Practically all structures referenced task performance as a very essential component of individual work performance. It can be characterized as the capability (competency) with a person can perform well his main duty tasks. Task performance can be comprised of the following different labels such as work assignment capability, technical capability, or in-job performance. It incorporates, for instance, the quantity of the work completion, quality of the work, and professional information about the job (Koopmans et al., 2011).

The second component of an individual's work performance is contextual performance. It is defined as person's behavior which is helpful for the broader vision of organizational structure, social scenario, and psychologically environment where the main technical process occurs in organizations. Other than achieving skilled talented employment-specific assignments, laborers must speak with each other, facilitate their activities, adhere to guidelines, often perform in the pattern of beyond the description of their job (Borman & Motowidlo, 1993). According to Katz and Kahn (1978) such practices are basic part towards organizational hierarchical survival and achievements. Others research scholars have recommended that they diminish interdepartmental conflicts (Smith, Organ, & Near, 1983), support in coordinating duties (Thompson, 1967), and help laborers adapt to issues influencing their work performance and duties (Kaplan & Cowen, 1981).

## **2.3 Organizational Culture**

Organizational culture can be described as is a rich combination of concepts, philosophies, and outlines largely from other rational traditions, remarkably sociology and anthropology. In anthropology, culture is "complex whole which includes knowledge, beliefs, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society". Likewise widely and direct is the impact of human science on the investigation of an association's culture. The elements of associations, distinguished by sociologists, for example, ambiguity, casual standards and folkways are for the most part vital to the present enthusiasm for a company's culture. Subsequently, there are two fundamental ways to deal with considering official formal culture, social and cultural types/sorts and social dimensions. Different investigations have been done in the perspective of culture from alternate points of views (Liu et al., 2006).

This study bases on the Person-environment fit theory (Dawis, 1992). Person-environment theory focuses on the relations between characteristics of individuals and the environment, whereby the individual not only influences his or her environment, but the environment also affects the individuals. In a study, Kaiser et al. (2015) discovered the connection among

"Extreme Leader Behavior and the Dark Side of Personality". The consequences of their investigation gave interfaces between extreme leader behavior and the dark side of personality. Another research was done by Hayat et al. (2017). The investigation uncovered a critical role of "Employee Greed" in the connection of "Job Strain" and Employee Envy and the moderating Self-Monitoring role on the relationship of Employee Envy and Employee Greed. Procedure system investigation uncovered that workers experiencing work strain were involve in envious characteristics through greed inclinations. Furthermore, the workers who utilize self-checking and self-analysis were discovered less inclined to involve in envious emotions.

Harms et al. (2011) found that personality traits are essential for development, and as well as that these impacts are constant over numerous years. In addition, they exhibited that the idea of sub-clinical attributes was undeniably more complicated in nature than it was initially suspected. Some of the sub-clinical qualities turned out to be powerful inhibitors of improvement and development, and some of the other traits demonstrated mixed or positive impacts with development and workers performance.

In a research study, Moscoso and Salgado (2004) analyzed that a portion of maladaptive styles would be associative to measures of performance, particularly those traits and styles, which identified with conscientiousness and emotional stability, elaborated that earlier research has collectively shown that emotional stability and conscientiousness/carefulness were substantial forecasters and indicators of workforce's performance for a wide range and types of employment.

Davis's (2016) discoveries about the analyses of corporate sociopaths, Machiavellian and narcissists, and the negative effect on authorities and leadership qualities, traits and attitudes or behaviors have on workers prosperity and firm's performance. His research work established the hypothesis of a relationship between organization and management, and workers influence exists and can be harmed through the existence of an immoral leadership or psychopathic. Denison (1984) demonstrated the behavioral characteristics and cultural characteristics of associations and firms have measurably affected an organization's performance. Gordon and Tomaso (1992) discussed the supporting proof that a solid culture was an indicator of an organization's performance. Heskett and Kotter (1992) supported that there is a connection between the corporate culture's strength & organizational performance in short-term duration at least.

