

Research Article

**Dark Triad and Counterproductive Work Behaviors: Which of the
Dark Triad Traits is More Malevolent?**

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Abstract

Although the Dark Triad has begun to be studied extensively, little is known about which of the Dark Triad traits is more malevolent in organizational context. Therefore in this study in order to compare the effects of Dark Triad traits on work-related attitudes, the effects of the Dark Triad traits (i.e., narcissism, Machiavellianism, and psychopathy) on counterproductive work behaviors (CWBs) (withdrawal, theft, and abuse) were examined. $N= 244$ employees participated in the study. Employees rated their own Dark Triad and CWBs. The results revealed that, in correlation analysis all the Dark Triad traits related to CWBs positively. Narcissism had the weakest correlation here (having only significant associations with withdrawal). However, according to the multiple regression findings, Machiavellianism and narcissism did not predict CWBs and only psychopathy predicted CWBs. Results were discussed and suggestions were made for further research. This study provided that comparing to narcissism and Machiavellianism, psychopathy could potentially be more malevolent in organizational context.

Keywords: Dark Triad, Narcissism, Machiavellianism, Psychopathy, Counterproductive Work Behaviors

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