Padhi (2017) analyzed that the estimation of measurement of work performance is a difficult task in perspective of association culture. Aside from culture, the work performance is influenced by various components like association standard operating procedures, senior's behavior with the employees, operations procedures, organizational internal environment, working style of senior Leaders, etc. Lee & Yu (2004) identified that in some cases organizational culture's strength is associated with a firm's performance. According to Laforet (2016) a privately-owned family business which is externally oriented and also has very positive and significant impact on innovation and development in performance; however, organizational culture which is externally oriented alludes to market- based orientation, association's versatility or adaptability and cooperation with the outside environment.

### **Hypotheses Statements**

***H<sub>1</sub>: Anger negatively impacts the Individual's work performance.***

***H<sub>2</sub>: Envy negatively impacts the Individual's work performance.***

***H<sub>3</sub>: Gluttony negatively impacts the Individual's work performance.***

***H<sub>4</sub>: Greed negatively impacts the Individual's work performance.***

***H<sub>5</sub>: Pride negatively impacts the Individual's work performance.***

***H<sub>6</sub>: Lust negatively impacts the Individual's work performance.***

***H<sub>7</sub>: Sloth negatively impacts the Individual's work performance.***



- H<sub>8</sub>: Organisational culture positively impacts the Individual's work performance.***
- H<sub>9</sub>: Organizational culture moderates the relationship between anger and an individual's work performance.***
- H<sub>10</sub>: Organizational culture moderates the relationship between Envy and an Individual's work performance.***
- H<sub>11</sub>: Organizational culture moderates the relationship between Gluttony and an Individual's work performance.***
- H<sub>12</sub>: Organizational culture moderates the relationship between Greed and an Individual's work performance.***
- H<sub>13</sub>: Organizational culture moderates the relationship between Lust and an Individual's work performance.***
- H<sub>14</sub>: Organizational culture moderates the relationship between Pride and an Individual's work performance.***
- H<sub>15</sub>: Organizational culture moderates the relationship between Sloth and an Individual's work performance.***

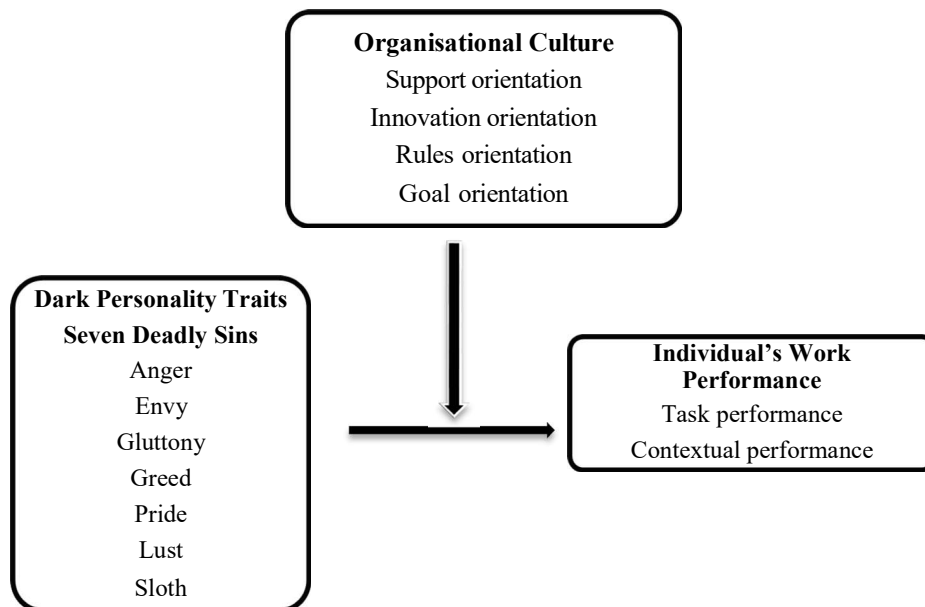


Figure 1. Theoretical Framework

### 3. Methodology

#### 3.1 Sample and Procedures

This research has been conducted under the quantitative approach therefore; descriptive and causal research designs are used in this study. Questionnaire was used as a primary data collection method and for this purpose adapted questionnaire was used in this research work. Employees of the banking sector were selected as the population of this study work. There are basically two types of sampling techniques, probability, and non-probability, in this study work non-probability sampling technique was used. A sample size of 250 employees was selected from functional level employees of the banking sector in Rawalpindi/Islamabad and questionnaires were distributed directly between them.

Population represents the complete 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 (Sekaran & Roger, 2013). In this research study, employees of the functioning level from the banking sector in Rawalpindi/Islamabad, Pakistan were selected as population. There are essentially two kinds of testing systems, likelihood probability, and non-probability. This study focused on the employees of the banking sector and their sampling frame was difficult to obtain so the study followed the non-probability sampling specifically purposive sampling. This sampling technique helped us to make the most out of a small population of interest and to achieve at valuable research outcomes. This research technique allowed us into gathering the qualitative responses from banking sector, which lead towards the improved insights and more accurate research outcome through questionnaire technique. By using the non-probability sampling technique, we set the sample size of 250 functional level employees of the banking sector from Rawalpindi/Islamabad, Pakistan. In this study, the questionnaire was utilized as research instruments. There were a total number of three variables. Independent variable was dark personality traits, the dependent variable was individual's work performance, and organizational culture dimensions was used as a moderating variable. A different number of scales were used to measure each variable, questionnaire for dark personality traits was developed by Veselka et al. (2014), individual's work performance's by Befort & Hatrup (2003) and organizational culture's by Muijen et al. (1999). Questionnaire design was based on a 5 points Likert scale (strongly disagree=1, disagree=2, neutral=3, agree=4 and strongly agree=5).

#### 4. Results

The data was analyzed using SPSS. The techniques like frequencies, descriptive, correlation and regression were applied. In the end, the results were interpreted. The reliability of the collected data was checked. The results are as under:

**Table 1. Reliability Analysis**

Variable	Number of Items	Cronbach's Alpha
Anger	10	0.934
Envy	10	0.870
Gluttony	10	0.878
Greed	10	0.860
Pride	10	0.909
Lust	10	0.820
Sloth	10	0.852
Individual's work performance	17	0.924
Organizational Culture	21	0.919

Reliability analysis applied for checking the reliability of all items. Cronbach's alpha coefficient of all items is more than 0.7 which indicates a high degree of reliability. Above table shows the reliability of all variables is high and the reliability index of the instrument is also high.

#### 4.1 Demographic Analysis

The total number of 214 students of which 119 were male, and 95 were females. The male respondents are dominating the study. It perhaps depends on the ratio of male & female employees in the banking sector. The percentage of the age group of 32-44 years old is 31.8% with the number of 68 respondents. The majority of the respondents are having experience

between 6-10 years, the percentage of 6-10 years' experience is 32.7% with 70 respondents. Majority of the respondents having monthly income range Rs. 16000-45000. Education was measured in years and it was observed that majority of the respondents having bachelor and master degree. Percentage of master is 44.9% with 96 respondents and percentage of bachelor is 39.3% with 84 respondents.

**Table 2. Respondent's Characteristics**

Description	Range	Frequency	Percent
Gender	Male	119	55.6
	Female	95	44.4
Age	18-31	57	26.6
	32-44	68	31.8
	45-57	42	19.6
	58-70	47	22.0
	0-5	39	18.2
	6-10	70	32.7
Experience	11-15	42	19.6
	16-20	43	20.1
	>20	20	9.3
	<15000	12	5.6
Income	16000-30000	61	28.5
	31000-45000	63	29.4
	46000-60000	37	17.3
	>60000	41	19.2
Education	Matric	4	1.9
	Intermediate	6	2.8
	Bachelor	84	39.3
	Master	96	44.9
	Other	24	11.2

Correlation analysis is used to check the relationship of the variables with each other and multicollinearity problem. The results state that there is no multicollinearity among the variables.

**Table 3. Correlation Analysis**

	Anger	Envy	Gluttony	Greed	Lust	Pride	Sloth	OC	IWP
Anger	1								
Envy	.566**	1							
Gluttony	0.445**	0.611**	1						
Greed	-0.159*	0.113	0.452**	1					
Lust	0.326**	0.555**	0.537**	0.208**	1				
Pride	-0.323**	0.037	0.337**	0.417**	0.157*	1			
Sloth	-0.352**	-0.014	0.254**	0.598**	0.099	0.507**	1		
Org Culture	-0.708**	-0.378**	-0.254**	0.253**	-0.216**	0.403**	0.486**	1	
IWP	-0.599**	-0.323**	-0.266**	0.253**	-0.263**	0.378**	0.477**	0.761**	1

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

\**. Correlation is significant at the 0.05 level (2-tailed).*

Regression analysis state that anger is negatively and significantly influence Individual's work performance. Therefore, H1 of the study is accepted and it supports the study results of Carver & Jones (2009) and Tierney (2008). Envy is positively and significantly influence individual's work performance. Therefore, H2 of the study is not accepted. Gluttony is negatively and significantly influences individual's work performance. Therefore, H3 of the study is accepted. Greed is positively and significantly influences individual's work performance. Therefore, H4 of the study is not accepted. Lust negatively and significantly influences individual's work



performance. Therefore, H5 of the study is accepted. Pride is positively and insignificantly influences individual's work performance. Hence, H6 of the study is not accepted. Sloth negatively and significantly influences individual's work performance. Hence, H7 of the study is accepted and it supports the findings of Lyman (1989). Organizational culture positively and significantly influences individual's work performance. Therefore, H8 of the study is accepted and it supports the findings of Denison (1984), Gordon and Tomaso (1992), Heskett and Kotter (1992) and Padhi (2017) as well.

**Table 4. Regression Analysis**

Variables	Individual Work Performance		
	Coefficients	T-stat	P-value
(constant)	1.276	-1.482	0.070
Anger	-0.017	-1.682	0.047
Envy	0.066	-2.777	0.003
Gluttony	-0.142	-2.385	0.009
Greed	0.057	-1.796	0.037
Lust	-0.087	-1.771	0.039
Pride	0.049	-0.202	0.42
Sloth	-0.148	-2.213	0.014
Org culture	0.558	-2.535	0.006
R <sup>2</sup>	0.628	Adjusted R <sup>2</sup>	0.613
F-value	42.802	P-value (abstract)	0.000

**Table 5. Regression Analysis of Moderating Role of Organization Culture**

Independent Variables	Individual Work Performance		
	Coefficients	T-stat	P-value
(constant)	3.735	0.843	0.800
Anger x org culture	-0.182	-2.308	0.011
Envy x org culture	-0.054	-1.891	0.030
Gluttony x org culture	-0.041	-0.090	0.464
Greed x org culture	0.055	-1.759	0.040
Lust x org culture	0.041	-0.272	0.393
Pride x org culture	0.061	-0.887	0.188
Sloth x org culture	-0.094	-2.308	0.011
R <sup>2</sup>	0.080	Adjusted R <sup>2</sup>	0.069
F-value	2.538	P-value (abstract)	0.016

The above table shows the result of the regression analysis of the study variables through moderating role of organizational culture. Interaction term of anger and organizational culture is negatively and significantly affecting individual's work performance. Therefore, H9 of the study is accepted. Interaction term of envy and organizational culture is negatively and significantly affecting individual's work performance. Therefore, H10 of the study is accepted. Interaction term of gluttony and organizational culture is negatively and insignificantly affecting individual's work performance. Therefore, H11 of the study is not accepted. Interaction term of greed and organizational culture is positively and significantly affecting individual's work performance. Therefore, H12 of the study is not accepted. Interaction term of lust and organizational culture is positively and insignificantly affecting individual's work performance. Therefore, H13 of the study is not accepted. Interaction term of pride and organizational culture is positively and insignificantly affecting individual's work performance. Therefore, H14 of the study is not accepted. Interaction term of sloth and organizational culture is negatively and significantly affecting individual's work performance. Therefore, H15 of the study is accepted.

## **5. Conclusion**

In the corporate organizations, employer wants to enhance the performance level of employees and outcome of the organization to achieve the ultimate financial goals. However, due to the some personality traits (dark) employees may not be capable to fulfill their obligation and official commitments. Purpose of the study was to explore the impact of dark personality traits on individual's work performance level, and to analyze the moderating role of organizational culture in banking sector of Pakistan. This study's findings reveal the relationship and impact of dark personality traits on individual's work performance and moderating role of organizational culture. These research findings clearly indicated that four dark personality traits i.e. anger, gluttony, lust and sloth have negative impact on the individual's work performance. In the presence of these traits employees' performance will be weak as compare to other employees. In the light of above mentioned results, it can be stated that in the presence of anger, gluttony, lust and sloth banking sector employees are facing difficulties to achieve their task and financial outcomes and achievements.

However, we had hypothesized that envy and greed will also impact negatively the performance of employees, but according to the study results it has been revealed that envy and greed have positive impact on employee's performance level and enhance the performance of the employees. Hypotheses were build on the definition of these variables, as these all dark personality traits were defined as "sin" and predicted negatively in the society. But in the corporate sector these two traits build the competence environment between the employees to compete each other at workplace by doing more work and accomplish their tasks. Because companies urge their employee to compete each other and gain more and more profit for the organizations will be beneficial for both, organization and for employees as well. Pride has no significant role in employee's performance. Moreover, organizational culture plays positive role towards employees' performance. We can say that in the presence of organizational culture these dark traits have less negative influence on performance.

It recommends that there might be conditions that figure out which character's characteristics are decidedly or contrarily connected with individual's work performance increment and improvement. Thusly, with extra look into professionals might have the option to tailor official preparing training and developing projects to the particular needs of the workers. The workers with self-analysis and essential knowledge acquisition make improvement towards their work capabilities. Associations should conduct self-awareness, self-control and personality traits development sessions for their employees.

### **5.1 Future Directions and Recommendations**

The current study opens several paths for future research, while immediately contributing to the literature. Although this study contributes to the literature, it is not without limitations. Most research using dark personality has been limited to few topics and sceneries. First, most of the work in organizational research uses the Dark Triad which is consists of Machiavellianism, narcissism and psychopaths as an organizing framework, which unfortunately omits a considerable segment of the subclinical domain. Second, dark personality needs to be studied more in reference to bright outcomes, which should pay special attention to boundary conditions.

Especially the research scholars on this subject rarely focused on seven deadly sins as dark personality traits. This alignment of dark predictors with negative outcomes makes sense, but it leaves extensive areas wide open for study. It was very difficult to find the relevant literature, specifically empirical literature on the subject issue. Moreover, respondents feel hesitate to write down their answers by the time of filling the questionnaire, especially on the topic of lust, pride and greed etc.

This research study recommends that a relationship among the dark personality traits and CSR or Knowledge management may be found, whether these can eliminate or reduce the effect of dark personality trait or not. Furthermore, this research framework may be analyzed in the public sector organizations as well as non-profit organization for the future studies. And in a similar pattern, future research could explore other domains of dark personality traits beyond the dark triads and seven deadly sins.

## 5.2 Implications

A significant implication regarding this exploration is that it offers understanding into the dynamic connection between character's characteristics and individuals work performance. This research work will be practically beneficial for the organization to build a competitive environment among the employees which will promote the greed and envy characteristics in the employees to work effectively and gain more outcomes for the organization.

## References

- Aquinas, S. T. (1265). St. Thomas Aquinas The Summa Theologica.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel Psychology*. <https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
- Baumeister, R. F., & Exline, J. J. (1999). Virtue, Personality, and Social Relations: Self-Control as the Moral Muscle. *Journal of Personality*. <https://doi.org/10.1111/1467-6494.00086>
- Befort, N., & Hattrup, K. (2003). Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the Importance of Job Behaviors. *Applied H.R.M. Research*, 8(1), 17–32. <https://doi.org/10.1.1.471.9915>
- Blaine, B., & Crocker, J. (1993). Self-esteem and self-serving biases in reactions to positive and negative events: An integrative review. In *Self-Esteem* (Pp. 55-85). Springer, Boston, MA.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109. [https://doi.org/10.1207/s15327043hup1002\\_3](https://doi.org/10.1207/s15327043hup1002_3)
- Borman, W. C., & Motowidlo, S. M. (1993). Expanding the criterion domain to include elements of contextual performance. In *Personnel Selection in Organizations*. [https://doi.org/10.1007/SpringerReference\\_7472](https://doi.org/10.1007/SpringerReference_7472)
- Burkley, E., Burkley, M., Curtis, J., & Hatvany, T. (2018). Lead us not into temptation: The seven deadly sins as a taxonomy of temptations. *Social and Personality Psychology Compass*, pp. 1–16. <https://doi.org/10.1111/spc3.12416>
- Cafaro, P. J. (2005). Gluttony, arrogance, greed, and apathy: an exploration of environmental vice. *Environmental Virtue Ethics*. Lanham, Md: Rowman & Littlefield Publishers, 135–158.
- Carver, C. S., & Harmon-Jones, E. (2009). Anger is an approach-related affect: Evidence and implications. *Psychological Bulletin*. <https://doi.org/10.1037/a0013965>
- Davis, K. (2016). An examination of corporate psychopathy and the influence of negative leadership behaviors on organizational performance and employee well-being.
- Delroy L. Paulhus \* and Kevin M. Williams. (2002). The Dark Triad of personality: Narcissism, Machiavellianism, and psychopathy. In *Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in*

- Bioinformatics*) (Vol. 11056 LNAI, pp. 457–466). [https://doi.org/10.1007/978-3-319-98446-9\\_43](https://doi.org/10.1007/978-3-319-98446-9_43)
- Denison, D. R. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13(2), 5–22. [https://doi.org/10.1016/0090-2616\(84\)90015-9](https://doi.org/10.1016/0090-2616(84)90015-9)
- Ghaemi, N. (2011). *A First-Rate Madness. Uncovering the Links Between Leadership and Mental Illness*.
- Gordon, G. G., & DiTomaso, N. (1992). PREDICTING CORPORATE PERFORMANCE FROM ORGANIZATIONAL CULTURE. *Journal of Management Studies*. <https://doi.org/10.1111/j.1467-6486.1992.tb00689.x>
- Harms, P. D., Spain, S. M., & Hannah, S. T. (2011). Leader development and the dark side of personality. *Leadership Quarterly*, 22(3), 495–509.
- Hayat, Q., Mehdi, M., & Naqvi, R. (2017). Job Strain , Employee Greed , and Employee Envy: Moderating Role of Self-Monitoring in the Banking Sector of Pakistan. *Journal of Managerial Sciences*, 11(03), 24.
- Heskett, J. L., & Kotter, J. P. (1992). Corporate culture and performance. *Business Review*.
- Hiller, N. J. (2015). The Bright-Side and the Dark-Side of CEO Personality: Examining Core Self- Evaluations , Narcissism , Transformational Leadership , and Strategic Influence, (January). <https://doi.org/10.1037/a0016238>
- Iii, C. A. O. R., & Caldwell, D. F. (1991). People and organizational culture: a profile comparison approach to assessing person-organization fit, 34(3), 487–516.
- John, O. p., Robins, R. W., & Pervin, L. A. (2008). *Handbook of personality assessment*. John Wiley and Sons. <https://doi.org/10.1016/B978-012134645-4/50022-6>
- Kaiser, R. B., LeBreton, J. M., & Hogan, J. (2015). The dark side of personality and extreme leader behavior. *Applied Psychology*, 64(1), 55–92. <https://doi.org/10.1111/apps.12024>
- Kaplan, E. M., & Cowen, E. L. (1981). Interpersonal helping behavior of industrial foremen. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.66.5.633>
- Katz, D., & Kahn, R. L. (1978). The Social Psychology of Organizations (Chapter 10). In *The Social Psychology of Organizations*.
- Kim Jean Lee, S., & Yu, K. (2004). Corporate culture and organizational performance. *Journal of Managerial Psychology*, 19(4), 340–359. <https://doi.org/10.1108/02683940410537927>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C. W., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Laforet, S. (2016). *Effects of organisational culture on organisational innovation performance in family firms*. *Journal of Small Business and Enterprise Development* (Vol. 23). <https://doi.org/10.1108/JSBED-02-2015-0020>
- Liu, A. M. m., Shuibo, Z., & Meiyung, L. (2006). A framework for assessing organisational culture of Chinese construction enterprises. *Engineering, Construction and Architectural Management*, 13(4), 327–342. <https://doi.org/10.1108/09699980610680153>
- Lyman, S. M. (1989). *The seven deadly sins: Society and evil*. Rowman & Littlefield Publishers.
- Moscoso, S., & Salgado, J. F. (2004). “Dark side” personality styles as predictors of task, contextual, and job performance. *International Journal of Selection and Assessment*. <https://doi.org/10.1111/j.0965-075X.2004.00290.x>

- Nauta, R., & Derckx, L. (2007). Why sin? - A test and an exploration of the social and psychological context of resentment and desire. *Pastoral Psychology*. <https://doi.org/10.1007/s11089-007-0097-7>
- Padhi, P. (2017). International Journal of Research in IT and Management (IJRIM) Organisational culture and Employee Performance. *International Journal of Research in IT & Management*, 7(5), 77–81. Retrieved from <http://>
- Paul Babiak, R. D. H. (2006). *Snakes in suits: When psychopaths go to work*. HarperCollins e-books. <https://doi.org/10.1007/s10551-011-0810-4>
- Reyna, C., Ivacevich, M. G. L., Sanchez, A., & Brussino, S. (2011). The buss-perry aggression questionnaire: Construct validity and gender invariance among argentinean adolescents. *International Journal of Psychological Research*, 4(2), 30–37. <https://doi.org/10.21500/20112084.775>
- Saint Gregory the Great. (590). *The Book of Pastoral Rule*.
- Schlenker, B. R., & Miller, R. S. (1977). Egocentrism in groups: Self-serving biases or logical information processing? *Journal of Personality and Social Psychology*, 35(10), 755.
- Schlenker, B. R., Miller, R. S., Leary, M. R., & McCown, N. E. (1979). Group performance and interpersonal evaluations as determinants of egotistical attributions in groups. *Journal of Personality*. <https://doi.org/10.1111/j.1467-6494.1979.tb00210.x>
- Silvia Moscoso, F. S. (2004). “Dark Side” Personality Styles as Predictors of. *International Journal of Selection and Assessment*, 12(4), 356–362.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.68.4.653>
- Sullender, S. (2015). The Seven Deadly Sins as a Pastoral Diagnostic System. *Pastoral Psychology*, 64(2), 217–227. <https://doi.org/10.1007/s11089-014-0602-8>
- Thompson, E. P. (1967). Time, work-discipline, and industrial capitalism. *Past and Present*. <https://doi.org/10.1093/past/38.1.56>
- Uma Sekaran, B., & Roger. (2013). *Research Methods for Business*.
- Van Muijen, J. J., & al, E. (1999). Organizational culture: The focus questionnaire. *European Journal of Work and Organizational Psychology*, 8(4), 551-568.
- Veselka, L., Giammarco, E. A., & Vernon, P. A. (2014). The Dark Triad and the seven deadly sins. *personality and individual differences*, 1–6. <https://doi.org/10.1016/j.paid.2014.01.055>